



SANGHAR NIGAM EXECUTIVES' ASSOCIATION(INDIA)
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No. SNEA/KRL/CGM/2014/111 Dated 22-07-2014

To

Sri M.S.S Rao
CGMT, Kerala Circle

Sub:- Keeping Mobile Services as a single unit under Circle Office after ERP implementation – reg.

Sir,

It is understood that steps are being taken by Kerala circle administration to migrate to ERP platform by December 2014 as per directions from BSNL Corporate office. In this regard, we would like to bring the following for your kind consideration and request necessary decisions for mending the ERP package to be used in the form required for continual functioning of the **CMTS operations model adopted in Kerala circle**, which has been considered as the best model by BSNL HQ for achieving **excellent operational efficiency** at par or even above any other private operators in the country.

1. The management committee of the BSNL Board, vide order no. 69-18/2000-ESP(Pt.) dated 20.09.2001, had approved the organizational structure of India Mobile Personal Communication Services (IMPCS) project team to be deployed in each telecom circle for the smooth roll out of its GSM cellular operations in India.
2. Later BSNL Corporate office, vide order No. 1-31/2001-TE-I Dated 1st Oct 2001, had approved the verticals, staff pattern, post creation, staff allocation etc for different circles for launching the GSM services in the country.

The highlight of the above proposal was the decision to form a **standalone organization having license area wise reporting to the CGM** of the circle. It laid out a vertical structure from the BTS/MSO maintenance teams to GM Mobile who reports to the circle head. This felicitous decision to device a foolproof system for installation and operation of cellular services, licensed area wise planning and engineering, separate commercial and finance/accounts functions were scrupulously followed by the then Kerala circle administration in its true spirit and GSM services were launched in the year 2002.

The rest is history. The network size, its customer base, generated revenue and profit accumulation from GSM services has been growing exponentially right from its inception. The various verticals created in Kerala circle for its CMTS operations such as **Network Planning, Radio Planning, OP, OMCR, NSS, IN, BSS, RF Optimization, OSS, Systems, VAS**, etc always contributed more than 100% for this enviable achievement. These fool proof and tested mechanisms have contributed much towards some spectacular growth of mobile network and revenue in Kerala. Such **dedicated technical functions and its equally dedicated, hardworking and sincere workforce** has been unique in our country.

This was acknowledged by the BSNL HQ from time to time through numerous circulars and letters ennobling the circle heads for deploying the best practices/systems in place for mobile network development and maintenance in Kerala and for elevating the circle as the model circle of growth in BSNL. All these were possible only because of nurturing some **excellent teamwork motivating them to work as a cohesive unit in some adorable work culture and**

healthy working environment, besides being a source of high inspiration for other circles to emulate.

The CMTS model adopted in Kerala after due testing and thorough refining has always been result oriented which is quite evident from the Profit & Loss accounts of the CMTS unit over these years. We strongly believe that the success of Kerala mobile is due to adoption of such a **focused and industry accepted model** followed by other major wireless operators in our country.

We would like to express our deep concern over the ongoing process of ERP implementation, if whole asset and staff of CMTS are made over to SSAs instead of merging the accounting units alone. Any such move would be highly detrimental, would have **far reaching consequences** where the service quality and operational efficiency get compromised heavily affecting the circle' revenue prospects, profit and growth. It is to be considered that most of the **mobile expansion projects are on turnkey basis** which are to be carried out by the vendors and would be under **AMC soon after project closure**. If these are to be managed by SSAs, different SSAs would initiate their own procedures and systems leading to capricious and unpredictable scenario with regard to network operations. **BSS as well as NSS/IN and other core elements need to be monitored at circle level** for ensuring hassle free maintenance, elementary diagnosis and trouble shooting of various NEs, as and when required in the core to effectively utilize vendor support and AMC. Thus a **separate vertical structure** as envisaged during IMPCS formation in 2001 is **highly inevitable** to continue with the present pace of network building and seamless operations being carried out in Kerala circle.

The DO letter dated May 16, 2014 issued by the Director (Consumer Mobility), BSNL Board to field units has again upheld the achievements of Kerala circle for their sustained efforts to **attain QoS figures always well above industry/TRAI thresholds** and urges upon other circles to follow the same path of success.

It would be worth going through the Process and Structural revamp on CM vertical at circle level as below *(Many of the sections describing hereunder are working effectively in Kerala Circle under Mobile Service, all these are pointing out here to emphasize the importance of keeping Mobile Services as a separate unit):-*

1. Planning Tool and its utilization, statistical analysis, hardware utilization of the network etc. may be done by a core team with necessary number of SDE/JTOs under DGM (RP). Since RP is the very important section handling all software and hardware optimization, the proposed team will be suitable under the control of RP. All Network statistics (2G, 3G, CDMA, WiMAX) should be collected and analyzed by this team.
2. For manning 24 Hour OMCR functionality, enough number of Executives, not less than 20 may be posted to OMCR.
3. BSS Sub Division may be decreased with increasing the Number of JTOs and TTAs. Preferably One SDE, Two JTOs and Two TTAs for 100 to 150 sites. For Hilly /remote areas, a subdivision with Support of a JTO/TTA may be formed with 30 to 40 BTSs. DE (BSS) may be posted for three to Five Sub Divisions and Vehicle may be provided for all as per existing Norms.
4. RF optimization Team with One SDE and Two JTO/TTA and rigger (through Tender) may be formed under each Division and may be posted under the same DE (BSS). This team should be entrusted with minor installation work and rearrangement works. The team will also may be in co-ordination with RF planning wing of the Circle level under DGM RP.
5. Four to Five Divisions may be brought under DGM (BSS) and All these entire BSS Team may be under the control of GM (NWO-CM). All the passive infrastructures like DG, PP, Battery etc may be under the control of GM (NWO-CM) except the infrastructures of TEs.
6. The MSC and the Core Network Team at present in Kerala Circle by DGM (NSS) and DEs and SDE/JTOs may be continued under GM (NWO-CM).

7. BTS infra maintenance may be done by a common Tender with stringent SLAs since there is Corporate Office order for delegating financial and technical power in this regard. We can see that how the private infra sharing companies are maintaining their sites properly and effectively with stringent conditions in Infra maintenance.
8. Diesel Filling contract may be continued as present, and co-coordinating all these, Circle wise tender with single point control will be very effective.
9. There may be a team formed under DGM (BSS) or SSA level, to ensure the checking of the health of Batteries, DG Running conditions, Power Plant stability, Earth etc. Free cooling system implementation and its maintenance may be properly done for all In-Door Sites.
10. Every Circle should have a Sr. GM /PGM level officer to monitor the NWO –CM activities in the circle level.

Many of the above units are presently working effectively in Kerala, hence We are of the opinion that the CMTS organizational structure should be retained as implemented right now in Kerala circle even after ERP implementation for achieving best operational efficiency. **The ERP regulations on accounting may done by creating the IMPCS unit as a separate accounting unit just like one SSA..**

Last, but not the least, our humble request to you Sir, is not to go ahead with any kind of processes, in the name of ERP implementation, that may result in **diluting the best practices and systems followed in Kerala circle** at present for the smooth functioning of the most successful CMTS unit, which has been a role model to all circles. It is requested to take necessary steps with Corporate office for necessary changes in ERP implementation.

Thanking You

Sincerely Yours

Sd/-

George Varghese
Circle Secretary

Copy to:- GM (NWO-CM)
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