

File No.: BSNLCO-RSTG/15(14)/1/2026-RSTG

Date: 04.07.2026

OFFICE ORDER

Sub: Implementation of Organisational Restructuring in Uttarakhand Circle as Pilot circle

The approval of the Management Committee of the Board (MCB) is hereby conveyed for implementation of the pilot organizational restructuring of Uttarakhand Circle on the terms set out below:

1. Pilot Circle and Effective Date:-

- i. Uttarakhand Circle is designated as the pilot Circle for implementation of the six-level (L1-L6), geography-based field organisational structure, covering 13 Districts, 95 Blocks and 7,774 Gram Panchayats.
- ii. This Order shall come into force with immediate effect and implementation shall be completed in the manner and within the timelines specified below.

2. Designation of Circle Head:-

The Head of Uttarakhand Circle shall continue to be designated as Chief General Manager (CGM), with no change in designation, status, powers or administrative authority.

3. Zone Structure:

Uttarakhand Circle shall be reorganised into three Zones as follows:

Zone	Constituent Districts	No of Blocks	No. of Districts	GPs Covered
Dehradun Zone	Dehradun, Haridwar, Tehri Garhwal, Uttarkashi, Rudraprayag	30	5	2,575
Garhwal Zone	Pauri Garhwal, Chamoli, Pithoragarh, Bageshwar	35	4	2,872
Kumaon Zone	Nainital, Udham Singh Nagar, Almora, Champawat	30	4	2,327

4. Revised approved Organisational Structure:

The following six-level, geography-based organisational structure is approved for implementation, with dual commercial and network/SLA accountability at each tier, in line with the principle of “One Geography – One Owner”:

Level	Role (Grade)	Scope & Ownership	No .of executives
L1	Circle Head — Chief General Manager (CGM)	Full Circle P&L; 13 Districts, 95 Blocks, 7,774 GPs; Mobile + FTTH + Enterprise	1
L2	GM/CTO — Network & Technology (GM), Circle HQ	Circle-wide Network SLA owner; uptime, rollout, NOC	1
L2	GM/CCO — Consumer Business & Revenue (GM), Circle HQ	Circle-wide Revenue P&L owner; products, pricing, NPS	1
L2	Shared Services — HR/Fin/Legal (GM/DGM), Circle HQ	Centralised SLA-based support to all Zones; not line management	1
L3	Zone CEO (DGM) — Commercial	3 Zones (Dehradun, Garhwal, Kumaon); Zone P&L	3
L3	Field-CTO (DGM) — Network Peer	Joint Zone Network SLA & NPS ownership with Zone CEO	3
L4	District In-charge (AGM) — Commercial	13 Districts; full District P&L; Mobile + FTTH + Enterprise	13
L4	District Network AGM — Field-CTO	13 Districts; District-level network/Field-CTO peer	13
L5	Block In-charge (SDE)	All 95 Blocks; stationed at Block HQ	95
L6	GP Cluster In-charge (JTO)	7,774 GPs (~58 GPs in each cluster); from existing JTO strength	137

5. The detailed functional responsibilities of each organisational level — Circle HQ (CGM, CTO, CCO and Shared Services), Zone, District, Block and GP Cluster, including the Field Operations Team of JE/TT/ATT/TOA - stand approved as set out in **Annexure-I** (Functions and Responsibilities of Each Organisational Level).
6. The Organisational Charts and Block-level line diagram approved by the competent authority (**Annexure-II, Annexure-III and Annexure-IV**) shall govern the reporting and administrative structure.
7. **Manpower Redeployment — No Creation of Additional Posts:**
 - i. The pilot restructuring shall be implemented entirely through rational redeployment of the existing working strength of 540 technical and 47 non-technical employees of Uttarakhand Circle. No additional post shall be created and no fresh recruitment shall be undertaken.
 - ii. The redeployment of the existing 540 technical cadre staff across Circle, Zone, District, Block and GP levels shall be carried out in accordance with the distribution given below:

Cadre	Strength	Circle Office	Zone (3)	District (13)	Block (95)	GP (7,774)	Total Required
AGM	52	14	12	26	-	-	52
AO	24	8	3	13	-	-	24
CAO	1	1	-	-	-	-	1
CGM	1	1	-	-	-	-	1

Cadre	Strength	Circle Office	Zone (3)	District (13)	Block (95)	GP (7,774)	Total Required
DGM / Jt. Chief Engineer	4	-	6	-	-	-	6
Executive Engineer	5	2	3	-	-	-	5
GM	5	3	-	-	-	-	3
JAO	19	7	3	9	-	-	19
JTO	137	-	-	-	-	137	137
Junior Engineer	67	-	-	-	-	67	67
SDE	111	-	3	13	95	-	111
Sr. Chief Engineer	1	1	-	-	-	-	1
TOA/TT/ATT (operating)	113	-	-	-	-	113	113
Total	540	37	30	61	95	317	540

8. The manpower distribution in non-technical cadres is as follows:

Cadre	Strength
Assistant Office Superintendent	3
Junior Hindi Translator	3
Kanishtha Rajbhasha Adhikari (KRA)	1
Office Peon	1
Office Superintendent (G)	6
PS	1
Senior Office Associate (G)	24
Senior Office Associate (TG)	1
Sports Assistant	1
Sports Inspector/Sports Coordinator	1
TSM	1
Driver Ordinary Grade	3
CASUAL LABOR	1
Total	47

9. Transition Arrangement:

- i. Existing Business Area (BA) and Operational area (Erstwhile SSA) level structures shall continue to function during the transition phase to ensure uninterrupted continuity of operations.
- ii. Responsibilities shall be progressively aligned to the new District-Block-GP framework as the pilot stabilises, under the supervision of the CGM, Uttarakhand Circle.

10. Implementation Timelines and Responsibility:

- i. CGM, Uttarakhand Circle shall issue individual posting/redeployment orders giving effect within 10 days of issue of this Order.
- ii. Detailed implementation guidelines covering role allocation of supporting field cadres (JE/TT/ATT/TOA), reporting structure, KPIs and reporting formats shall be issued by Director (HR) within 15 days of issue of this Order, based on **Annexure-I**.
- iii. CGM, Uttarakhand Circle shall submit a fortnightly implementation status report to the Restructuring Cell, BSNL Corporate Office, commencing from the month following issue of this Order, until completion of the pilot is confirmed.
- iv. Restructuring Cell, BSNL Corporate Office shall undertake a review of the pilot at the end of three months from the date of full implementation, for assessment of outcomes and consideration of nationwide replication.

11. Financial Implications:

One-time expenditure on account of Transfer Travelling Allowance, Composite Transfer Grant, transportation of personal effects and Joining Time, wherever admissible under the BSNL Transfer Policy, shall be met from the approved budgetary provisions of Uttarakhand Circle.

12. Nodal Officer:

GM/CCO, Uttarakhand Circle shall function as the Apex Circle Nodal Officer for public grievances and commercial coordination arising out of this restructuring, and PGM (Restructuring), BSNL Corporate Office shall be the Nodal Officer at Corporate Office for all the matters relating to implementation of this Order.

This is issued with the approval of competent authority.



(Rajeev Kumar Kaushik)
PGM (Restructuring),
BSNL Corporate Office

Encl: AA

Copy to:

1. PPS to CMD BSNL for information please
2. Dir (CFA)/Dir (HR)/Dir (CM)/Dir (EB)/Dir (Fin)
3. CVO BSNL CO.
4. CGM(Uttarakhand) for kind information & n/a please
5. CS and GM (legal) BSNL CO
6. PGM(Pers)/PGM Estt. BSNL CO
7. All CGM/PGM/Sr.GM/GM BSNL CO
8. Spare in the file

Functions and Responsibilities of Each Organisational Level

The proposed hierarchy is based on the principle of "**One Geography – One Owner**", wherein every level is accountable for the complete portfolio of services—including Mobile, FTTH, Enterprise Business, BharatNet, and customer experience—within its assigned geographical jurisdiction. Commercial ownership and network ownership function in close coordination at each level to ensure end-to-end accountability, faster decision-making, and improved service delivery. This aligns with the committee's proposed six-level geography-based organisational model.

Level-1: CGMT (PGM/CGM Grade)

Overall Role

The CGM shall be the overall administrative, commercial and operational head of the Circle with complete ownership of Circle performance and Profit & Loss (P&L).

Functions

- Provide strategic leadership for the Circle and ensure achievement of all business objectives.
- Exercise overall responsibility for Mobile, FTTH, Enterprise Business, BharatNet and Digital Services across the Circle.
- Monitor Circle-wide revenue, profitability and market share.
- Approve Circle Business Plan and annual operating targets.
- Review performance of Zones on weekly and monthly basis.
- Ensure optimum deployment and utilization of manpower and financial resources.
- Coordinate with Corporate Office, State Government, DoT, BBNL/USOF and other stakeholders.
- Monitor implementation of 4G rollout, FTTH expansion, Enterprise Business and BharatNet projects.
- Review customer satisfaction, service quality and network performance.
- Ensure adherence to statutory, financial and vigilance requirements.
- Exercise overall control over Circle administration and governance.
- Provide leadership on human resource management, cadre matters and harmonious industrial relations.
- Exercise capital expenditure and procurement sanctioning powers as per delegated authority.
- Ensure compliance with regulatory and licensing obligations of DoT and TRAI, including Quality of Service and spectrum.
- Oversee Circle risk management and business continuity.
- Ensure timely response to statutory audit (CAG), RTI and Parliament/Assembly references.
- Drive Digital Services and digital transformation across the Circle.

Level-2: GM/CTO – Network & Technology (GM) at Circle HQ

Overall Role

The CTO shall be the Circle-level owner of Network & Technology responsible for ensuring reliable, resilient and future-ready telecom infrastructure.

Functions

- Overall ownership of Network SLA and service availability.
- Plan, monitor and optimize Mobile, FTTH, Transmission, Core and IP networks.
- Ensure network uptime and service quality.
- Supervise implementation of indigenous 4G rollout.
- Oversee BharatNet implementation and OFC infrastructure.
- Plan network expansion and modernization.
- Monitor preventive and corrective maintenance.
- Coordinate with Zone Field-CTOs.
- Ensure network security and disaster recovery preparedness.
- Review vendor performance and infrastructure projects.
- Monitor Circle Network KPIs.

Level-2: GM/CCO –Consumer Business & Revenue (GM) at Circle HQ

Overall Role:

The CCO shall be responsible for Circle-wide commercial performance and revenue growth across both the Consumer (Mobile, FTTH) and Enterprise Business segments.

Functions

- Drive Circle revenue and market share.
- Lead Mobile and FTTH customer acquisition.
- Promote Enterprise Business growth.
- Develop Circle sales and marketing strategy.
- Monitor channel partners and retail network.
- Improve customer experience and Net Promoter Score (NPS).
- Launch commercial initiatives and promotional campaigns.
- Monitor revenue assurance and collections.
- Review commercial performance of Zones.
- Coordinate with Corporate Office on products and pricing.
- Own Circle Enterprise Business (B2B) revenue, including leased lines, MPLS/VPN, data-centre and cloud services.
- Drive acquisition and retention of Government, PSU, banking and large-enterprise accounts.
- Manage Enterprise bids, tenders and project-based deals.
- Ensure Enterprise SLA fulfilment and dedicated key-account management.
- Coordinate with the Corporate Enterprise Business vertical on Enterprise products, pricing and bids.
- Formulate and implement Circle tariff strategy in line with Corporate Office policies.
- Drive customer retention and anti-churn initiatives.
- Review customer churn and marketing performance.
- Plan branding and promotional campaigns.

- Function as Circle Nodal Officer for commercial public grievances and act as Apex Circle Nodal Officer.

Level-2: Shared Services – HR/Fin/Legal (DGM) at Circle HQ

Overall Role:

Provide centralized shared services to all Zones without exercising line management. For each of the following functions DGM (Shared Services) will report to concerned cell in Corporate office.

Functions:

Human Resources:

- Establishment matters.
- Manpower planning.
- Transfers and postings.
- APAR management.
- Training and capacity building.
- Employee welfare.

Finance:

- Budget preparation.
- Financial monitoring.
- Accounting support.
- Internal financial controls.
- Procurement support.

Legal:

- Court cases.
- Arbitration.
- Contract management.
- Legal compliance.

Administration:

- Estate management.
- General administration.
- **Information Technology & Digital Services:**
 - OSS/BSS, billing and CDR systems support.
 - CRM and customer-facing digital platforms.
 - ERP and internal IT applications.
 - IT infrastructure, data security and cybersecurity coordination.
 - Support to Digital Services and digital transformation initiatives.
- **Materials Management & Supply Chain:**
 - Procurement and purchase of materials, equipment and services.

- Stores, inventory and warehouse management.
- Vendor registration and supply-chain coordination.
- Asset and capital-equipment management.
- e-procurement and e-tendering support.
- Scrap, surplus and disposal management.

Level-3: Zone CEO (DGM) – Commercial

Overall Role

Zone CEO shall be responsible for overall commercial performance and P&L of the assigned Zone.

Functions

- Own Zone P&L.
- Achieve Zone revenue targets.
- Drive Mobile, FTTH and Enterprise Business.
- Supervise District in-charges.
- Monitor customer satisfaction.
- Coordinate with regional Government authorities.
- Ensure implementation of Circle policies.
- Review District KPIs.
- Promote business growth initiatives.
- Resolve escalated commercial issues.

Level-3: Field-CTO (DGM) – Network Peer

Overall Role:

The Field-CTO shall jointly own Zone Network SLA and customer experience along with the Zone CEO.

Functions:

- Ensure Zone-wide network availability.
- Monitor BTS uptime.
- Supervise OFC and transmission network.
- Coordinate network expansion.
- Review preventive maintenance.
- Ensure timely restoration of faults.
- Monitor BharatNet infrastructure.
- Supervise vendor performance.
- Review network KPIs.
- Ensure FTTH network availability, service quality and last-mile fibre performance across the Zone.
- Support Zone-level IT and OSS/BSS systems enabling network operations and service assurance.
- Ensure network security, cybersecurity compliance and disaster-recovery preparedness for the Zone.

- Coordinate with CTO at Circle HQ.

Level-4: District In-charge (AGM) – Commercial

Overall Role

District In-charge shall have complete commercial ownership of the District with responsibility for business growth and customer satisfaction.

Functions:

- Own District P&L.
- Achieve District revenue targets.
- Drive Mobile, FTTH and Enterprise Business.
- Monitor franchisee and retail performance.
- Coordinate with Government departments.
- Ensure customer grievance redressal.
- Conduct District business reviews.
- Monitor collections.
- Identify new business opportunities.
- Supervise Block In-charges.

Level-4: District Network AGM – Field-CTO

Overall Role

District Network AGM shall be responsible for network performance throughout the District.

Functions

- Monitor network availability.
- Ensure BTS uptime.
- Supervise OFC maintenance.
- Coordinate preventive maintenance.
- Monitor power systems.
- Ensure FTTH service quality.
- Monitor Enterprise SLA compliance.
- Conduct technical inspections.
- Coordinate disaster restoration.
- Guide Block In-charges on technical matters.

Level-5: Block In-charge (SDE)

Overall Role

The Block In-charge shall be the single operational head responsible for all business, network and customer service activities within the Block.

Functions:

Commercial

- Achieve Block revenue targets.
- Promote Mobile and FTTH services.
- Generate Enterprise Business leads.
- Support revenue collection.
- Coordinate local marketing activities.

Network:

- Monitor BTS functioning.
- FTTH O&M and monitoring
- Ensure OFC health.
- Supervise preventive maintenance.
- Monitor BharatNet assets.
- Ensure prompt fault restoration.
- Maintain inventory.

Administration:

- Coordinate with Block Administration.
- Review GP Cluster In-charges.
- Conduct field inspections.
- Submit Block performance reports.

Level-6: GP Cluster In-charge (JTO)

Overall Role

The GP Cluster In-charge shall be responsible for end-to-end execution of all operational, commercial and customer-related activities in the assigned Gram Panchayat Cluster.

Functions:

Network Operations:

- Maintain Mobile, FTTH and BharatNet infrastructure.
- Carry out fault localization and restoration.
- Undertake preventive maintenance.
- Ensure uptime of network assets.
- Maintain technical records.

Customer Services:

- Install new connections.
- Attend customer complaints.
- Support Enterprise customers.
- Improve service quality.

Commercial Activities

- Promote Mobile and FTTH services.
- Generate new customer leads.
- Support revenue collection.
- Conduct local marketing campaigns.

Government Coordination:

- Liaise with Gram Panchayats.

- Support Digital India and BharatNet initiatives.
- Coordinate with schools, health centres and Common Service Centres.

Reporting:

- Submit daily operational reports.
- Maintain asset registers.
- Report faults and restoration status.
- Verify field inventory

Junior Engineers, Telecom Technicians, Assistant Telecom Technicians and Telecom Operating Assistants shall constitute the Field Operations Team at the Block and Gram Panchayat levels. Working under the overall supervision of the Block In-charge (SDE) and the functional guidance of the GP Cluster In-charge (JTO), they shall be responsible for execution of all field operations relating to Mobile, FTTH, BharatNet, Enterprise services, customer support, preventive maintenance, fault restoration and infrastructure upkeep within their assigned geographical jurisdiction

Junior Engineer (JE)

Overall Role

The JE shall function as the Field Technical Supervisor and support the GP Cluster In-charge (JTO) in operation, maintenance and expansion of telecom infrastructure within the assigned Block/GP clusters.

Functions

- Assist the Block In-charge (SDE) and GP Cluster In-charge (JTO) in network operation and maintenance.
- Carry out preventive and corrective maintenance of Mobile BTSs, FTTH network, OFC and BharatNet infrastructure.
- Attend and restore network faults within prescribed timelines.
- Supervise outsourced maintenance agencies and field contractors.
- Conduct acceptance testing of newly commissioned network elements.
- Monitor power plants, DG sets, batteries and energy management systems.
- Maintain inventory of telecom equipment and spares.
- Conduct periodic inspection of network assets.
- Support enterprise installations and SLA compliance.
- Submit daily field activity and fault reports.

Telecom Technician (TT) / Assistant Telecom Technician (ATT)

Overall Role

TT/ATT shall be the primary field workforce responsible for last-mile service delivery, maintenance of telecom infrastructure and customer support.

Functions

- Installation and maintenance of FTTH connections.
- Fault repair of broadband and landline services.

- Routine maintenance of Mobile BTS sites.
- OFC patrolling and minor restoration works.
- Maintenance of BharatNet equipment at Gram Panchayat locations.
- Preventive maintenance of telecom infrastructure.
- Customer premise visits for fault rectification.
- Support enterprise customer installations.
- Support preventive health checks of network elements.
- Maintain tools, equipment and stores.
- Report network abnormalities immediately.
- Assist during disaster restoration and emergency works.

Telecom Operating Assistant (TOA)

Overall Role: TOAs shall provide operational support for customer service, service provisioning and field coordination.

Functions:

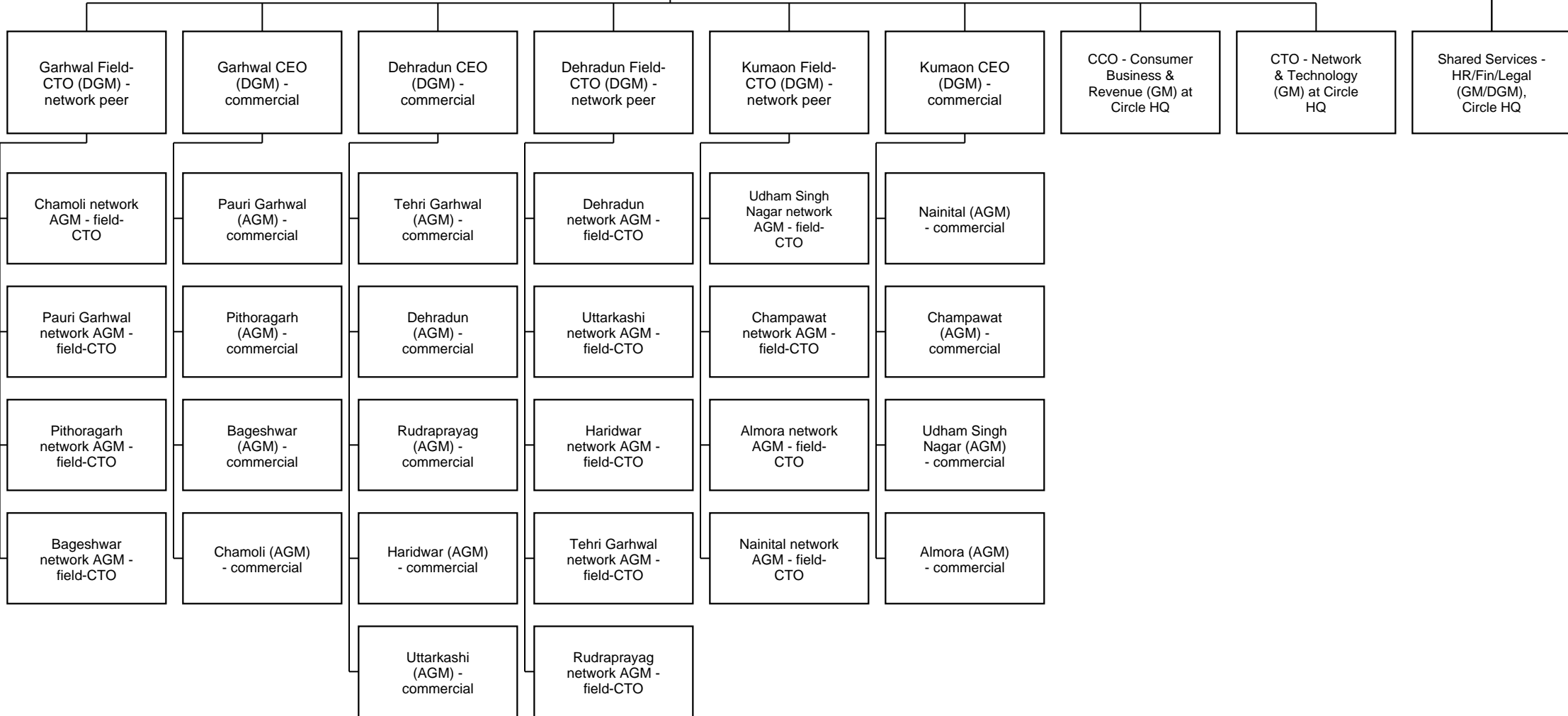
- Customer complaint registration and follow-up.
- Service provisioning support.
- Coordination with field teams for fault clearance.
- CRM updates and service order processing.
- Support commercial activities including CAF processing.
- Support FTTH activation and migration.
- Inventory and material record maintenance.
- Revenue collection support wherever assigned.
- MIS preparation and reporting.
- Coordinate with Block offices and District teams.
- Support marketing campaigns and customer outreach.

**Organizational Chart of Uttarakhand Circle
(Functional Hierarchy)**

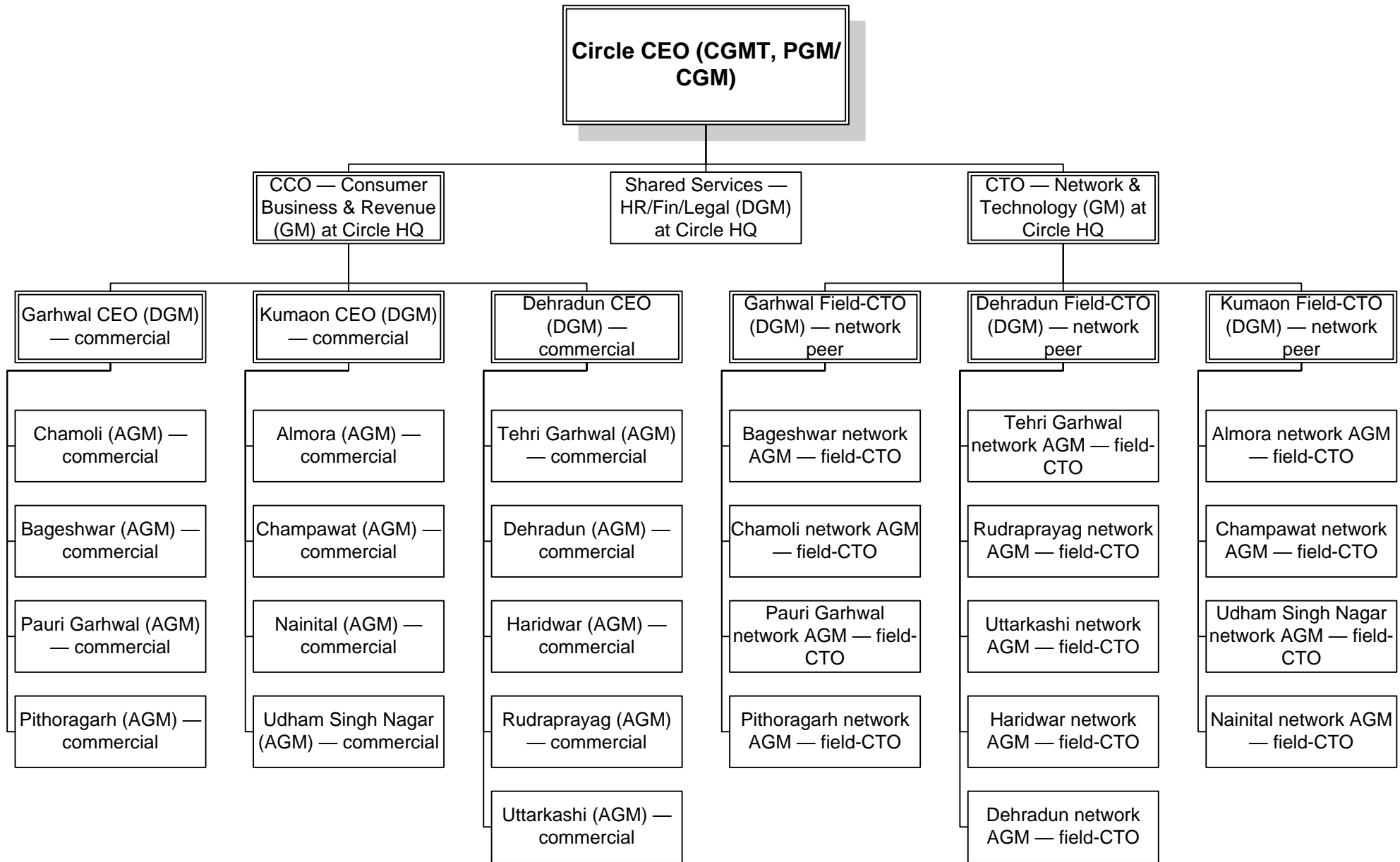
Annexure-II

**Circle CEO (CGMT,
PGM/CGM)**

**Corporate
Office**



**Organizational Chart of Uttarakhand Circle
(Administrative Hierarchy for Reporting/ APAR)**



Line Diagram at Block level headed by SDE

