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No: SNEA/CHQ/CMD/2018-21/145

Dated 16.07.2021.

To

Shri. P. K. Purwar,
Chairman and Managing Director,
BSNL, New Delhi.

Sub:- Our views on Manpower Norms for finalization of sanction strength in BSNL-Post VRS. Further Post reduction in any cadre can be considered only after BSNL switching over to Time Bound Promotion Policy:

Ref: 1. No: BSNLCO-RESTG/15(14)/1/2020-RSTG

Dated 28.06.2021.

2. SNEA/CHQ/CMD/2018-21/140

Dated 13.07.2021.

Respected Sir,

The provisional Manpower norms circulated by BSNL management on 28.06.2021 are thoroughly examined by the Association at various level and the views of the Association is submitted hereunder. At the outset it appears that the provisional norms are made without conducting work study on the actual staff requirement in the field units.

The drastic reduction in the number of posts is not at all acceptable as it will have serious operational issues and seriously affect the promotional avenues of the Executives working in BSNL. Management assured that BSNL will switch over to Time Bound Promotion Policy before imposing cut in the number of posts. This assurance and Board decision is to be honored first.

BSNL as company aspiring to revive, any restructuring plan should be done by keeping in mind the career progression of its employees too. Giving higher responsibilities will boost their morale and it will certainly reflect in their output, which is the **main mantra for BSNL REVIVAL. In the proposal, the number of posts reduced drastically upto 60%, putting a big question mark on the future promotion avenues.** The pathetic situation in some cadres is given below. Almost all are working in E5/E4 scale but in E1A or E2A equivalent Grades.

JTO(Arch)	JTO(TF)	JTO(E)	JTO(C)	JTO(T)	SDE(E)	SDE(C)	SDE(TF)	SDE(T)	AO
1990	1995	1996	1998	2008	1996	1997	1999	2004	2008

Maximum stagnation is in Civil, Elect, Telecom etc streams. So some special consideration required for the cadres in Telecom, Civil, Elect, Arch, TF streams.

In Telecom, as per the norms suggested by us, the number of DGM posts will be about 1332, excluding DR DGM (present sanction is 1481 including DR DGM), AGM posts will be about 5000, excluding MT quota (present sanction is 9470 including upgraded post and MT) and SDE/JTO posts will be more than 27000. For smooth career progression as well as to meet the operational requirements, promotion from JTO to SDE, SDE to Sr SDE and Sr SDE to DE equivalent Grades are to be made Time Bound within the combined strength of JTO, SDE and AGM equivalent cadres. This is very much possible by maintaining a reasonable ratio between AGM and SDE/JTO (AGM:SDE/JTO as 1:5).

Once the problem in the main Telecom stream is addressed, it can be replicated in other smaller streams without any difficulty. The proposal for Telecom is:

Cadre (Telecom)	DGM	AGM	SDE/JTO
SNEA Proposal	1332	5000	27000
Management proposal	1105	3041	22092

As per BSNLMS RR 2009, 75% AGM/DE posts are reserved for promotion quota, 12.5% for Intl MT and 12.5% for Extl MT. For CAO/EE cadres, 50% posts are reserved for promotion quota, 25% for Intl MT and 25% for Extl MT. We prepared our response with the assumption that the proposed numbers in various cadres are only for promotion quota (SCF+LDCE). Posts required for Intl MT may be shown separately in addition to the given figures. There is no need for Extl MT as sufficient talented Intl candidates are available.

Due to large scale surrender of landline connections, so many SSAs earlier headed by GMs are to be downgraded and to be headed by TDMs or TDEs. Surprisingly, in the name of restructuring, management introduced new concept of BA by clubbing small SSAs headed by TDMs and TDEs to justify higher level posts at GM/PGM level. This has drastically reduced the number of AGM/CAO and DGM posts which affect the promotional avenues, down the level also from SDE/AO to AGM/CAO and JTO/JAO to SDE/AO. **From the beginning of restructuring itself, we suspected that BA concept is implemented to protect GM/PGM posts by reducing DGM and AGM/CAO posts.**

In order to reduce the staff strength, more than 50% of the employees are send on VRS. Proportionately the number of Officers on deputation also should be reduced by half as per the Cabinet decision, retaining barest minimum. The number of GM/PGM/CGMs working in BSNL on deputation from DoT is to be 199 during 2021-22 and 104 during 2022-23 and NIL from 2023-24.

i) Since majority of the officers at GM/PGM level are on deputation from DoT and the deputation will end by 2022-23, more DGM posts is to be sanctioned instead of GM/PGM level posts. Practical approach required.

ii) Increase in DGM and AGM/CAO/EE posts will increase the promotional avenues from AGM/CAO to DGM, resultantly from SDE/AO to AGM/CAO/EE, JTO/JAO to SDE/AO and JE to JTO/JAO.

iii) **DGMs have sufficient field experience of 25 to 30 years to head an SSA/BA. So DGM and GM can be made interchangeable.**

iv) In the proposal, JTO and SDE cadres, JAO and AO cadres are made interchangeable. Since the cadres are interchangeable, combined sanctioned strength of JTO and SDE, JAO and AO are to be taken. There is no need for separate sanctioned number for JTO and SDE, JAO and AO. If Hierarchy is to be maintained, at least 1:3 ratio required but the ratio followed in the proposed policy is just 1:1.1. **When posts are interchangeable and working independently, naturally the promotion from JTO to SDE and JAO to AO shall not depend on availability of posts, it should be on Time Bound basis, within the combined strength of JTO and SDE, JAO and AO etc.**

v) If Hierarchy is to be maintained, then AGM and DGM posts cannot be made interchangeable. Responsibilities are different. If AGM and DGM posts are interchangeable, then combined strength of AGM and DGM is to be taken and promotion from AGM/CAO/EE to DGM/SE should be on Time Bound basis, within the combined strength of AGM/CAO/EE and DGM/SE respectively.

vi) Considering the acute shortage of officers at GM level, it is proposed that DGM and GM posts are to be made interchangeable instead of AGM and DGM.

vii) Surprisingly, as per proposal, excess number of Executives are working in JTO(T) (now in SDE), AO, JAO, JTO(E) etc with a threat that they will become supernumerary, if the proposal is implemented as it is. This is not at all a good HR practice as the norms itself are framed to reach a pre-determined number.

The suggestions with respect to specific norms are given below:

1.a. CFA Outdoor:

1. On CFA outdoor, the norms for JTO, SDE and DE cadres are shown different for cluster and non-cluster based areas. It is to be noted that JTO, SDE and DE cadres are executing supervisory role in the outdoor plant. Their supervisory job has not come down after cluster formation, rather it increased as many TTs and JEs doing the supervisory jobs earlier took VRS and the entire responsibility come to the shoulders of JTOs, SDEs and AGMs etc.

The norms for cluster and non-cluster based areas should be one and the same.

2. The norms for Rural area cannot be based on the DELs alone, rather it should be based on Geographical area. As per the proposed norms, in many Circles, even one JTO/SDE will not be justified for entire one SDCA.

It is proposed that:

i) One JTO/SDE shall be sanctioned for each SDCA and one AGM for each Revenue Dist (to deal with State Govt officials like Dist Collector etc), irrespective of number of DELs.

ii) Entire NE Region, J&K, AS, A&N Islands, hilly areas of HP and UKD Circles, Sikkim & Darjeeling(WB), naxal affected areas in CHG/ JKD/ OR/ MH/ WB and TLG Circles are to be treated equivalent to Rural areas.

iii) In general, one JTO/SDE shall be sanctioned for 1.5K DELs in Rural areas and for 3K DELs in Urban areas.

iv) One AGM shall be sanctioned for 5K DELs in Rural areas and for 10K DELs in Urban areas.

b: Indoor:

i) For each 1K – 2K capacity, one JTO/SDE shall be sanctioned.

ii) Norms for 1) MLLN & DR NOC, 2) MPLS DR NOC, 3) OTN NOC, 4) CPAN NOC, 5) One Network at Circle level [CPAN + BB + FTTH + FTTH Partner Support Group (PSG) + OLT + MNGPAN + CM + MLLN (V MUX & DXC)], 6) Transmission equipments etc are not defined, it is to be done.

1) MLLN NOC, BG: 2 DGM, 4 AGM and 20 SDE/JTO.

2) MPLS and MLLN DR NOC: 1 DGM, 2 (1+1) AGM and 8(5+3) SDE/JTO.

3) CPAN and OTN NOC: 1 DGM, 2 (1+1) AGM and 8(5+3) SDE/JTO.

4) One Network shall be headed by 2 DGMs in Category I & II Circles with AGMs for 1) CPAN, 2) BB & FTTH support, 3) CMTS, 4) NIB and 5) MLLN. Under each AGM, 05 SDE/JTO posts may be sanctioned. In category III & Metro Circles, it shall be headed by one DGM with AGMs and SDE/JTO under them.

c): **CM – based on number of BTS sites:**

- i) Some norms are to be made linking with number of customers also.
- ii) The norms for BTSs are made very stringent. The existing norms for BTS mtce is to be continued without any change as the responsibility has not changed.
- iii) Separate norms for NQM is required. Atleast one team per SSA and proportionately, more teams for larger SSA/BA to be sanctioned.

d): **TxN Circle:**

Due to developmental works, Circle TxN network is more fault prone.

i) **One JTO/SDE is to be sanctioned for 150 RKM in hilly/difficult terrain and for 200 RKM in Normal Terrain.**

ii) Instead of one AGM per 6 SDEs, it shall be modified as **one AGM per 3 SDEs.**

iii) **Same norms of Core Network, based on number of stations are to be sanctioned for Circle Transmission stations.**

e): **Sales and Marketing:**

As per BSNLCO guidelines itself, Franchisee Manager (FM) is exclusive and it should be continued. CSC job cannot be clubbed with it.

i) **CSC in-charge shall be sanctioned separately.**

ii) **Minimum one Retail Manager Coordinator (RMC) shall be sanctioned per SSA/Area Office.**

f): **Core Network (TxN) – based on RKM and number of stations:**

Instead of one AGM per 6 SDEs, it shall be modified as **one AGM per 3 SDEs.**

g) **Norms for EB:** Based of the target/business and the number of customers, separate EB teams are required in each SSA. In small SSAs, it can be headed by SDE and larger SSAs, it can be headed by AGM with SDE/JTOs. There shall be Key Account Manager (KAM) and Customer Relationship Manager (CRM).

A. Positional Norms for BSNLCO, Circles and BAs:

In Category I/II/III Circles, Core Network Circles, Metro Dists and A&N Circle, **AGM post is not sanctioned under the DGMs. For maintaining Hierarchy, minimum two AGM posts are to be sanctioned under each DGM and 3 SDE/JTO under each AGM.**

In Category I and II Circles and two Metro Dists, **one DGM post is to be sanctioned exclusively for Fibre business with two AGM and 3 SDE/JTO under each AGM.**

In Category II BAs, all Area DGM posts abolished. Today in all such BAs, 3 to 4 Area DGMs are working. New Area GM post created unnecessarily by abolishing 3 to 4 DGM posts. In Category I BA, only two Area DGM posts sanctioned under each Area GM. **In Category I & II BAs and Metro Dists, Area DGM posts are to be sanctioned for Rs 20 Cr revenue each by clubbing SDCAs.**

In Category I and II BAs, **one DGM post is to be sanctioned exclusively for Fibre business with two AGM and 3 SDE/JTO under each AGM.**

Category IV BAs are small BAs with less than 50 Cr revenue, formed by combining small SSAs. DGMs are more than sufficient to heads such small BAs. **All the Category 4 BAs are to be headed by DGMs instead of GMs.** By this 64 GM posts can be reduced by 64 DGM posts.

In BSNLCO, in Telecom stream, only 105 AGM/DGM posts sanctioned against 34 GM/PGM posts, creating inverted pyramid. The number of GM and DGM posts is equal. **For maintaining Hierarchy, i) under each GM/PGM, minimum two DGM posts and ii) under each DGM, minimum two AGM posts iii) under each AGM, minimum three SDE/JTO posts are to be sanctioned. Similarly for Finance, Civil, Electrical streams also.**

Otherwise, number of GM/PGM posts in BSNLCO to be reduced proportionately in comparison with the number of JTO/SDE, AGM/CAO/EE and DGM equivalent posts to maintain the Hierarchy.

In Core Network NE Circle, one DGM CN-Tx with AGM and SDE/JTO posts is to be sanctioned for each State viz **Tripura, Nagaland, Arunachal and Mizoram** considering the sensitivity of the region and difficult terrain.

Under Core Network (North/West/East) Circles, all the existing DGM posts retained but under CN-South, many existing DGM Tx posts abolished. Under Core Network (South) Circle, **DGM Tx posts is to be retained/sanctioned at Mangalore, Hubli, Madurai, Vishakhapatnam, Tirupati and DGM(Project) post at Ernakulam.**

Under Core Network (South) Circle, **2 DGMs each are to be sanctioned under GM(MPLS) I & II, BG with 2 AGM and 6 (3+3) SDE/JTO posts each.**

Under Core Network (South) Circle, **DGM, AGM and SDE/JTO to be posted at MLLN NOC** as given in I.b).ii).1) under page 3.

Under Core Network (West) Circle, **DGM, AGM and SDE/JTO to be posted at MPLS and MLLN DR NOC** as given in I.b).ii).2) under page 3.

Area Offices having 10-30 Cr revenue shall be headed by TDM (DGM).

Area Offices having revenue <10 Cr shall be headed by TDE (AGM).

In Category I & II Circles, Metro Dists of Chennai & Kolkata and A&N Circle, the number of GM/PGM level Officers are exorbitantly high, comparing to the number of such Officers available in BSNL. In Cat III Circle also, one GM can be reduced. The requirement of Officers on deputation shall be rationalised as per actual requirement.

Under Core Network (North/South/West/East/NE) Circles, practically project work is very less. So **GMHQ-(Project) post is not justified**, DGM HQ(Project) is sufficient for planning work.

Under Core Network (North/South/West/East/NE) Circles, **DGM(Vig) post** is to be sanctioned with AGM and SDE/JTO posts.

Under Core Network (North/South/West/East/NE) Circles, separate **AGM(Legal) post** with SDE/JTO to be sanctioned.

Under NCNGN & BBNW Circle and ITPC Circle, AGM post is too less comparing to DGM and SDE/JTO posts. Structure of other Circle is to be followed for NCNGN & BBNW Circle and ITPC also by sanctioning additional AGM posts.

Today DGMs are heading all the Training Centres (RTTCs). By the closure of some RTTCs itself, many DGM posts will be reduced. Further for the sake of additional GM posts, it is upgraded and headed by GMs, reducing the number of DGM posts. **The training centres shall continue to be headed by DGMs.**

Under QA and INSP Circle, Officers and Executives are under underutilised. At the same time acute shortage is faced by field units like Maintenance Regions and External plant

Mtce. QA and INSP Circle shall be merged with respective Territorial Circles. If at all required, a dedicated team with few Executives can be formed under respective Territorial Circles for QA and A/T purposes.

Under ITPC Circle, DGM(HQ) is sufficient under CGM instead of GM(HQ).

2. Finance stream Norms:

In Finance stream, it is astonished to note that the number of JAOs and AOs working today are more than the proposed sanctioned strength, means they are supernumerary as of now! For DGM, CAO and AO posts, in addition to positional norms, norms based on 1) number of DELs and 2) the revenue also to be sanctioned to ensure proper career progression. The proposed norms based on number of DELs and revenue is too stringent.

At BSNLCO, the number of DGM and CAO post is to be increased in comparison with GM posts.

PA/PS Cadres:

PA/PS cadres in Circle and BSNLCO are equally stagnated. By increasing the number of posts at DGM/AGM/DM level, they can also be motivated for better output. There will not be any additional financial implications in this regard. Number of PS Cadre in Circle may be increased from 38 to 43, including Category I BAs. At BSNLCO, the DGM post may be increased to 6, one for each Director.

3 & 4. Civil, Electrical Architect wings:

The proposed restructuring plan for BSNL based on revenue of the BA cannot be applied to **ACE wings (Architectural, Civil and Electrical)** as their work load is not dependent on revenue but on the infrastructure and geographical size of the BA. Many of the small Circles/BA where revenue is very less have huge land and building assets and are spread over vast and difficult areas. As such, more man power than the proposed will be required to carry out effective maintenance and achieving target on the Rental and Land monetization programs. Many of these Circles/BAs have huge potential for earning revenue and it will not be out of place to highlight the requirement of sufficient Executives, that too be of responsible status to meet and convince potential clients.

To ensure efficient working of the system and effective utilisation of the manpower available in ACE wings, the following modifications are proposed in the restructuring plan.

Civil & Electrical Wings

1. Enough SDE/JTOs may be posted at all Circle offices as proposed, training centres and corporate office as they are the major work force.

2. Since all JTOs except a few have already crossed E4 scale and only two promotions are in the vicinity of them before superannuation due the current age profile of the Executives, maximum number of JTO/SDE posts can be utilized for SDE cadre for better utilisation of the manpower without incurring any extra expenditure.

3. Executive Engineer is a crucial post which is a mandatory requirement for exercising statutory powers and is the interface with local bodies, Electricity regulatory agencies, Fire fighting agencies, revenue departments etc. So an Executive Engineer (C/E) may be allotted in all BAs and Circle offices. This can be done without any extra cost to BSNL as all the stakeholders have already crossed E4 scale and many are in E5 scales.

4. In Medium Circles, where no SEs are posted below the CE, an SE each, may be posted to deliver service effectively at no extra cost, since all already reached even E6 scale. In the case of Category II BAs, an SE each, may be posted to deliver service effectively.

5. Kolkata and Chennai TD may be allowed a CE each for both Electrical & Civil. One CE post for NTR/BSNLCO in Elect wing.

CIVIL WING										
Type of Circle		PGM/GM/CE		DGM/SE		AGM/EE		SDE/JTO		Remarks -- proposal
Type of Unit	Unit	Per Unit	Posts	Per Unit	Posts	Per Unit	Posts	Per Unit	Posts	
Circles										
Very large Circle	5	1	5	1	5	2	10	6	30	2 EE and 6 SDE/JTO per Circle
Medium Circle	12	1	12	1	12	1	12	5	60	One SE and 5 SDE/JTO per Circle
Small Circle	7			1	7	1	7	3	21	
Chennai & Kol TD	2	1	2	1	2	2	4	5	10	1 CE, 2 EE and 5 SDE/JTO per Circle
A/N	1		0		0	1	1	2	2	
BSNL CO	1	3	3	3	3	6	6	12	12	6 EE (2 per SE)
Training Centres	1			1	1	2	2	7	7	
BAs										
Category I	5			1	5	2	10	7	35	2 EE and 7 SDE/JTO per BA
Category II	24			1	24	1	24	5	120	
Category III	66				0	1	66	3	198	
Category IV	64				0	0.5	32	2	128	
Area Office	222				0		0	1	222	
Total			22		59		174		845	

ELECTRICAL WING										
Type of Circle		GM/CE		DGM/SE		AGM/EE		SDE/JTO		Remarks
Type of Unit	Unit	Per Unit	Posts	Per Unit	Posts	Per Unit	Posts	Per Unit	Posts	
Circles										
Very large Circle	5	1	5	1	5	1	5	5	25	5 SDE/JTO per Circle
Medium Circle	12	1	12	1	12	1	12	4	48	4 SDE/JTO per Circle
Small Circle	7			1	7	1	7	2	14	
Chennai & Kol TD	2	1	2	1	2	2	4	3	6	2 EE and 3 SDE/JTO per Circle
A/N	1		0		0	1	1	2	2	
BSNLCO	1	1	1	1	1	1	1	6	6	
BSNLCO + NTR	1		1		1	1	2	6	6	1 CE, 2 SE and 6 SDE/JTO
Training Centres	1				0	1	1	5	5	

ELECTRICAL WING										
Type of Circle		GM/CE		DGM/SE		AGM/EE		SDE/JTO		Remarks
Type of Unit	Unit	Per Unit	Posts	Per Unit	Posts	Per Unit	Posts	Per Unit	Posts	
BAs										
Categorey I	5			1	5	1	5	6	45	2 EE per BA
Categorey II	24					1	24	4	96	
Categorey III	66				0	0.5	33	2	132	1 EE for 2 BAs
Categorey IV	64				0	0.2 5	16	1	64	1 EE for 3 to 4 BAs
Area office	222				0		0	1	222	
Total			21		33		111		671	

Architect Wing

Totally, there are **54** Executives working in Architecture wing all over India. **41** posts are only proposed in the restructuring plan. At present only **22** Executives are working in 3 Zonal offices plus CO, remaining **32** Executives are working with main streams.

The junior most JTO (Arch) is reaching E5 scale in this October 2021. For addressing their career progression, it is proposed that:

Arch Stream	DGM	AGM	DM/AM
	6	18	36

CSS stream:

HR functions of BSNL CO are being managed to a large extent by the officers of erstwhile CSS cadre of DOT /GOI absorbed in BSNL. Due to their vast experience of working in various wings of HR since the beginning of their service, they have specialised knowledge and experience in almost all streams of HRs and they work as backbone of the organisation for the HR functions.

In the proposed plan, only 6 posts of DGMs have been provided. Keeping in view of their specialised domain knowledge of HR etc, it would be appropriate that they should be provided with 10 DGM posts and two AGMs under each DGM so as to provide sufficient promotion avenues.

CSS Stream	DGM	AGM	DM/AM
	10	20	40


Telecom Factory:

For reasonable promotion avenues, the following proposals made. The working strength is 49 instead of 46.

Telecom Factory	DGM	AGM	DM/AM
	8	20	40

We would like to have a detailed discussion on the proposal made by us with higher management. As mentioned in the beginning, post reduction shall not affect promotional avenues. So it shall be considered only after switching over to Time Bound Promotion upto AGM equivalent Grades.

With kind regards,


(Sebastin. K) 16/07/2021

Copy to: 1. Shri. Arvind Vadnerkar, Director(HR), BSNL Board for info and n/a pl.
2-5. DIR(Fin)/DIR(CFA)/DIR(CM)/DIR(EB), BSNL Board for info and n/a pl.
6-8. GM(Restg)/PGM(Pers)/Sr GM(SR), BSNL CO for info and n/a pl.