

Subject: Why SNEA is opposing the pilot Restructuring Project for Uttarakhand Circle.

1. The proposal is prepared primarily on the basis of the number of Gram Panchayats and Blocks, overlooking the well-established manpower planning principles followed in BSNL, where manpower deployment has traditionally been based on operational workload, customer base, revenue generation, network size, OFC length, transmission systems, FTTH, Enterprise Business and service obligations. Such a fundamental departure from established norms requires detailed justification, which is presently absent.
2. The present proposal for Large Scale diversion of technical manpower from revenue generating centres to Gram Panchayat and Block levels, without a clearly defined strategy for sustaining commercial operations in urban areas, is likely to adversely impact revenue, customer service quality, market competitiveness. Rural connectivity and urban business growth should complement each other and not compete for scarce manpower resources.
3. The proposal has been issued without any consultation with the Recognised Majority Representative Association or any other stakeholders. Organisational restructuring affecting thousands of executives/employees and overall growth & development of BSNL, cannot succeed unless it is based on extensive discussions with field units, Circle administrations and employee representatives. Such a consultative approach not only results in better policy decisions but also ensures acceptance and smooth implementation.
4. While SNEA as Recognised Majority Representative Association, fully supports the objective of strengthening rural telecom infrastructure and improving service delivery under BharatNet, the 4G Saturation Project and other Government initiatives, the proposed model ignores the fact that the major share of revenue of BSNL continues to originate from urban and semi-urban areas.
5. The proposal also fails to indicate whether any scientific workload assessment has been carried out before determining manpower deployment. Parameters such as BTS maintenance, OFC route length, FTTH connections, Enterprise Business, BharatNet assets, customer density, terrain, travel time, fault incidence and revenue handled per executive vary significantly from one location to another, particularly in a geographically challenging State like Uttarakhand. Uniform deployment based solely on administrative boundaries cannot produce optimum operational results.
6. The proposal also overlooks the need to preserve specialised technical functions. Critical activities such as Transmission, Core Network, OFC, Enterprise Business, FTTH and other specialised domains require dedicated officers with appropriate expertise. Generalising these functions under a single field executive may dilute technical excellence, reduce service quality and adversely affect network reliability.
7. BSNL has already issued the Restructuring Orders for Kerala, Karnataka, Maharashtra and Gujarat Circle and here the basis used is landline, FTTH and in Uttarakhand Circle the basis used is Gram Panchayat and Block and it stated that there is need of presence for maintenance of Bharat Net Connections which are transferred to BSNL due to merger of BBNL with BSNL.

8. BSNL Management is not following uniform Restructuring Norms and it has issued different guidelines in different Circles and for Uttarakhand Circle totally different Restructuring norms are being issues.
9. Respected Minister of Communications, already given directions for exploring internal talent of BSNL and till even no single officer of BSNL is given any desired responsibility such arbitrary changes adversely affecting overall working of BSNL, should not be allowed to be decided by the officers who are not part of BSNL.
10. Equally important is the issue of career progression. BSNL executives have already been facing prolonged stagnation due to delayed promotions and reduction in sanctioned strength after the 2019 VRS. Any restructuring exercise should strengthen and not further diminish, the cadre structure. It must be integrated with cadre restructuring, restoration of sanctioned strength based on future business requirements, regular DPCs and assured career progression to maintain employee motivation and organisational efficiency.
11. Any restructuring must clearly establish how it will improve revenue, customer satisfaction, operational efficiency and profitability. In the absence of such a roadmap, the present proposal is unlikely to achieve its intended objectives.
12. Instead of going for practical requirement of line staff, management has adopted that available JTOs/SDEs will be posted to rural areas and semi urban areas by shifting them from Urban and revenue earning areas.
13. The organisational transformation should be driven by business objectives and measurable outcomes rather than by administrative redistribution of manpower. Any restructuring must clearly establish how it will improve revenue, customer satisfaction, operational efficiency and profitability. In the absence of such a roadmap, the present proposal is unlikely to achieve its intended objectives.
14. BSNL Management has adopted approach of Selective comparing with Private Telecom Operators but not in their business approach. BSNL has to decide and follow, where we have to works as per practices followed by Private Operators or as that of PSU fully owned by Government of India. All the private Telecom Operators have always kept focus on earning revenue and hence have closed many services in Rural area and have focused only on revenue earning areas, but BSNL is again going in wrong directions.
15. Management is proceeding unilaterally without considering the real needs of BSNL and the feelings of the workforce by completely ignoring the long-standing norms that have been followed by BSNL for years. No proper weightage has been given to the actual operational requirements of BSNL and to revenue generation.
16. While strengthening rural connectivity is important, it should be achieved within the existing organisational framework and without harming the revenue-generating areas.
17. The Restructuring plan adversely affecting the revenue-generating capabilities of the BSNL will cannot be accepted.
18. There is need to maintain BBNL network which has been handed over to BSNL after its merger with BSNL and we are duty bound for it. But the work of maintenance of Landline/FTTH etc are primarily responsibilities of Line staff and with wrong projection that there is no need of line staff, thousands of employees have been sent home by force VRS and then all the Landline, Broadband connections are closed and shifted to FTTH.

19. It is wrongly projected by the management that JTOs and SDEs will be posted in Gram Panchayats and Block and they will maintain BharatNet connections. This is how BSNL Management is confused and confusing the high office of Honourable Minister of Communications and in turn Government of India which has invested about 3.5 Lakh Crores in providing Telecom services in rural area.
20. Since last decade JTOs and SDEs are treated equal and posted as interchangeably. JTOs were reporting to AGMs and all of sudden changes have been made without any justification. Salary of one JTO is around Rs 60000-70000 p.m. whereas salary of a SDE is around Rs 100000 – 110000 p.m. The work needed to be performed at Gram Panchayats and Block can be easily managed by an official at around Rs 10000- 20000 per month by using local persons.
21. BSNL was using contract workers for many years, but since last few years this has been stooped. Now also some are working with vendors as outsourced manpower and the same may be utilised at the GP level. Specialised activities such as Transmission, Core Network, OFC and other technical domains must continue to be handled only by specialised officers. Expecting every JTO or SDE to perform all specialised functions is neither practical nor acceptable.
22. The Committee constituted for recommendations for restructuring plan has not consulted to anybody and have finalised proposal on basis of the BCG drafting. We have interacted with some members of the Committee, and we are surprised to see that they were not deeply involved in it and have given consent to the proposal as it was projected that this is proposal given by Office of Honourable Minister of Communications and it is to be recommended as it is. If it was to be recommended as it is, what was need to have any such formal committee and if committee has been constituted , then why Committee members are not allowed to apply mind as per the Practical Requirement of BSNL and this needs serious introspection from BSNL management.
23. Over last six years, Management has centralised all activities at BA and Circle level and shifted executives at BA and Circle HQs on name of centralised MM, ERP, Account, HR, Admn activities and now with total U turn, all JTOs and SDEs are being shifted to Block and Gram Panchayat Level.
24. There will be no change in place of posting of AGM and above level officers but almost each and every JTO and SDE will be dislocated. It is learnt that due to misleading information by BSNL management the post of GMs is being reduced as officers on deputation are to be repatriated to DoT. It is difficult to understand that why these posts are reduced, when a good number of officers are available and these posts can be occupied by other eligible officers and junior officers under looking after arrangements.
25. Management must provide data about profits after implementation of this Restructuring plan. BSNL has installed over one lakh Mobile towers in rural areas, but BSNL is not earning profits out of it but losses are added to BSNL balance sheet. This futile Restructuring exercise will only add losses to BSNL and there is no chance of any profit out of it. Further, this is just a non-practical recommendation of BCG and management must give the figures how much revenue has been gained and lost due to BCG recommendations.
26. In all BAs FTTH has brought directly under GMs and JE to SDE are made interchangeable and interchangeability grows up to DGM. This has demolished all existing team work in units and in effect made GM only responsible for local

marketing and partnership management in all BAs which has directly resulted in poor performance improvement after implementation

27. By and large, DGMs and AGMs mostly from other states due to bulk transfer of AGMs are finding practical difficulty in engaging with LCOs frequently due to language constraints.
28. While this proposal mentions zero expenditure, the implementation of such a large-scale restructuring involving extensive transfers, office reorganisation, infrastructure creation, logistics and operational changes will inevitably involve substantial expenditure. No financial analysis, cost-benefit study or projected business gains have been shared to justify this assumption.
29. The present proposal there no chance of profit and improvement of services as desired by DoT/GoI, but BSNL will have to face losses as we are moving manpower from Profit Earning Areas to Loss making Areas and hence there is mass unrest. We are surprised to see that BSNL has submitted presentation to your high office and DoT that there is no expenditure incurred but here huge expenditure is involved in this proposal.
30. Important point is that at present there is no regular CGM posted in BSNL, out of five Directors, Director CM is retiring on 31/07/2026, Director CFA on 30/09/2026, Director HR on 28/02/2027 and CMD BSNL is also looking after charge for last two years and process of posting regular CMD has been initiated. In absence of full Board, and when new Directors including regular CMD is like to be decided and at this stage this major restructuring works cannot be decided properly.
31. Further about all GM and PGM level officers are working on deputation to BSNL and respected PMO office has decided to repatriate all these officers back to DoT and hence all these officers who are working on Restructuring Proposal will not be in implementation of this Restructuring Proposal and hence this volatile, Restructuring Plan without any ground work, without any study of practical Requirement will surely be failed.
32. Main issues in maintaining GPs is not availability of line staff which left BSNL in VRS 2019, and hence shortage and BSNL management is beating bushes on name of restructuring proposal which will not meet practical requirement for maintaining GPs. The few line staff may be in hundreds available with BSNL, its average age of existing manpower is fifty-Five plus and the work of maintaining GPs needs the young and energetic persons to take care of GPs installed by BBNL and partially operative as of now.
33. Instead of projecting the availability of manpower for GPs, BSNL has to think on the actual requirements for maintaining these GPs, which can be met by following ways.
34. Pilot Restructuring plan is just for posting of all JTOs/SDEs based on GPs and Blocks without giving due weightage to the operational requirement of BSNL and its impact on revenue generation. The existing manpower is already inadequate to handle the present workload and additional workload cannot be taken care by left out manpower of BSNL and hence there is need of special drive to meet this objective.
35. There are 7256 blocks and about 2,65,000 Gram Panchayats all over India and BSNL does not have adequate manpower to post executives at each block and no chance to cover Gram Panchayats and these arrangements through proposed Restructuring Plan would not only overburden the executives further but will adversely affect service delivery.

36. For maintaining 2.65,000 GPs there is need of special action plan and this proposal by BSNL will not meet the desired requirement of newly added BBNL services.
37. Management is hiding its failure in giving adequate store, up gradation of Bandwidth requirement as per enhancement requirement of Internet, required Battery Sets, Power plants and related infrastructure including availability of 24 hours Electric supply which is real cause of down time.
38. Management is coming with different ideas and has failed in successfully implementing such ideas even though there was some base for such ideas. But in this restructuring plan there is no proper base, nothing supportive is available and hence this plan will be a complete failure and it will add more loss to BSNL.
