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No.AIBSNLOA/CHQ/2015/2

Dated:21<sup>st</sup> January 2015

To

Ms. Madhu Arora,  
General Manager (Restructuring),  
BSNL Corporate Office,  
New Delhi.

**Subject : Our response to BSNL HR Plan proposed by Recruitment Branch of BSNL  
CO - reg**

Ref: BSNL letter No.4-1/2010-Restg dated 26-12-2014

R/Madam,

This is with reference to the BSNL letter cited above seeking our comments on the norms and manpower requirement proposed by the Restructuring Branch of BSNL Corporate Office. The Restructuring Branch has proposed the norms with reference to the norms proposed by the Deloitte Consultants

2. In a nutshell, the restructuring branch has proposed the following:
  - a) As the consultant has recommended higher number of officers at the level of CGM/PGM, GM and DGM level posts, current sanctioned strength for all streams will be retained.
  - b) Total Strength of JTOs, SDEs, and DEs/AGMs will be revised from the present sanctioned strength of 70072 to 43205 as per consultant recommendations for 2013-14. This will include executives for Sales, Marketing, CSD roles.
  - c) In finance stream, the current working strength of 6447 in respect of JAOs, AOs and CAOs will be retained. [Present sanctioned strength is 11775 and the strength recommended by the consultant for the year 2013-14 is 8494]
  - d) In respect of Civil/Electrical/Architect/Telecom Factory/Secretariat streams, since the Deloitte consultant has opined that these cadres are not aligned to company's core business, the combined strength at AGM/SDE/JTO cadres will be retained at current working strength.
  - e) Consultant has proposed clubbing of operational manpower at JTO, SDE and AGM levels. Restructuring Branch proposes clubbing at JTO and SDE levels. It proposed that ratio of AGM to SDE/JTO cadres will be kept at 1:6 for all streams. JTO and SDE will form same cluster.
  - f) A drastic reduction in the number of non-executives from the present working strength of 198223 to 127500 has been proposed.



- g) The manpower assessment will be reviewed on annual basis keeping in view requirements of network expansion, changes in technology and ERP implementation status.
- h) Where the current working numbers are higher than the proposed requirement, the employees will be carried on as usual till retirement with pay, allowances, career progression and all other facilities and terms and conditions at par with "normal" employee though shown against supernumery posts. They will be deployed as per business requirements.

	<b>Grand Total- Executives</b>		
	<b>Sanctioned</b>	<b>Working</b>	<b>Proposed</b>
CGM/PGM	80	44	80
GM	715	484	715
DGM	1868	1074	1868
DE	7085	3642	7588
SDE	31188	19183	45529
JTO	48946	21425	
<b>Total</b>	<b>89882</b>	<b>45852</b>	<b>55780</b>

<b>Grand Total Non-Executives</b>		
<b>Sanctioned Strength</b>	<b>Working Strength</b>	<b>Proposed Revised Strength</b>
	<b>198223</b>	<b>127500</b>

3. The above mentioned recommendation as proposed by the Restructuring Section of BSNL CO cannot be accepted in view of the following reasons:

(a) A dispassionate analysis of the above proposals shows that the Management is keen in retaining and even adding more Executives at higher levels of CGM/PGM, GM and DGM but irrationally reducing the number of Executives at middle and lower levels. The figures provided by the Restructuring branch itself shows that there has been a wide gap between the sanctioned strength and working strength in respect of DEs/SDEs/JTOs. Work load on these executives in the field units has been phenomenally increasing, since there has been huge number of retirements during the recent past and the sections handled by them are given to those in service as additional charge with no limit prescribed for such additional charges. This is already posing challenges for effective and efficient network management and service delivery. Further reduction in the strength of these executives will badly affect the operational efficiency leading to customer dissatisfaction.

(b) The recommendations of strength of these cadres by the consultant are not based on scientific reasoning. The consultant has taken the number of DELs as a yardstick for arriving at the strength of these executives, even for calculating the strength of executives in sales, marketing, CSD etc. It is quite unscientific and unrealistic to use DELs alone, since BSNL's business has expanded to mobile, data, VAS, Enterprise Business and many other areas. Taking DELs as yardstick, when the fixed lines are bound to face decline continuously, confirms our fears that the consultant has worked



only towards recommending manpower in such a way to bring down expenditure on staff, without taking care of a strategy for sustainable revival plan for BSNL.

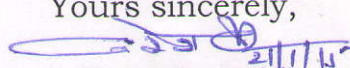
(c) Another matter of serious concern is the consultant's proposal for clubbing of operational manpower at JTO, SDE and AGM levels. The restructuring branch, though not agreeing to it, has proposed clubbing at JTO and SDE levels, ignoring the views of most of the circles. Only recently, the restructuring branch had circulated draft of revised Executive Promotion Policy, wherein it had proposed E3 scale as functional and designated as Manager in Corporate Office and Jt.DE/Jt.CAO/Jt.EE (Civil/Elec) in field units, thus adding another functional grade after JTO, SDE. Within a few months it has changed its stand and wants JTO and SDE levels clubbed. This proposal as well as the proposal that the ratio of AGM to SDE/JTO cadres will be kept at 1:6 for all streams, is therefore not acceptable and completely impractical.

(d) Further AIBSNLOA is not agree with the opinion of the M/s Deloitte Consultant that officers of Civil/ Elect/Arch/ TF Sectt streams are not aligned to BSNL's core business and they may be continued on supernumerary basis. Officers working in these wings are playing important role for the development of BSNL. For ex. Civil / Elect/ Arch wings are responsible for the maintenance of BSNL's existing infrastructure and also for renovation of old building. In addition to this Civil wing is responsible for construction of towers and electrical wing is also responsible for maintenance and installation of Power plant of BSNL telecom network.

4. We therefore request you to review the whole proposal keeping in view the specific requirement in each level taking into account the significant changes in the technology, business model and business processes and not to view the matter as a tool for bringing down the expenditure on staff. Deloitte Consultant or any other consultant does not have the knowledge and expertise in dealing with such a huge PSU like BSNL which has to carry out social obligations of the Government of India and cannot be compared with any private organization run with the sole aim of amassing huge profits. Let an internal team draw up the plan in consultation with the field units. BSNL and DoT were successful earlier in negating the recommendations of Sam Pitroda Committee constituted by none other than the then Prime Minister of India. And DoT can now be convinced about the futility of engaging consultants who do not understand the nitty-gritty of functioning of BSNL and requested not to stand in the way of implementing HR matters already in final shape in BSNL.

With kind regards,

Yours sincerely,

  
(Rakesh Sethi)

General Secretary

Copy to: 1. Shri Anupam Shrivastava  
CMD, BSNL

2. Shri A. N. Rai,  
Director (HR), BSNL

3. Shri N.K.Gupta,  
Director (CFA), BSNL

4. Smt. Sujata Ray,  
Executive Director (Finance), BSNL

*Recvd*  
*21/1/15*