



BHARAT SANCHAR NIGAM LTD.

BHARAT SANCHAR NIGAM LIMITED

CORPORATE OFFICE
(PERSONNEL - I SECTION)

4th Floor, Bharat Sanchar Bhawan, Janpath, New Delhi-110 001

No. 400-54/2016-Pers.I

dated 09-12-2016

To,

All the Heads of Telecom Circles/Units, BSNL

Subject:- Shortage of Personnel in the Executive grades in various Circles-management thereof.

This has reference to the incessant demands from various Circle Heads for provisioning of personnel in various executive grades [SDE onwards to GM level] showing shortage on the basis of existing sanctioned strength of each Circle which was finalized long back in totally different business scenario. Invariably, such shortages, whether temporary or otherwise, is being linked to the performance of the Circle.

It is undeniable that availability of adequate staff/managers, in most situations, adds to the timely completion of assigned targets. However, the level of adequacy varies according to the business model being followed by an organization. A work study to ascertain such an adequacy in BSNL has been undertaken in the recent past through an expert committee (M/s. Deloitte) to align the number of posts at various levels required in the current business scenario. The HR plan which is under consideration of the management will meet these purposes to a large extent. Nevertheless, it is wise to understand that certain constraints, at times, help us to manage a work more efficiently.

In the meantime, several steps have been taken to enable manning of key posts across all Circles to overcome the situational constraints like shortage of Sr. Management officers, legal hurdles in promotions in SDE/DE/DGM grades, etc. Some of these steps are Entrustment/Look After Arrangement in respective grades, Recruitment in GM/PGM grades under Rule 37 of CCS Pension Rules, delegation of powers to CGMs to make look after arrangement in SDE/DE/DGM equivalent grades, supplementing the vacant SDE positions with JTOs wherever essential, etc. [Also, the recruitment in the lower grades of JTOs/JAO and JEs (TTA) is under process.] It is understood that these steps have ameliorated the situation to a large extent. It is upon the Circle Heads to use these opportunities to the maximum extent for utilizing the manpower for the desired results.

It has been the endeavor of BSNL CO to allocate the available All India transferable executives in an equitable manner in the interest of the Company whenever such mobility is required. It has to be understood that, presently,

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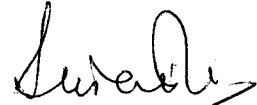
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BSNL has to manage its operations with a level of shortage in the manpower at the executive level while its business processes take a churn. Many processes are being outsourced leaving only monitoring work with the managers. It is a challenge to utilize the overall staff strength, which is still on the higher side, in a profitable manner. There is no use harping on the shortage at regular intervals. Circle Heads may exercise their managerial capacity in allocating the available executives in the best possible manner under the various schemes mentioned above.

The HR positions are likely to change when the new HR plan will be implemented. Sanctioned posts may lose relevance in such a scenario. It is requested to manage the available manpower with utmost efficiency and contain the demand within the limits of feasibility, please.



[Sujata T. Ray]

Director [HR], BSNL Board