



ALL INDIA GRADUATE ENGINEERS & TELECOM OFFICERS ASSOCIATION, GUJARAT

Circle President

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No: Guj /AIGETOA/123

Dated: 15.11.2019

To

Shri V Ramesh
The Hon'ble Chief General Manager
Gujarat Telecom Circle
Telephone Bhavan, Navrangpura,
Ahmedabad-380006

Subject: BSNL Revival Plan – Restructuring and Redeployment of existing staff in Gujarat Circle – post VRS reg.

Respected Sir,

You are well aware that under BSNL Revival plan, VRS is one of the option which is duly approved and being implemented across the circles. As per the estimation, approximately 80,000 employees will be going to take VRS. Since, such a huge number of employees (executives and non-executives) would be taking VRS, it would definitely create an imbalance in the existing manning of staff. I am sure that management must be working on some methodology for an advance manpower planning for utilizing the left out staff in a most judicial and efficient way so to avoid any disruption in services and to run our internal functions smoothly.

Outsourcing of various activities is seen as a remedy to tackle the situation in case of acute shortage of staff in field owing to VRS. However, it is pertinent to mention here that finalization of outsourcing involves lot of activities viz. deciding which activities are to be outsourced, determining the sustainable model, floating a tender, finalizing the vendor and awarding work order to the contractor etc. Further, outsourcing in different verticals as well as in urban and rural areas needs separate consideration. As per our estimation, it will take another 3 to 4 months to finalize the modalities of outsourcing model if it is still not started.

Till the time the outsourcing model gets finalized, we have to make some stop gap arrangement to manage with our own manpower to cater to situation of post VRS. Eventually we can shift to the newly defined outsourcing model or restructuring plan as may be formulated by BSNL Corporate Office.

Following are few suggestions which can be considered while deciding Restructuring in Gujarat Circle

1. Present concept of Business Areas can be further consolidated to avoid duplication of many activities at SSA/BA level. Existing BAs can be further redefined to include some more SSAs on the basis of geographic area.
2. The Gujarat Telecom Circle can be divided into four major BAs viz Ahmedabad, Rajkot, Vadodara and Surat, each catering to few surrounding SSA areas.

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3. Activities like Administration, HR, Planning, MM, Tendering, Procurement, Finance, Payroll, Accounting, Vigilance, Legal, General etc are to be centralized either at circle office or some of them can be entrusted to BA level to some extent.
4. These BAs may be headed by GM/PGM level officer with overall responsibility of Operation & Maintenance of networks, QoS, Sales, Marketing, Distribution, Collection & Recovery etc.
5. Each SSA under its BA can be headed by DGM level officer who in turn will be responsible for above activities for his entire SSA area. He should be supported by 2 to 3 DEs/AGMs & CAO who can be assigned vertical wise responsibility like CFA, CM, EB, FTTH, S&D, Marketing, Revenue etc.
6. Further Each SDCA can be supervised by one SDE/SDO/JTO for operation and maintenance of external network and other activities with support of one or two JTOs/JAO/Subordinate staff.
7. To manage the external plant, SDO should be given sufficient financial and administrative power so as to engage casual labors / contractors / others for managing the local network of his SDCA to provide uninterrupted services to the customers. This is till the time outsourcing is finalized.
8. CSCs and Collection Centers can be managed with one technical, one account staff along with few subordinate staff till the outsourcing for CSC activities is finalized.
9. As the bill collection centers are generating around 50% of total monthly bill collections of Gujarat Circle; in the post VRS scenario, cash/bill collection centers must be merged/clubbed, so that the collection of bills gets hampered as little as possible.
10. Field staff responsible for O & M of external plant, should not be engaged in Sale, Marketing or other such activities. They should be deployed for specific activities of maintain the network.
11. Route Map/ Diagram for External Cable Network/ Joints must be got prepared immediately from the existing staff who opts VRS to help the remaining staff perform his duties smoothly.
12. All the network equipment's/ Nodes must be monitored through centralized system i.e. NOC, which can further give the fault reports/ status reports of all equipment's to management as well as to field units for further necessary action.
13. Unnecessary activities like manual report preparation and submission to higher authorities should be immediately stopped. Instead, all higher officers should take report directly from ERP/CDR or a common report may be got prepared with the help of IT team. This will eliminate the engagement of staff in unproductive work.
14. Some business processes both internal and external must be redefined to eliminate excessive intervention of multiple level and to complete the processes faster. However this is being looked into by Corporate Office. ***Paper less work using IT tools like ERP/CDR can be enforced to efficiently and accurately execute the business processes with faster rate.***

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15. For the transition period of two to three months, there should not be any new target given for LL/BB/SIM sales to employees. For this period, our priority should be towards maintaining our existing network/ customers properly otherwise in the run up for bringing new business/customers, we may lose our existing business also.
16. Post VRS, many buildings & floors of the buildings would be vacant, from Circle to SDCA level. Some reorganization of units must be done so that all related units/sections come in proximity to the extent possible. This will ensure better customer experience, hassle free customer service and improved coordination with various internal units. Vacant space should be immediately given to commercial entity to generate additional revenue.
17. Reporting structures should be defined in such a way that proper cadre hierarchy is maintained for not only smooth flow of instructions/orders but also to give some importance/weightage to higher cadre otherwise there shall remain no desire for reaching higher posts which is not good for any company. Suggestions like JE->JTO->SDE-> DE ->DGM and similarly in other cadres.

With regard to outsourcing, following is suggested

1. As more than 50% staff is going to take VRS and as it will affect our day to day activities, the concept of outsourcing of certain activities need to be considered to cope up with the situation.
2. Outsourcing or contract work for management of external plants like UG Cable, Rural exchanges, BTS and other network/Infra elements on revenue share / other appropriate basis would only be a viable solution for the company in the long run. Outsourcing in urban and rural areas needs separate consideration.
3. More emphasis should be given on FTTH business by outsourcing viz. installation/laying and O & M of FTTH network along with increasing customer base through Franchisee or TIP model, may be on revenue share basis.
4. In CFA, complete outsourcing including rural exchanges is seen as the viable option in rural area while in urban, only external plant can be outsourced and exchanges can be managed by our own staff.
5. In CM, RF activities including Drive Test and Passive Infra must be outsourced for proper O&M. Active Infra may also be outsourced in such a way that its maintenance is done under direct supervision of BSNL staff. CM wing may be consulted for details modalities.
6. At certain places, outsourcing of CSC to franchisee with young and dynamic staff can be considered to handle the customer queries/requests in an efficient way.
7. Separate outsourcing model for Sales, Marketing and Distribution for CFA/CM products must be considered in consultation with the concern unit for increasing our reach to each and every prospective customers.
8. Core equipment may continue to be managed by our own staff with the help of OEM.

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9. Apprenticeship of ITI/ Diploma holders can also be considered as an alternate option for maintenance of network/equipments in the field.

Following are few suggestions which can be considered while deciding Redeployment of left out staff

1. As per the available data of executives in Gujarat circle, there will be sufficient number of JTOs, SDEs, JEs, JAOs and AOs remaining after VRS who can be redeployed. However, before effecting any transfer and posting, actual requirement must be worked out to find the number of actual posts required in all cadres for managing various positions post VRS.
2. After 80,000 outgo of existing staff, bulk or mass transfer of employees in hasty manner will further collapse the system. Therefore there should be minimum transfer by way of giving some extra work of nearby sections with same place of posting till some concrete plan is finalized.
3. In an extreme condition, some inter or intra transfers can be done as per the existing norms but it should be bare minimum to avoid any unnecessary expenditure.
4. Any displacement of executives must be made keeping in view the various requirements like expertise required in managing the high end technology in such a fierce competitive environment, forthcoming rollout of 4G, thrust on FTTH business and EB business and round the clock up keeping of entire transmission network which is backbone of BSNL.
5. Prior request from employees for own cost transfer can be considered to work out the actual requirement in all SSAs/BAs otherwise executing such transfer later on will create further shortage in certain SSAs.
6. Those holding higher posts (Group A posts specifically DGMs, DEs, CAOs on regular basis), must be given full autonomy, responsibility and redeployed for manning SSA Head positions and some strategic areas under SSA/BA Heads.
7. *If we are able to manage post VRS situation successfully for at least 2 months on 'as is where is' basis, BSNL will be in good position in months ahead.*

Finally, following key areas must be considered while deciding restructuring and redeployment of staff.

1. First & Foremost, any manpower restructuring must be done keeping in view the 4G rollout. As the spectrum is to be provided to BSNL most probably by the end of FY 19-20, the probable sites for 4G infrastructure need to be made ready & accordingly technical staff in all cadres must be kept/maintained/transferred for the earliest & speediest rollout of 4G services.
2. Overall FTTH business should be given emphasize and efforts must be made to upgrade all existing copper infrastructure into a OF infrastructure as far as possible. Afterwards Retail



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subscribers must be lucratively offered FTTH connections with all possible services on a single device to make them upgrade/change their existing BB connections to FTTH.

3. EB vertical may be given proper thrust for better market capturing as the time passes by, competition will increase in EB segment. Therefore, an EB after sale services, especially OFC O&M must be a key priority, for company to outdone the existing or future competition.
4. There is a need for making strong and dedicated Teams for maintaining the entire transmission network round the clock as EB business is dependent on this.

Above is our initial submission for your kind information and consideration while deliberating at higher level in deciding restructuring and redeployment of staff in Gujarat Circle. Further inputs shall be provided as and when asked for.

I would also like to assure that we are standing firmly in support of this exercise and revival of BSNL.

With warm regards,

Yours Sincerely,

C M Tamboliya
Circle Secretary
AIGETOA, Gujarat