



# ALL INDIA GRADUATE ENGINEERS & TELECOM OFFICER'S ASSOCIATION

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No: CTD/AIGETOA/13-14/DevelopmentMeet

Dated at Kolkata the 28<sup>th</sup> Aug '2013

To  
The Chief General Manager  
Calcutta Telephones District, BSNL,  
Kolkata-700001

**Subject: Strategies to be adopted in Calcutta Telephones District for better prosperity and towards making a win-win situation between customers and employees of BSNL.**

*Dear Sir,*

In reference to order dated DGA/Development/Vol-1/Corr-1 dated 24.08.2013, this association appreciated the decision to take up this issue at this crucial point of time. The association also expresses its deep concern over actual implementation of outcome of development meeting by different service unions and associations. In our previous experiences, a lot of meeting was held by former chiefs a number of times but later it was found that service unions and associations are moving in one direction and management is moving in other direction and creates lots of confusion among all levels of employees. This association collects information and suggestion from our members who are spread across all over Calcutta and from different segment. We have sorted out some burning topics and grouped them into functional units which are described as below.

A. Suggestion regarding Development meeting :-

1. All service unions and association should provide development strategies in writing and must submit at least one week before the development meeting so that management can consolidate the problems and suggestions and make an action plan over it. It is waste of time to conduct a development meeting to consolidate the problems rather than to discuss about action strategies as decided by the management.
2. Problem may be classified as Immediate, short time, mid time and long time in order to tackle and put order of preference to solve it.
3. After meeting a MoM should be made and available to all. Also action plans, time frame and responsible person should be reflected in the MoM.
4. A high power committee is to be set up taking one representative of all the service union and association and management with Chief General Manager as a chairman who can ask for any clarification if responsible person fails to complete the targets as assigned in Development meeting.
5. Before next meeting at least 15 days earlier achievements should be published to all.

B. Putting the right Manpower in right place

This association has found lots of manpower kept unutilized for a long time. This association also welcomes restructuring of manpower in CTD which has been taken up by the management.

C. Improvement in CFA Segment

1. The UG cable laying tender is not settled in most areas due to very low Base rate offered by CTD. Also the condition of cabinet/pillar maintenance is very poor in area also there is no availability of 10pr/20pr cable, batteries, Landline Instruments and Broadband Modem (especially Type 2 & 4) in area.
2. Immediate top level professional meeting is required with Counselors/KMC/ Municipality/Police for helping out cable laying and restoration work.
3. There must be sufficient fund for CFA maintenance work.
4. Dependency on contract labour should be reduced in a slow and periodic fashion.
5. All AM should concentrate on repeat fault. It is found and now a day's well practiced habit among field unit to close the fault without attending it.
6. When a large number of faults turn up in an area, this association requests to clear faults of customer on priority basis.
7. Moreover recovered telephones and Modems are dumped as waste. This type of wastage of materials is strongly opposed by this association. Proper utilization of stores has to be maintained.
8. As Data service will be our future, emphasis must be given in restoration and marketing of Broadband and GPON Services.

D. Improvement in CM Segment –

1. RF Monitoring and optimization is an integral part of Mobile service. This association came to know that no dedicated DE is posted in RF Planning Unit. One SDE from Training center is put to look after on RF planning part. Regular DE with knowledge in RF Planning may be urgently allocated and make at least four RF Zones in CTD and regular drive tests, analyzing drive test data on regular basis and optimization based on analysis.
2. Linear chain should be converted to RPR to avoid chain breakdown of BTS.
3. Decentralization of Inventory stock regarding BTS Maintenance. Important Cards should be kept at BTS maintenance team in order to face urgent situation.
4. Backup Batteries should be replaced immediately.
5. 3G coverage should be enhanced and microSIM should be made available all across CTD and control over private VAS provider and instruct them not to arbitrarily provide VAS service to the customer and unnecessarily deduct the money.

E. Improvement in EB Segment –

1. Role and responsibility of JTO/SDE/DE (Sales & CRM) is not clearly defined.
2. Experienced and trained in Sales and CRM activity, competent and willing officers with good communication skill should be posted in EB.
3. For executing turnkey projects through tender, the requirement of empanelled SI is very much required, only M/s Trimax is only available option, other SI may also be empanelled for participation in tenders.
4. There must be a standing committee to deal with Tender/E-tender so that quick and confidential bid can be submitted to customers.
5. MTNL is not executing BSNL generated FAN and in this regard no clear cut guidelines is available from BSNL CO. Leaving Delhi /Mumbai area, it is very much difficult to obtain Business from platinum Customers.
6. MLLN modems are not available since long back.

F. Improvement in Employees Grooming

As a service sector and with a declining slope of business, a good energetic outlook always attract customer. It has been found by this association that employees are wearing T-Shirt, Chappals and appearing unclean. It has been also been found that some persons behaves so indifferently and rudely to customer and behaves like "I am the boss". "Customer is God" is becoming a myth. This attitude should be rectified and a strict order is to be issued to wear formals in office.

G. Improvement in Company's visibility among common people

It has been found by this association that allotment on marketing such as advertisement, pamphlets and media has been nearly zero. Among common man visibility becomes poor if periodic refreshment of visibility is not maintained. But no alternative action has been initiated by any unit so far. The marketing department has become non functional. Some alternative marketing strategy should be initiated just before the festive season. For mobile prepaid subscriber, a broadcast SMS may be floated stating latest festive offers instead of giving pressure to put into website. Marketing team should design pamphlets and posters which can be made in house and printed to be distributed to the people. Management should make some arrangements to put some banner and posters in front of the CSCs and office premises. This association also came to know that Calcutta Telephones website which gives handful information and services to our tech savvy customers is completely redesigned. This association urges to start the new website at the earliest.

H. Improved Customer Service center

1. Each customer service center should operate from 10AM to 5.30 PM without fail. It has been found that some CSCs specially TBZ CSC start at 11 AM and close at 4 PM.
2. All customer service should have all the required forms and service experience zones.
3. Customer Desks should be clean and there should be proper display of latest offers and news.
4. Customer self service center such as duplicate bill will be an added advantage if possible.

Please also find attached document for micro level description of each of the target area.

Thanking you,  
Yours faithfully

Amit Das  
(CP/AIGETOA-CTD)

## Micro level List of Improvement

### Broadband Service

Some inputs for improvements of broad band services:

1. Badly need to augment the international gateway capacity. Although delay in the access network is very less in the order of 30 ms, it takes more than 300 ms to ping a site like [www.yahoo.com](http://www.yahoo.com) and thus delivering slow speed in most of the time, particularly in busy hour. This situation is annoying the valued customers.
2. Bandwidth between core router and IGW router need to be augmented. This link is overloaded, excessive delay is there and sometimes packet dropping. This is a big concern since this issue is within BSNL network and contributing to slow speed issue.
3. Badly need to speed up the replacement process of faulty cards/module. In earlier situation faulty cards were replaced in a day by M/s Siemens. M/s UTSTARCOM used to take much more time. But now the vendor takes months to replace the faulty cards. Thus increased downtime annoying the customer and they are forced to surrender the connection.
4. In Telephone Bhawan NIB-I various high end servers like AAA servers DNS server, SSSS servers etc. are working, but the power plant supplying power to these servers are not stable. After a long persuasion battery bank has been replaced but two UPS (one faulty for a long time and other become faulty recently) out of four are down. Thus even for power failure for 2 second all the high end servers become down. This situation hampers all the multiplay subscribers. All the Multiplay connection remains down till the servers are rebooted or the traffic is diverted. Situation becomes worse if this happened during night.
5. There are battery bank problem in many DSLAMs site. Even Julpia Tier-2 remains off during power failure. In case of power failure a large number of customers do not get the service.
6. In many exchange air conditioner do not work properly and causing disturbances to the broadband service. Even in NIB-II, TBZ, the temperature goes beyond limit some times. Even after several persuasions with concern section this could not be rectified permanently.

### 3G service

1. NODE-B should be kept alive. Every day nearly 100 numbers of node-B remain down due to media problem.
2. Coverage of maximum NODE-B is very poor due to height issue. BSNL has maximum pole type tower which has 3 meters height from roof. Also many sites have G+1 or G+ 2 heights. So coverage can be improved by changing the pole type tower to RTT (roof top tower) or shifting the building. Doing this 20 to 30 % coverage can be improved.
3. As per tender Ericsson will provide equipments for 95% coverage. But they have supplied only 575 NODE-B. Its coverage of radius is average 400 to 500 meters whereas 2G BTS has almost double radius coverage. Presently we have around 1200 2G BTS .So to cover 3G in CTD we require 2400 NODE-B .But our management is not creating any pressure to get extra NODE-B and this project is going on almost 4 years. After cover A/T we have demanded 734 more NODE-B.
4. There are many NODE-B s which cater service at remote location where there are no 3G subscribers. So if such NODE-B s are taken to important location service can be improved.
5. Regular checking of VSWR at NODE-B can improve service condition.

## Enterprise Business

1. Role and responsibility of JTO/SDE/DE (Sales & CRM) is not clearly defined.
2. File movement activity for different purposes is not clearly defined, causing lot of delay.
3. Almost all the personal posted in EB are not having experience /training in Sales and CRM activity, they needs urgent training .
4. Experienced, competent and willing officers may be posted in EB.
5. Allowance and incentives as defined by M/s BCG and approved by BSNL CO may be reintroduced to motivate the performers.
6. For executing turnkey projects through tender ,the requirement of empanelled SI is very much required, only M/s Trimax is only available option, other SI may also be empanelled for participation in tenders.
7. There must be a standing committee to deal with Tender/E-tender so that quick and confidential bid can be submitted to customers.
8. MTNL is not executing BSNL generated FAN and in this regard no clear cut guidelines is available from BSNL CO. Leaving Delhi /Mumbai area, it is very much difficult to obtain Business from platinum Customers.
9. MLLN modems are not available since long back.
10. No sitting arrangements for new comers.

## CFA

1. The UG cable laying tender is not settled due to very low Base rate offered by CTD. The last two/three years there are very low execution work in area level. It is learnt that all areas fails to finalize the UG cable laying tender.
2. The condition of cabinet/pillar maintenance is very poor in area. Last 5 yr there are very poor maintenance work cabinet / pillar.
3. DPs are very poor. No quality assurance checking is there. It is of plastic nut & bolt. Even the crimping part also very poor. DPs are getting damaged within 2/3 months.
4. Present Wi-Fi modems are with a few feet Wi-Fi range only. Again it is lasting very short period.
5. Instrument problem is very acute for a long time. Neither repaired nor new telephone instrument is available to SDE.
6. Immediate top level professional meeting is required with Counselors/KMC/ Municipality/Police for helping out cable laying and restoration work. It is now becoming difficult to get official permission for cable laying/maintenance work. After change of Govt. no such thing done. Once relation is built it may be carried over for future work. Rajpur/ Sonarpur municipality is not giving UG cable laying permission because of 5 BTS issues for long time.
7. After implementation of CDR there is no such modification in this software. This is very urgent to show "Pillar location" with "pillar number" and "DP location" with "DP number". This portion is completely ignored and it will have terrible effect after a few years. Because the effect is now being cumulated.
8. In area Line Mans are worked Bit wise. This distribution was also very old. It is seen in practical that in absence of one LM, the Bit remain un-attended till particular LM resume his duty. Bit culture should be changed like a common pool type system.
9. There is no availability of 10pr/20pr cable in area.
10. Average age of Line Man group is over 50yrs. The main efficiency depends on the performance of contract laborers. But every month 10/15 days are being wastage due to their irregular salary. This problem should not come every month.
11. Opening of cable chamber on major roads are being closed by KMC during road maintenance work. Once this cable chambers are lost then it will be impossible to maintain the vital joints. Already lots of cable chambers are not traceable.

12. Till date CFA is the most revenue earning source in CTD. Both LL & BB are there. Hence there must sufficient fund for CFA maintenance work.
13. There is basically no battery back up at remote exchanges. Engine Alternator are out dated, DSLAM are frequently getting down.
14. There is scarcity of vehicle for maintenance of outdoor lines. Here also tendering is not finalized due to low rate. At present fund allotted per vehicle is maximum 15000 in area.
15. There is practically no office timing at present. Even at 12:30 some are coming and leaving office by 4PM. There must be a disciplinary measure set by higher authority.
16. Line staff should be properly informed and update their knowledge. Periodic refresher and motivation course should be imposed to upgrade their skills.
17. Dependency to contract labor should be reduced in a slow and periodic fashion.
18. All AM should concentrate on repeat fault. It is found and now a day's well practiced habit among filled unit to close the fault without attending it. This creates huge drawback and have a very bad impact on BSNL. Hence our focus should not be number of faults but to watch repeat fault.
19. When a large number of faults turn up in an area, this association requests to clear faults of those loyal customer who pays more to us.
20. Landline Instruments and Broadband Modem (especially Type 2 & 4) are in scarcity all over CTD. But customers are now a day's moving towards mobility and Tablets and Laptops hits the market at large. For those two items Wi-Fi is mandatory. If we cannot provide the requirement, we are sure to be out of the market. People no more want wire to spoil their room and accumulate dust over there.
21. Moreover recovery telephones especially Modems etc accessories should be reutilized and reallocated. It has been found that working Modems which has been recovered while surrendering is dumped as a waste. This type of wastage of materials is strongly opposed by this association. Proper utilization of stores has to be maintained.
22. All AM should arrange a "Customer Day" like event each month on Sundays or Saturdays to address customer's grievances.
23. As Data service will be our future, emphasis must be given in restoration and marketing of Broadband and GPON Services.

### Sales Issues

SL	Problem	Proposal
1	<b>No proper monitoring in market</b> Franchisees are not doing business in remote areas where the sales are less. Hence 100% penetration of our product in market is not done.	Proper implementation of centralised <b>Project Vijay team</b> under Sales & Mktg unit. The team should be dedicated for market survey and monitoring.
2	<b>Corporate Customer</b> <b>We don't have proper team to handle corporate customer</b>	<b>There may be one dedicated team corporate cell for handling CM customers in line of EB cell.</b>
3	<b>Electronic media marketing</b>	<b>Regular E-mail Newsletters should be sent to all WB people and corporate houses.</b>
4	<b>Special E-mail , Social networking vouchers and STV like other operators</b>	<b>Special STV for free E-mail &amp; unlimited Social networking vouchers to be introduced to increase data usages.</b>
5	MNP target	A special campaign or drive at BSNL CSC for switch to BSNL every fortnightly for 3 months. <b>More commission to be given to retailers on connection retention basis i.e phase wise.</b>
6	<b>8 to 8 Customer Service.</b> <b>Most of the private operator is giving 9 to 8 customer service and we are giving 10 to 5.</b>	<b>At least 5 CSC in CTD region should give service 8 to 8.</b>
7	<b>CTD C-Topup SIM is blocked in WB area but vice versa is working, i.e., WBTC SIMs can work in CTD.</b> Problem is in boundary area where frequent n/w change of CTD & WBTC occurs. Due to our N/W issues recently most of the boundary areas are served by WBTC n/w & so retailers are bound to become the retailers of WBTC franchisee. <b>Every month we are losing about 30 – 40 Lacs</b>	Restriction of roaming in C-Topup SIM may be withdrawn, at least for WBTC circle.