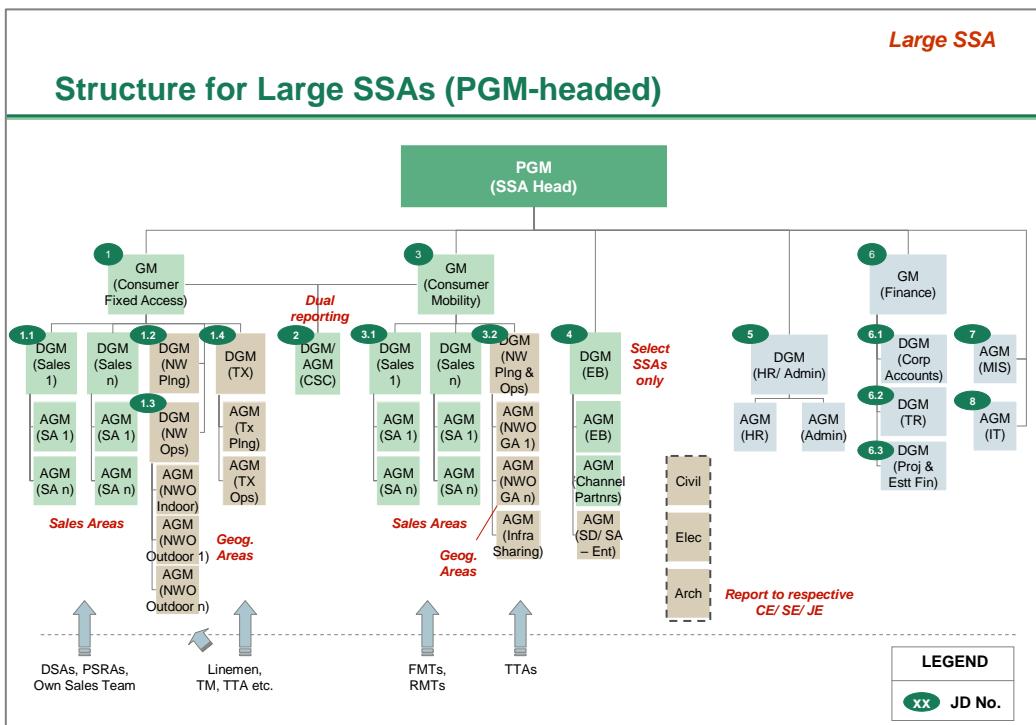


Large SSAs



Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

SSA Head – PGM

Job overview	
Job title/ Designation	SSA Head – PGM
Job objective	Achieving profitable and sustainable growth of revenues in the SSA across businesses (CFA, CM, ENT) through 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"> ◦ Circle Head – CGM • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Target setting for the SSA for CFA, CM and ENT business units by liaising with Circle • Supervising execution of action agenda, with particular focus on <ul style="list-style-type: none"> ◦ Sales channel management – DSAs, CFA sales force, franchisees, CSCs, alliances ◦ Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail as well as enterprise customers ◦ Network expansion, upgradation and maintenance for all network assets within the SSA <ul style="list-style-type: none"> ▪ Please refer to Appendix for further details ◦ Execution of IT projects at SSA level • Operationalisation of action agenda through multiple levers • Ensuring timely billing, collections and revenue assurance for products/ service across all business units (CFA, CM) • Interaction with Circle Office for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning on policy matters ◦ Recommendations on key areas of strategy & planning based on local environment • Monitoring performance against business plan at SSA level and taking corrective action as and when required • Liaisoning with HR section for adequate staffing and training within the SSA • 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"> • Revenue (Rs. Cr) <ul style="list-style-type: none"> ◦ By business unit (CFA, CM) • Budget adherence on capex (Rs. Cr) <ul style="list-style-type: none"> ◦ By business unit (CFA, CM, NB) • EBITDA (Rs. Cr) <ul style="list-style-type: none"> ◦ By business unit (CFA, CM)
Customer/ Market	<ul style="list-style-type: none"> • Gross adds and net adds (#) <ul style="list-style-type: none"> ◦ By business unit (CFA, CM)

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

	<ul style="list-style-type: none"> • ARPU (Rs. per month) <ul style="list-style-type: none"> ◦ By business unit (CFA, CM) • Customer churn (%) ◦ By business unit (CFA, CM) • Customer satisfaction (Scale of 1 to 5) ◦ By business unit (CFA, CM)
Operations	<ul style="list-style-type: none"> • # DSAs (#) • # retailers covered for CM (#) • Service delivery TAT for CFA (Days) • Fault resolution TAT (Hours) <ul style="list-style-type: none"> ◦ By business unit (CFA, CM) • Network rollout status <ul style="list-style-type: none"> ◦ By business unit (CFA, CM, IS) • Network upgradation status <ul style="list-style-type: none"> ◦ By business unit (CFA, CM, IS) • Network integration status <ul style="list-style-type: none"> ◦ By business unit (CFA, CM, IS) • SLA adherence on operations of network assets (e.g. uptime, MTTR, etc) within the SSA <ul style="list-style-type: none"> ◦ By business unit (CFA, CM, IS) • Implementation status of key projects
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

1 Head of Consumer Fixed Access at SSA – GM

Job overview	
Job title/ Designation	Head of Consumer Fixed Access at SSA – GM
Job objective	Achieving profitable and sustainable growth of Consumer Fixed Access (CFA) business in the SSA through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ SSA Head – PGM • Indirect (functional) <ul style="list-style-type: none"> ◦ Head of Consumer Fixed Access at Circle
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ DGM (Sales 1) – CFA ◦ DGM (Sales n) – CFA ◦ DGM (Network Planning) – CFA ◦ DGM (Network Operations) – CFA ◦ DGM (Transmission) – CFA ◦ DGM/ AGM (Customer Service Centers) • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
	<ul style="list-style-type: none"> • Target setting for all Sales Areas and Geographical Areas within the SSA for CFA business unit • Supervising execution of action agenda within Areas for CFA business unit, with particular focus on <ul style="list-style-type: none"> ◦ Sales channel management – DSAs, CFA sales force, CSCs, alliances <ul style="list-style-type: none"> ▪ Implementation of new sales processes as recommended by Head Office ▪ Disbursement of allowances, awards and incentives by liaising with Head of Finance at SSA to motivate sales force ▪ Setting-up and management of sales alliances at SSA level, including revenue-sharing agreements (if any) ◦ Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers ◦ Network expansion, upgradation and maintenance for all CFA network assets within the SSA <ul style="list-style-type: none"> ▪ <i>Please refer to Appendix for further details</i> • Operationalisation of action agenda through multiple levers • Interaction with Circle Office and Areas for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning with Circle Office on policy matters ◦ Recommendations to Circle Office on key areas of strategy and planning based on local environment ◦ Guidance to Areas on business, HR, admin and financial matters • Monitoring performance against business plan at SSA level (by Area) and taking corrective action as and when required • 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"> • CFA revenue (Rs. Cr) <ul style="list-style-type: none"> ◦ By product (LL, BB, IPTV, PCO, etc) • Budget adherence on capex (Rs. Cr) • CFA EBITDA (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Gross adds and net adds (#) <ul style="list-style-type: none"> ◦ By product (LL, BB, IPTV, PCO, etc) • ARPU (Rs. per month)

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

	<ul style="list-style-type: none"> ○ By product (LL, BB, IPTV, PCO, etc) ● Customer churn (%) ○ By product (LL, BB, IPTV, PCO, etc) ● Customer satisfaction (Scale of 1 to 5) ○ By product (LL, BB, IPTV, PCO, etc)
Operations	<ul style="list-style-type: none"> ● # DSAs (#) ● Service delivery TAT (Days) <ul style="list-style-type: none"> ○ By product (LL, BB, IPTV, PCO, etc) ● Fault resolution TAT (Hours) <ul style="list-style-type: none"> ○ By product (LL, BB, IPTV, PCO, etc) ● Network rollout status ● Network upgradation status ● Network integration status (with NGN switches) ● SLA adherence on operations of CFA network assets (e.g. uptime, MTTR, etc) within the SSA
Employee development	<ul style="list-style-type: none"> ● Feedback from peers ● Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

1.1 DGM (Sales) – CFA

Job overview	
Job title/ Designation	DGM (Sales) – CFA
Job objective	Achieving profitable and sustainable growth of the Consumer Fixed Access (CFA) business in the SSA through innovative and affordable products and excellence in sales & marketing
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ Head of Consumer Fixed Access at SSA – GM • Indirect (functional) <ul style="list-style-type: none"> ◦ Head of Sales & Marketing for CFA at Circle
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ AGM (Sales 1) – CFA ◦ AGM (Sales n) – CFA • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Development of comprehensive action agenda for CFA business unit, with particular focus on <ul style="list-style-type: none"> ◦ Product pricing and bundling ◦ Marketing activities – fairs, exhibitions, etc ◦ Sales channel management – DSAs, CFA sales force, CSCs, alliances • Operationalisation of action agenda through multiple levers • Implementation of company Public Relations strategy at SSA level from a CFA perspective <ul style="list-style-type: none"> ◦ Promotional literature including brochures, pamphlets, magazines, etc ◦ Press and media <ul style="list-style-type: none"> ▪ Writing and distribution of press releases to media ▪ Collating and analyzing media coverage ◦ Events such as seminars, exhibitions, press conferences, etc • Interaction with Circle Office and Sales Areas for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning with Circle Office on policy matters ◦ Recommendations to Circle Office based on local environment ◦ Guidance to Areas on business matters • Monitoring performance against business plan at SSA level (by Area) and taking corrective action as and when required • 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"> • CFA revenue (Rs. Cr) - BSNL vs. market leader <ul style="list-style-type: none"> ◦ By product (LL, BB, IPTV, PCO, etc) • Budget adherence on capex (Rs. Cr) <ul style="list-style-type: none"> ◦ By product (LL, BB, IPTV, PCO, 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 (LL, BB, IPTV, PCO, etc) • Market share by revenue (%) and market share by connections (%) - BSNL vs. market leader <ul style="list-style-type: none"> ◦ By product (LL, BB, IPTV, PCO, etc) • ARPU (Rs. per month) - BSNL vs. market leader <ul style="list-style-type: none"> ◦ By product (LL, BB, IPTV, PCO, etc) • Customer churn (%) - BSNL vs. market leader <ul style="list-style-type: none"> ◦ By product (LL, BB, IPTV, PCO, etc) • Brand strength (based on survey) • Customer satisfaction (Scale of 1 to 5) <ul style="list-style-type: none"> ◦ By product (LL, BB, IPTV, PCO, etc)

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

Operations	<ul style="list-style-type: none"> • # DSAs (#) • Service delivery TAT (Days) <ul style="list-style-type: none"> ◦ By product (LL, BB, IPTV, PCO, etc) • Fault resolution TAT (Hours) <ul style="list-style-type: none"> ◦ By product (LL, BB, IPTV, PCO, etc)
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

1.2 DGM (Network Planning) – CFA

Job overview	
Job title/ Designation	DGM (Network Planning) – CFA
Job objective	Planning, roll-out and upgradation of all Consumer Fixed Access (CFA) network assets within the SSA, consolidation of overall network expansion for SSA and undertaking all Material Management (MM) and procurement activities at SSA
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ Head of Consumer Fixed Access at SSA – GM • 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"> ◦ To be decided • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Planning, roll-out and upgradation of all CFA network assets within the SSA <ul style="list-style-type: none"> ◦ <i>Please refer to Appendix for further details</i> • Consolidating plan for expansion and upgradation of all network assets within the SSA; liaisoning with DGM (Network Operations) – CFA, DGM (Transmission) and DGM (Network Planning & Operations) – CM for the same • Co-ordinating with Head of Network Planning for CFA at Circle for collection of equipment and materials required for development of all network assets within the SSA (for all business units), including management of stores • Conducting all procurement-related activities within the SSA • Ensuring technical inspection of CFA network assets within the SSA on a periodic basis • Engaging and monitoring centralised vendors (as and when required) for network expansion and upgradation, against pre-defined SLAs (liaisoning with relevant sections for the same) • Interaction with Circle Office for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning on policy matters ◦ Recommendations based on local environment • 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"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • Timely and accurate planning of network roll-out and upgradation • Network roll-out status • Network upgradation status • Network integration status (with NGN switches)
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

1.3 DGM (Network Operations) – CFA

Job overview	
Job title/ Designation	DGM (Network Operations) – CFA
Job objective	Maintenance of all Consumer Fixed Access (CFA) network assets within the SSA
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ Head of Consumer Fixed Access at SSA – GM • 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"> ◦ To be decided • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Maintenance of all CFA network assets within the SSA <ul style="list-style-type: none"> ◦ Please refer to Appendix for further details • Ensuring timely Acceptance Testing for all CFA network assets within the SSA <ul style="list-style-type: none"> ◦ Co-ordinating with relevant personnel at Circle Office for the same • Establishing and maintaining Points of Interconnect (PoI) with other operators at TAXs • Maintenance and modernization of Telegraph Services within the SSA • Engaging and monitoring centralised vendors (as and when required) for network maintenance, against pre-defined SLAs (liaisoning with relevant sections for the same) • Nodal unit at SSA for all Public Grievances • Monitoring utilisation of deployed network switches at SSA level (by Geographic Area) <ul style="list-style-type: none"> ◦ Results to be incorporated into overall plan for network modification and expansion • Interaction with Circle Office and Geographic Areas for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning on policy matters ◦ Recommendations based on local environment • 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"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • SLA adherence on operations of CFA network assets (e.g. uptime, MTTR, etc) within the SSA
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

1.4 DGM (Transmission) – CFA

Job overview	
Job title/ Designation	DGM (Transmission) – CFA
Job objective	Planning, roll-out, upgradation and maintenance of all OFC, UHF, MW within the Circle
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ Head of Consumer Fixed Access at SSA – GM • 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"> ◦ To be decided • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Planning, roll-out, maintenance and upgradation of all OFC, UHF, MW within the SSA <ul style="list-style-type: none"> ◦ Please refer to Appendix for further details • Creating plan for expansion and upgradation of OFC, UHF, MW within the SSA after incorporating inputs received from Heads of Network Planning for CFA and CM at SSA • Co-ordinating with DGM (Planning) – CFA for procurement, collection and distribution of equipment and materials required for network roll-out and maintenance • Ensuring timely roll-out and upgradation of OFC, UHF, MW within the SSA, in line with the overall network plan • Ensuring timely installation and maintenance of OFC, UHF, MW component of leased circuits for enterprise customers • Engaging and monitoring centralised vendors (as and when required) for network roll-out, maintenance and upgradation, against pre-defined SLAs (liaisoning with relevant sections for the same) • Implementation of policy and instructions issued by Head Office for maintenance of OFC, UHF, MW • Providing inputs to Head Office on fixing of Quality of Service (QoS) parameters • Ensuring technical and fire inspection of OFC, UHF, MW media within the SSA on a periodic basis; co-ordinating with Inspections Circle for fire inspection • Formulation of budget for roll-out, maintenance and upgradation of OFC, UHF, MW within the SSA by liaisoning with Head of Business Planning • Monitoring utilisation of deployed media at SSA level <ul style="list-style-type: none"> ◦ Results to be incorporated into overall plan for network modification and expansion • Interaction with Circle Office for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning on policy matters ◦ Recommendations based on local environment • 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"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • Timely and accurate planning of media roll-out and upgradation • OFC, UHF, MW roll-out status • SLA adherence on operations of OFC, UHF, MW (e.g. uptime, MTTR, etc) within the SSA
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

2 Head of Customer Service Centers at SSA – DGM/ AGM

Job overview	
Job title/ Designation	Head of Customer Service Centers at SSA – DGM/ AGM
Job objective	Management of all Customer Service Centers (CSCs) in the SSA from a sales and customer service perspective for Consumer Fixed Access (CFA) and Consumer Mobility (CM) business units
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ Head of Consumer Fixed Access at SSA – GM ◦ Head of Consumer Mobility at SSA – GM • Indirect (functional) <ul style="list-style-type: none"> ◦ Head of Customer Service Centers at Circle
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ To be decided • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • On-the-ground execution of action agenda for CFA and CM business units developed by Circle <ul style="list-style-type: none"> ◦ Range of products and services on offer ◦ Potential increase/ decrease in number of CSCs driven by business requirements • Interaction with Circle Office for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning on policy matters ◦ Recommendations based on local environment • Monitoring performance of CSCs against business plan at SSA level <ul style="list-style-type: none"> ◦ Sales – revenue, # CFA connections, # CM subscribers, etc ◦ Customer Service – fault resolution TAT, Customer satisfaction, etc • 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"> • Revenue (Rs. Cr) <ul style="list-style-type: none"> ◦ By business unit (CFA, CM)
Customer/ Market	<ul style="list-style-type: none"> • Gross adds for CFA and CM business units (#) <ul style="list-style-type: none"> ◦ By product (LL, BB, IPTV, PCO, 2G, 3G, etc) • Customer churn (%) • Customer satisfaction (Scale of 1 to 5) • By product (LL, BB, IPTV, PCO, 2G, 3G, etc)
Operations	<ul style="list-style-type: none"> • SLA adherence for CSCs • CSC roll-out status
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

3 Head of Consumer Mobility at SSA – GM

Job overview	
Job title/ Designation	Head of Consumer Mobility at SSA – GM
Job objective	Achieving profitable and sustainable growth of Consumer Mobility (CM) business in the SSA through innovative and affordable products, excellence in sales, marketing and customer service, superior network operations backed by efficient IT-enabled processes
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ SSA Head – PGM • Indirect (functional) <ul style="list-style-type: none"> ◦ Head of Consumer Mobility at Circle
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ DGM (Sales 1) – CM ◦ DGM (Sales n) – CM ◦ DGM (Network Planning & Operations) – CM ◦ DGM/ AGM (Customer Service Centers) • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Target setting for all Sales Areas and Geographical Areas within the SSA for CM business unit • Supervising execution of action agenda within Areas for CM business unit, with particular focus on <ul style="list-style-type: none"> ◦ Sales channel management – franchisees, CSCs, alliances <ul style="list-style-type: none"> ▪ Implementation of new sales processes as recommended by Head Office ▪ Disbursement of allowances, awards and incentives by liaisoning with Head of Finance at SSA to motivate sales force ▪ Setting-up and management of sales alliances at SSA level, including revenue-sharing agreements (if any) ◦ Customer service with the objective of delivering best-in-class service at all stages of customer lifecycle (pre-sales, service delivery, after-sales) for retail customers ◦ Network expansion, upgradation and maintenance for all CM network assets within the SSA (GSM & CDMA) <ul style="list-style-type: none"> ▪ Please refer to Appendix for further details • Operationalisation of action agenda through multiple levers • Interaction with Circle Office and Areas for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning with Circle Office on policy matters ◦ Recommendations to Circle Office on key areas of strategy and planning based on local environment ◦ Guidance to Areas on business, HR, admin and financial matters • Monitoring performance against Circle's business plan at SSA level (by Area) and taking corrective action as and when required • 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, etc) • Budget adherence on capex (Rs. Cr) • CM EBITDA (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Gross adds and net adds (#) <ul style="list-style-type: none"> ◦ By product (2G, 3G, etc) • ARPU (Rs. per month) <ul style="list-style-type: none"> ◦ By product (2G, 3G, etc) • Customer churn (%)

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

	<ul style="list-style-type: none"> ○ By product (2G, 3G, etc) ● Customer satisfaction (Scale of 1 to 5) <ul style="list-style-type: none"> ○ By product (2G, 3G, etc)
Operations	<ul style="list-style-type: none"> ● # 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) within the SSA
Employee development	<ul style="list-style-type: none"> ● Feedback from peers ● Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

3.1 DGM (Sales) – CM

Job overview	
Job title/ Designation	DGM (Sales) – CM
Job objective	Achieving profitable and sustainable growth of the Consumer Mobility (CM) business in the SSA through innovative and affordable products and excellence in sales & marketing
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ Head of Consumer Mobility at SSA – GM • Indirect (functional) <ul style="list-style-type: none"> ◦ Head of Sales & Marketing for CM at Circle
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ AGM (Sales 1) – CM ◦ AGM (Sales n) – CM • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Development of comprehensive action agenda for CM business unit, with particular focus on <ul style="list-style-type: none"> ◦ Product pricing and bundling ◦ Marketing activities – fairs, exhibitions, etc ◦ Sales channel management – franchisees, CSCs, alliances • Operationalisation of action agenda through multiple levers • Implementation of company Public Relations strategy at SSA level from a CM perspective <ul style="list-style-type: none"> ◦ Promotional literature including brochures, pamphlets, magazines, etc ◦ Press and media <ul style="list-style-type: none"> ▪ Writing and distribution of press releases to media ▪ Collating and analyzing media coverage ◦ Events such as seminars, exhibitions, press conferences, etc • Interaction with Circle Office and Sales Areas for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning with Circle Office on policy matters ◦ Recommendations to Circle Office based on local environment ◦ Guidance to Areas on business matters • Monitoring performance against business plan at SSA level (by Area) and taking corrective action as and when required • 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, etc) • Budget adherence on capex (Rs. Cr) <ul style="list-style-type: none"> ◦ By product (2G, 3G, 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 connections (%) - 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, etc)

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

Operations	<ul style="list-style-type: none"> • # retailers covered (#) • Fault resolution TAT (Hours) <ul style="list-style-type: none"> ◦ By product (2G, 3G, etc)
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

3.2 DGM (Network Planning & Operations) – CM

Job overview	
Job title/ Designation	DGM (Network Planning & Operations) – CM
Job objective	Planning, roll-out, upgradation and maintenance of all Consumer Mobility (CM) network assets within the SSA
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ Head of Consumer Mobility at SSA – GM • 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"> ◦ To be decided • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
	<ul style="list-style-type: none"> • Planning, roll-out, upgradation and maintenance of all CM network assets within the SSA (GSM & CDMA) <ul style="list-style-type: none"> ◦ Please refer to Appendix for further details • Submitting plan for expansion and upgradation of CM network assets within the SSA to Circle • Co-ordinating with Head of Network Planning for CFA at Circle for collection of equipment and materials required for development of all network assets within the SSA (for all business units), including management of stores • Ensuring timely availability of slots and making towers Ready for Sharing for leasing to other operators, based on the directions given by Infra Sharing team at Circle • Providing information on key reporting metrics for the Circle, such as <ul style="list-style-type: none"> ◦ Total number of towers available ◦ Number of towers shared ◦ Number of towers Ready for Sharing (RFS) ◦ Cumulative number of slots hired • Providing information for accurate billing of services <ul style="list-style-type: none"> ◦ Pass-through costs (diesel, electricity, land rent) on as-incurred basis ◦ Rental escalation, if any ◦ SLA penalties ◦ Roll-out penalties • Ensuring technical inspection of CM network assets within the SSA on a periodic basis • Ensuring timely Acceptance Testing for all CM network assets within the SSA <ul style="list-style-type: none"> ◦ Co-ordinating with relevant personnel at Circle Office for the same • Engaging and monitoring centralised vendors (as and when required) for network expansion, upgradation and maintenance, against pre-defined SLAs (liaisoning with relevant sections for the same) • Interaction with Circle Office for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning on policy matters ◦ Recommendations based on local environment • 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"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall business unit KPIs
Operations	<ul style="list-style-type: none"> • Timely and accurate planning of network roll-out and upgradation • Network roll-out status • Network upgradation status

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

	<ul style="list-style-type: none"> • Network integration status (with NGN switches) • Tenant BTS availability (%) • SLA adherence on operations of CM network assets (e.g. uptime, MTTR, etc) within the SSA
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

4 DGM (Enterprise Business) – ENT

Job overview	
Job title/ Designation	DGM (Enterprise Business) – ENT
Job objective	Generation of enterprise business from gold and silver enterprise customers across industry verticals within the SSA. Ensuring proper service delivery and service assurance for all enterprise customers (platinum, gold, silver)
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ SSA Head – PGM • Indirect (functional) <ul style="list-style-type: none"> ◦ Head of Enterprise Business at Circle
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ AGM (Enterprise Business) – ENT ◦ AGM (Channel Partners) – ENT ◦ AGM (SD/ SA – Enterprise) – ENT • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Creation of annual business plan for enterprise business from gold and silver customers at SSA, including <ul style="list-style-type: none"> ◦ Financial targets – overall budget (revenue, capex, opex), profitability, etc ◦ Customer/ Market targets – market share, share of wallet, etc ◦ Operational targets – customer service, etc • Target-setting for SSA by liaising with Head of Business Planning at Circle • End-to-end customer relationship management for existing gold & silver customers across industry verticals in that SSA <ul style="list-style-type: none"> ◦ Account allocation and planning ◦ Pre-sales and project planning <ul style="list-style-type: none"> ▪ Products and solutions development by matching clients needs with BSNL products ▪ Pricing and discounts ◦ Sales planning • Building new relationships across industry verticals to grow enterprise business from gold & silver customers in that SSA • Guidance to sales team in the city on managing and growing enterprise business <ul style="list-style-type: none"> ◦ Accompanying team on critical sales meetings ◦ Providing support in terms of quick turnaround on discounting, solutions and services ◦ Liaisoning with senior management of the customer to build relationship ◦ Providing on-the-job training and apprenticeship to junior sales team members • Liaisoning with Head of Enterprise Business at Circle on matters concerning sales policy & sales strategy and matters concerning discounts to enterprise customers • Interfacing with senior client management and representing BSNL in conferences and meets in that city • Development of product bundles to match requirements of various gold & silver customers <ul style="list-style-type: none"> ◦ Across product categories: voice, data, managed services ◦ Across industry verticals: BFSI, IT, Mfg, Govt, Svs • Development of vertical specific solutions for gold & silver enterprise customers <ul style="list-style-type: none"> ◦ Understanding client's business requirements ◦ Sizing bandwidth & mapping-out locations ◦ Defining products and technical specifications ◦ Determining applications/ services required ◦ Designing interfaces with legacy systems ◦ Demonstrating PoC (pilot / demo) ◦ Translating developed solution into project plan ◦ Designing SLAs with client ◦ Interaction with clients for effective sales • Preparing pre-sales presentation to clients on products and solutions 	

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

- Development of comprehensive action agenda for enterprise business, with particular focus on
 - End-to-end customer relationship management for existing gold customers across industry verticals
 - Account allocation and planning
 - Pre-sales and project planning
 - Products and solutions development by matching clients needs with BSNL products
 - Pricing and discounts
 - Sales planning
 - Building new relationships to grow enterprise business from gold enterprise customers
 - Creating tie-ups with channel partners for management of silver enterprise accounts
 - Undertaking customer discovery initiatives for existing as well as potential customers
 - Ensuring prioritized service for all enterprise customers (platinum, gold, silver) at SSA by liaising with Head of Network for Consumer Fixed Access and Head of Network for Consumer Mobility at SSA
 - Service Delivery (SD) – commissioning of projects
 - Service Assurance (SA) – fault detection and repair
 - Escalating service delivery and service assurance issues of all enterprise customers (platinum, gold, silver) in the SSA to Heads of Consumer Fixed Access and Consumer Mobility for rapid resolution
- Interaction with Circle Office for smooth day-to-day operations
 - Liaisoning on policy matters
 - Recommendations on key areas of strategy & planning based on local environment
- Monitoring performance against business plan at SSA level (by customer segment) and taking corrective action as and when required
- 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"> • Enterprise revenue (Rs. Cr) <ul style="list-style-type: none"> ◦ By product (voice, data, managed services) ◦ By customer segment (gold, silver) • Budget adherence on capex (Rs. Cr) • Enterprise EBITDA (Rs. Cr) <ul style="list-style-type: none"> ◦ By customer segment (gold, silver) • Order book value (Rs. Cr) <ul style="list-style-type: none"> ◦ By product (voice, data, managed services) ◦ By customer segment (gold, silver)
Customer/ Market	<ul style="list-style-type: none"> • Enterprise gross adds and net adds (#) <ul style="list-style-type: none"> ◦ By product (voice, data, managed services) ◦ By customer segment (gold, silver) • Share of wallet of telecom spend of customers (%) <ul style="list-style-type: none"> ◦ By customer segment (gold, silver) • Customer satisfaction (Scale of 1 to 5) <ul style="list-style-type: none"> ◦ By customer segment (gold, silver)
Operations	<ul style="list-style-type: none"> • Growth of Enterprise sales force at SSA level for gold customers (%) • Growth in number of channel partners for silver customers (#) • Average revenue per channel partner (Rs. Cr) • SLA adherence for enterprise customers on Service Delivery and Service Assurance (e.g. time for project commissioning, uptime, fault resolution TAT, etc) within the Circle
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

5 Head of HR/ Admin at SSA – DGM

Job overview	
Job title/ Designation	Head of HR/ Admin at SSA – DGM
Job objective	Management and resolution of all HR and administrative matters at SSA level
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ SSA Head – PGM • Indirect (functional) <ul style="list-style-type: none"> ◦ GM (HR/ Admin) – HR at Circle
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ AGM (HR) – HR ◦ AGM (Admin) – HR • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
	<ul style="list-style-type: none"> • Execution of key HR processes for all groups of employees, in line with policies and guidelines formulated at Head Office <ul style="list-style-type: none"> ◦ Manpower Planning ◦ Recruitment, Promotions, Transfers and posting ◦ Performance appraisal (CR) ◦ Training & induction ◦ Employee welfare and grievance redressal ◦ Hiring of contract employees, Outsourcing • Ensuring timely implementation of above processes • Management of administrative activities at SSA, including <ul style="list-style-type: none"> ◦ Maintenance of office equipment – tables, chairs, etc ◦ Facility management and security, including management of external agencies, if required ◦ Procurement and distribution of other items such as stationery, crockery, etc ◦ Implementation of vehicle policy at SSA ◦ Making travel arrangements for all personnel at SSA – tickets, visa, etc ◦ Assisting other divisions at SSA in organising meetings, seminars, etc ◦ Receipt of dak and distribution to concerned sections • Managing relations with employee unions and associations <ul style="list-style-type: none"> ◦ Averting strikes and agitations ◦ Negotiating in times of conflict • Ensuring compliance with labour laws and other statutory requirements • Management, monitoring and resolution of all legal matters at SSA • Ensuring administrative inspection of all field units within the SSA on a periodic basis • Implementation and regular updation of HRMS package • Undertaking all activities related to Restructuring Cell within the SSA • Handling all affairs related to SC/ ST employees (SCT cell) and inspection of reservation roster maintained by SSA for all employees within the SSA • Nodal unit at SSA for dissemination and collection of information regarding Right to Information (RTI) queries • Nodal unit at SSA for all Parliamentary questions • Undertaking activities related to Official Language Policy of the government • Implementation of systems and processes to enhance employee engagement and welfare at SSA <ul style="list-style-type: none"> ◦ Surveys and pulse checks ◦ Communication programs ◦ Welfare, Sports and Culture boards <ul style="list-style-type: none"> ▪ Allocation of funds ▪ Preparation of calendar of events ▪ Organising events ◦ Handling and resolution of employee grievances • Interaction with Circle Office for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning on policy matters, legal issues and union relations

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

- Recommendations on key HR processes
- 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"> ● Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> ● Aligned with overall SSA KPIs
Operations	<ul style="list-style-type: none"> ● Timely completion of key HR processes <ul style="list-style-type: none"> ○ Manpower Planning ○ Recruitment and Induction ○ Performance appraisal ○ Promotion ○ Transfers and Posting ● Timely implementation and updation of HRMS system ● Number of man-days lost due to union disputes (#) ● Number of statutory/ legal violations registered (#)
Employee development	<ul style="list-style-type: none"> ● Feedback from peers ● Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

6 Head of Finance at SSA – GM

Job overview	
Job title/ Designation	Head of Finance at SSA – GM
Job objective	Management and resolution of all financial matters at SSA level
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ SSA Head – PGM • Indirect (functional) <ul style="list-style-type: none"> ◦ Head of Finance at Circle
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ DGM (Corporate Accounts) – FIN ◦ DGM (Telecom Revenue) – FIN ◦ DGM (Project & Establishment Finance) – FIN • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
	<ul style="list-style-type: none"> • Performing role of Independent Financial Advisor (IFA) for SSA Head • Creation of annual financial plan for SSA • Undertaking project planning and financing activities at SSA <ul style="list-style-type: none"> ◦ Analysing financial viability of projects and procurement tenders ◦ Defining tender terms ◦ Fixing rate contracts ◦ Evaluating tenders and purchase proposals • Conducting periodic reviews on project execution and expenditure across business units <ul style="list-style-type: none"> ◦ Ensuring adherence to budget – revenue, capex, opex ◦ Making modifications to overall budget allocation (capex/ opex), if required • Updation and management of accounts and general ledger for SSA <ul style="list-style-type: none"> ◦ Implementation of uniform accounting standards throughout the company ◦ Ensuring compliance related to statement of accounts ◦ Management of cash and liquidity – receivables, payables, working capital, etc • Maintaining overall asset register for the SSA • Execution of billing, collections and revenue assurance policy and processes across business units devised at Head Office • Engaging and monitoring centralised vendors for billing, collections and revenue assurance (if required) against pre-defined SLAs (liaisoning with relevant sections for the same) • Undertaking billing for Points of Interconnect (PoI) with other operators (IOBAS) <ul style="list-style-type: none"> ◦ Co-ordinating with Head of Regulation at Circle and Head of Network Operations for CFA and Head of Network Operations for CM at SSA for technical inputs • Making payments to external agencies (e.g. vendors, DSAs, franchisees, etc) • Ensuring timely disbursement of salary, perks, reimbursements, etc to employees within the SSA • Managing all activities related to staff establishment & accounts section for finance cadre at SSA level • Liaisoning with Head of IT at SSA for implementation of billing, collections and revenue assurance systems • Liaisoning with banks for smooth day-to-day operations • Ensuring timely completion of audit inspections of all SSA statement of accounts, offices and admin units <ul style="list-style-type: none"> ◦ Internal audit ◦ External audit – TRAI, Statutory, CAG, Taxation, USO • Implementation of policies regarding planning, computation, filing and payment of taxes devised at Head Office, ensuring <ul style="list-style-type: none"> ◦ Tax efficiency and optimisation ◦ Timely filing of taxes ◦ Adherence to tax laws • Interaction with Circle Office for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning on policy matters ◦ Recommendations based on local environment

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

<ul style="list-style-type: none"> • 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	
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Financial	<ul style="list-style-type: none"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr) • Region revenue outstanding/ SSA revenue (%) • Region bad debt/ SSA revenue (%)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall SSA KPIs
Operations	<ul style="list-style-type: none"> • Timely creation of financial plan for SSA • Timely completion of tender process <ul style="list-style-type: none"> ◦ By project • Timely review of projects • Timely creation of statement of accounts for company • Timely payments to vendors and suppliers • Timely disbursement of salaries to employees • Timely filing of taxes • Timely completion of audit inspections • Number of audit errors (#) • % bills dispatched on time (%) <ul style="list-style-type: none"> ◦ By business unit (CFA, CM, Enterprise) • % bills disputed correctly (%) <ul style="list-style-type: none"> ◦ By business unit (CFA, CM, Enterprise)
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

6.1 DGM (Corporate Accounts) – FIN

Job overview	
Job title/ Designation	DGM (Corporate Accounts) – FIN
Job objective	Management and resolution of all accounting, audit and taxation matters at SSA level
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ GM (Finance) – FIN • 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"> ◦ To be decided • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
	<ul style="list-style-type: none"> • Creation of annual financial plan for SSA to translate strategic targets into its financial equivalents (by SSA and by product/ service) • Conducting periodic reviews on project execution and expenditure across business units <ul style="list-style-type: none"> ◦ Ensuring adherence to budget – revenue, capex, opex ◦ Making modifications to overall budget allocation (capex/ opex), if required • Updation and management of accounts and general ledger for SSA <ul style="list-style-type: none"> ◦ Implementation of uniform accounting standards throughout the company ◦ Ensuring compliance related to statement of accounts ◦ Management of cash and liquidity – receivables, payables, working capital, etc • Maintaining overall asset register for the SSA • Making payments to external agencies (e.g. vendors, DSAs, franchisees, etc) • Liaisoning with banks for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Evaluating the option of tie-ups at SSA level ◦ Designing SLAs with selected banks and monitoring performance against the same • Ensuring timely completion of audit inspections of all SSA statement of accounts, offices and admin units <ul style="list-style-type: none"> ◦ Internal audit ◦ External audit – TRAI, Statutory, CAG, Taxation, USO • Implementation of policies regarding planning, computation, filing and payment of taxes devised at Head Office, ensuring <ul style="list-style-type: none"> ◦ Tax efficiency and optimisation ◦ Timely filing of taxes ◦ Adherence to tax laws • Interaction with Circle Office for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning on policy matters ◦ Recommendations based on local environment • 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"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall SSA KPIs
Operations	<ul style="list-style-type: none"> • Timely creation of financial plan for SSA • Timely review of projects • Timely creation of statement of accounts for company • Timely payments to vendors and suppliers • Timely filing of taxes

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

	<ul style="list-style-type: none"> • Timely completion of audit inspections • Number of audit errors (#)
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

6.2 DGM (Telecom Revenue) – FIN

Job overview	
Job title/ Designation	DGM (Telecom Revenue) – FIN
Job objective	Ensuring timely and accurate billing and collections for all services at SSA level
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ GM (Finance) – FIN • 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"> ◦ To be decided • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
	<ul style="list-style-type: none"> • Execution of billing, collections and revenue assurance policy and processes across business units devised at Head Office • Undertaking billing for Points of Interconnect (PoI) with other operators (IOBAS) <ul style="list-style-type: none"> ◦ Co-ordinating with Head of Regulation at Circle and Head of Network Operations for CFA and Head of Network Operations for CM at SSA for technical inputs • Engaging and monitoring centralised vendors for billing, collections and revenue assurance (if required) against pre-defined SLAs (liaisoning with relevant sections for the same) • Liaisoning with Head of IT at SSA for implementation of billing, collections and revenue assurance systems • Interaction with Circle Office for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning on policy matters ◦ Recommendations based on local environment • 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"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr) • SSA revenue outstanding/ SSA revenue (%) • SSA bad debt/ SSA revenue (%)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall SSA KPIs
Operations	<ul style="list-style-type: none"> • % bills dispatched on time (%) <ul style="list-style-type: none"> ◦ By business unit (CFA, CM, Enterprise) • % bills disputed correctly (%) <ul style="list-style-type: none"> ◦ By business unit (CFA, CM, Enterprise)
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

6.3 DGM (Project & Establishment Finance) – FIN

Job overview	
Job title/ Designation	DGM (Project & Establishment Finance) – FIN
Job objective	Undertaking project planning and financing activities as well as establishment finance related activities at SSA level
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ GM (Finance) – FIN • 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"> ◦ To be decided • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Undertaking project planning and financing activities at SSA <ul style="list-style-type: none"> ◦ Analysing financial viability of projects and procurement tenders ◦ Defining tender terms ◦ Fixing rate contracts ◦ Evaluating tenders and purchase proposals • Managing all activities related to staff establishment & accounts section for finance cadre at SSA level • Ensuring timely disbursement of salary, perks, reimbursements, etc to employees within the SSA • Interaction with Circle Office for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning on policy matters ◦ Recommendations based on local environment • 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"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall SSA KPIs
Operations	<ul style="list-style-type: none"> • Timely completion of tender process <ul style="list-style-type: none"> ◦ By project
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

7 Head of MIS at SSA – AGM

Job overview	
Job title/ Designation	Head of MIS at SSA – AGM
Job objective	Monitoring SSA performance across business units (CFA, CM, Enterprise, NB) based on targets set in the business plan
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ SSA Head – PGM • Indirect (functional) <ul style="list-style-type: none"> ◦ Head of MIS at Circle
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ To be decided • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Monitoring performance against business plan at SSA level and taking corrective action as and when required <ul style="list-style-type: none"> ◦ 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 • Publishing quarterly reports on SSA performance • Outlining corrective actions that can be taken, if required • 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"> • Aligned with overall SSA KPIs
Customer/ Market	<ul style="list-style-type: none"> • Aligned with overall SSA KPIs
Operations	<ul style="list-style-type: none"> • Timely review of performance and publishing of reports
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

8 Head of IT at SSA – AGM

Job overview	
Job title/ Designation	Head of IT at SSA – AGM
Job objective	Management of all IT requirements for SSA including execution of projects, collection and distribution of hardware and day-to-day technical support
Reporting to	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ SSA Head – PGM • Indirect (functional) <ul style="list-style-type: none"> ◦ Head of IT at Circle
Reporting from	<ul style="list-style-type: none"> • Direct <ul style="list-style-type: none"> ◦ To be decided • Indirect (functional) <ul style="list-style-type: none"> ◦ To be decided

Key Responsibility Areas (KRAs)	
<ul style="list-style-type: none"> • Implementation of IT projects conceptualised at the Head Office • Collection and distribution of hardware and software to all field units within the SSA • Providing day-to-day technical support to field offices on issues such as <ul style="list-style-type: none"> ◦ Hardware ◦ Software ◦ Connectivity ◦ Disaster recovery • Formulation of annual IT budget for SSA • Interaction with Circle Office for smooth day-to-day operations <ul style="list-style-type: none"> ◦ Liaisoning on policy matters ◦ Recommendations based on local environment • Monitoring IT performance against prescribed targets <ul style="list-style-type: none"> ◦ Budget spend ◦ Implementation status of projects (Corporate and business unit-specific) ◦ Day-to-day technical support on issues of hardware and software connectivity • 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"> • Budget adherence on capex (Rs. Cr) • Budget adherence on opex (Rs. Cr)
Customer/ Market	<ul style="list-style-type: none"> • User satisfaction (Scale of 1 to 5)
Operations	<ul style="list-style-type: none"> • Implementation status of IT projects • Availability of critical systems (%) • Fault resolution TAT (Hours)
Employee development	<ul style="list-style-type: none"> • Feedback from peers • Feedback from direct reportees

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

Appendix

Network asset allocation – responsibility for installation/construction				
Vertical	Network assets	Circle	SSA	Project
1 Consumer Fixed Access	1.1 PSTN switches (Level 1 TAX, Level 2 TAX, local exchanges) 1.2 Broadband access & aggregation equipment (BNG & below) 1.3 Copper (last mile) 1.4 Passive Infra ¹ (tower co-located with exchange – non-USO sites) 1.5 Provisioning of all Fixed Line and WLL products		✓ ✓ ✓ ✓ ✓	
2 Consumer Mobility	2.1 MSC 2.2 BSC 2.3 BTS 2.4 Passive Infra ¹ (tower only – non-USO sites) 2.5 MW/ UHF (intra-SDCC "mini links": inter-BTS & BTS-exchange links) ²		✓ ✓ ✓ ✓	
3 Transmission	3.1 Core & edge routers 3.2 OFC (upto SDCC, incl. inter-SDCC) 3.3 OFC (intra-SDCC) 3.4 MW/ UHF (upto SDCC, incl. inter-SDCC) 3.5 MW/ UHF (intra-SDCC: inter-exchange links)		✓ ⁽³⁾ ✓ ✓	✓ ✓
4 CEA Wings	4.1 Passive Infra ¹ (USO sites)		✓	

1. Includes battery, generator, AC, DG Set, fire alarms 2. Typically part of turnkey projects 3. Intra-SDCC OFC upto local exchange to be moved to Project Circles over time
Source: Client discussions

Network asset allocation – responsibility for operations & maintenance				
Vertical	Network assets	Circle	SSA	Mntc Rgn
1 Consumer Fixed Access	1.1 PSTN switches (Level 1 TAX, Level 2 TAX, local exchanges) 1.2 Broadband access & aggregation equipment (BNG & below) 1.3 Copper (last mile) 1.4 Passive Infra ³ (tower co-located with exchange – non-USO sites) 1.5 Provisioning of all Fixed Line and WLL products		✓ ✓ ✓ ✓ ✓	
2 Consumer Mobility	2.1 MSC 2.2 BSC 2.3 BTS (1 st line maintenance ¹) 2.4 BTS (2 nd line maintenance ²) 2.5 Passive Infra ³ (tower only – non-USO sites) 2.6 MW/ UHF (intra-SDCC "mini links": inter-BTS & BTS-exchange links) ⁴		✓ ⁽⁵⁾ ✓ ✓ ✓ ✓	Mntc of Passive Infra ³ to be outsourced for all shared sites
3 Transmission	3.1 Core & edge routers 3.2 OFC (upto SDCC, incl. inter-SDCC) 3.3 OFC (intra-SDCC) 3.4 MW/ UHF (upto SDCC, incl. inter-SDCC) 3.5 MW/ UHF (intra-SDCC: inter-exchange links)		✓ ⁽⁶⁾ ✓ ✓	
4 CEA Wings	4.1 Passive Infra ³ (USO sites)		✓	Key changes

1. Changing card, resetting alarms, etc 2. Radio optimisation, antenna re-alignment, etc 3. Includes battery, generator, AC, DG Set, fire alarms 4. Typically part of turnkey projects 5. To be part of SSA team for those SSAs where BSC and BTS 2nd line mntc is already with the SSA (eg. Bangalore) 6. Intra-SDCC OFC upto local exchange to be moved to Mntc Regions over time
Source: Client discussions

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level

Passive Infrastructure maintenance responsibility at SSA

Installation/ Augmentation & Maintenance					
Scenario	Battery	Power Plant	DG	A/C	Fire
1. LE only	CFA	CFA	Electrical	Electrical	Electrical
2. BTS + LE	CFA	CFA	Electrical	Electrical	Electrical
3. BTS only	CM	CM	Electrical/ Vendor (CM)	Electrical/ Vendor (CM)	Electrical

Operations					
Scenario	Battery	Power Plant	DG	A/C	Fire
1. LE only	CFA	CFA	Electrical/ CFA	Electrical/ CFA	Electrical/ CFA
2. BTS + LE	CFA	CFA	Electrical/ CFA	Electrical/ CFA	Electrical/ CFA
3. BTS only	CM	CM	Electrical/ CM	Electrical/ CM	Electrical/ CM

Electrical typically operates DG sets in 6-7 largest units within the SSA
(Ops = turning on, filling diesel, etc) (Mntc = fault repair, etc)

Note: Network assets at SSA level could potentially be re-allocated based on changes in asset allocation at Corporate and Circle level