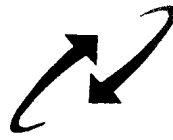


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भारत संचार निगम लिमिटेड  
(भारत सरकार का उद्यम)  
BHARAT SANCHAR NIGAM LIMITED  
(A Government of India Enterprise)

आर. के. उपाध्याय

अध्यक्ष एवं प्रबन्ध निदेशक

R. K. Upadhyay

Chairman & Managing Director

No.3-3/2011-Restg.

Dated:25.05.2011

To  
All Chief General Managers  
Territorial Circles/Metro Districts,  
BSNL.

**Subject: Performance Monitoring of Territorial Circles/Metro Districts: Incentivizing Performers/ Dis-incentivizing Non-Performers.**

A commercial organization like ours operating in a hyper competitive sector, has to essentially follow a **Profit-Center approach** for our various units so as to have a focused orientation towards monitoring the Revenue Performance, Top Lines/Bottom Lines of various circles. It is felt that this way we in BSNL would not only be able to identify strong as well as weak points of our operations/business, but would also be in position to devise unit-wise strategies to further the performance.

2. In line with this approach, we have made three categories of our circles, based upon their current annual revenue earnings :

**Category A:** Circles with annual Revenues More than INR 2000 Crores

**Category B:** Circles with annual Revenues in the Range of INR 2000-1000 Crores

**Category C:** Circles with annual Revenues Less than INR 1000 Crores

3. The performance of various circles in terms of growth in Gross Revenues would be monitored at the highest level. The best performers in each of the category of circles would be duly appreciated, rewarded and given due empowerment on various relevant areas of personal/organizational decision making. On the contrary, the worst performers in each category of circles, would be subject to dis-incentives like non-preferred postings, due reflection into APAR and lesser weightage in the decision making processes.

4. It is also proposed that the budget allocation would be made in the ratio/proportion of the performance/revenue receipts of various circles.

5. In line with the above scheme, the performance of territorial circles during the year 2010-11, has been evaluated which is compiled & placed at Annexure. Following circles have been selected for the award '**Circle of the Year- 2010-11**' in each of the categories, as below:

Category A: **Karnataka Telecom Circle**

Category B: **Chennai Telephones**

Category C: **Orissa Telecom Circle & Himachal Telecom Circle**

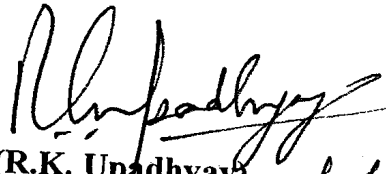
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6. Hon. MOC&IT has kindly consented to give away awards to the winners on 26<sup>th</sup> May-2011, at 1730 Hrs. at Bharat Sanchar Bhawan, New Delhi.

7. This monitoring mechanism would start forthwith and the first review of the performance of various circles would be carried out in Sept'2011.

8. I would accordingly like all the Heads of Circles to make a note of this and align their efforts for the maximized revenue returns for the organization.

Encl: As above.

  
(R.K. Upadhyay) 25/5/2

To  
All Chief General Managers

Rs in Crores									
Sl No.	Circle Name	Head of Unit	Working Since	Total Income for the period ending 31.03.2010 (As Audited)		Change over period	% Change	Data under annual audit will be submitted shortly	
				31.03.10 Audited	31.03.11 Un-Audited			April, 10	April, 11 *
1	ASSAM TELECOM	NN Banerjee	07.01.2009	480	463	-17	-4%		
2	CALCUTTA TELEPHONES	S Maity	09.05.2011	856	843	-13	-2%		
3		A Subramanian	05.10.2009				7%		
4	ANDHRA TELECOM	Rajeev Agrawal	01.01.2011	2221	2090	-131	-6%		
5	BIHAR TELECOM	Vijoy Kumar	26.04.2010	568	568	0	0%		
6	GUJARAT TELECOM	S Bhargava	03.09.2010	1568	1526	-42	-3%		
7	J & K TELECOM	R.K. Kaul	08.10.2010	435	349	-86	-20%		
8		P Raghavan	08.12.2008				2%		
9	KERALA TELECOM	Premachandra	30.06.2010	2358	2331	-27	-1%		
10	MADHYA PRADESH TELECOM	N.K. Yadav	18.05.2011	981	844	-137	-14%		
11	MAHARASHTRA TELECOM	MD Bhatia	12.05.2011	2776	2795	19	1%		
12	N.E. I TELECOM	Rajesh Gupta L/A	22.09.2010	193	191	-2	-1%		
13		SS Sirohi	05.05.2010				-13%		
14		A.N. Rai	09.02.2009				11%		
15	RAJASTHAN TELECOM	AK Jain	30.06.2010	1292	1204	-88	-7%		
16	TAMILNADU TELECOM	Mohd Ashraf Khan	13.10.2010	1968	1908	-60	-3%		
17		Omvir Singh	19.06.2006				-9%		
18	U.P. WEST TELECOM	PK Paliwal	22.05.2010	788	738	-50	-6%		
19	WEST BENGAL TELECOM	S Ray	05.02.2008	687	637	-50	-7%		
20		Pradeep Nagpal	02.05.2011				-17%		
21	HIMACHAL TELECOM	Rakesh Kapoor	05.11.2009	348	389	41	12%		
22	CGM ANDAMAN & NICOBAR	V.K. Sanjeevi	02.06.2010	43	42	-1	-1%		
23	CHATTISGARH TELECOM	Ram Yagya	06.01.2005	284	257	-27	-9%		
24	JHARKAND TELECOM	D.K. Sinha	31.10.2009	361	311	-50	-14%		
25	UTTARANCHAL TELECOM	PK Gupta	01.06.2009	327	271	-56	-17%		
26	NORTHEAST II	PV Murlidhar L/A	30.09.2010	217	183	-34	-16%		
	<b>Total</b>			<b>26448</b>	<b>25376</b>	<b>-1072</b>	<b>-4%</b>		
								Data under annual audit will be submitted shortly	
								Data will be submitted shortly	
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Note: 1. Total Income for Current Year is inclusive of Accrued Revenue of Rs.1483.36 (Actual for Year 2009-10)

2. Total Income includes Rs.2000 Crore USO Subsidy received/receivable in lieu of ADC reflected under BSNL Corporate Office.

3. Total Income is inclusive of Income from Services and Other Income