

**ALL INDIA
BHARAT SANCHAR NIGAM LIMITED
EXECUTIVES' ASSOCIATION**



**Central Headquarters
New Delhi-110001**

**President
Subhasis Mitra**

M. : 09432001010
E-mail : presidentaibsnlea@gmail.com

**General Secretary
S. SivaKumar**

M. : 09773760445, 09486102121
E-mail : gsaibsnlea@gmail.com

**Financial Secretary
Ram Nath**

M. : 09868231711
E-mail : fsaibsnleachq@gmail.com

No. AIBSNLEA/CHQ/CMD/2019

DATED: 26.11.2019

To,

✓ Shri P.K. Purwar,
CMD, BSNL,
New Delhi -110 001

Subject: Suggestions regarding initiatives needed to be taken in the light of ongoing VRS process – Post VRS reg.

Respected Sir,

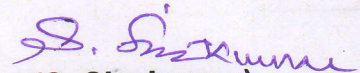
We would like to draw your kind attention on the above cited subject. The Scheme for Voluntary Retirement in BSNL is under process and a large numbers of BSNL Employees have opted for VRS. Approximately 80,000 employees have been applied for VRS which is more than 50% of the present strength. The office as well as field work is going to be affected badly due to reduction in staff strength in lieu of VRS-2019 which need to be arranged with the remaining work force as well as outsourcing with minimum expenditure so that the curtailment in employee cost may not increase the O&M expenditure.

We strongly feel that the Road Map for Man Power Planning, best utilization of Human Resources, Restructuring of BSNL and rearrangement of Core works may be re-visited taking into consideration the post VRS scenario.

In this regard, as discussed, we are submitting here with our views and suggestions after taking feedback from the field units for smooth functioning of BSNL in the post VRS scenario due to reduction of huge staff strength.

With kind regards,

Yours sincerely



(S. Sivakumar)
General Secretary

Copy for kind information and necessary action to:

1. Shri. Arvind Vadnerkar, Director (HR), BSNL Board New Delhi- 110001.
2. Shri A.M. Gupta GM (SR), BSNL CO, New Delhi- 110001.

ALL INDIA BSNL EXECUTIVES' ASSOCIATION

Sub: Suggestions regarding initiatives needed to be taken in the light of ongoing VRS process – Post VRS reg.

In the light of the ongoing VRS process in BSNL, we on behalf of AIBSNLEA CHQ hereby suggests the following measures to be undertaken by the Corporate Office, New Delhi which we believe will help in meeting the Post VRS business challenges of BSNL.

A) Organizational Restructuring and Man Power Planning:

A talented pool may be called for from among the talented VRS opted employees expertise in Transmission/Switching/Network Maintenance/Marketing/Out Door Maintenance/Accounting etc., and who are ready to help the respective Services on need basis for some period of time voluntarily for the smooth transition of BSNL to prosperity. The volunteered employees may be honored appropriately for the unsolicited support they have rendered for the revival of BSNL.

1. HR plan is to be reviewed based on the revenue generation and business demand as well as on the DELs basis. Maintenance/ Project Circles, Task Force, Telecom Factory/QA circles are to be merged with the concerned Territorial Circle. Telecom Factory set up is to be outsourced by EOI tender.
2. The Executive's Mandatory up gradation online exam under EPP may be stopped to reduce the expenditure. Possibilities of utilizing RTTC may be examined by having MOU with IIT, IIM, CDOT, NIIT, ITI, ITDC, HRD and State Education Departments.
3. To identify the staff, who are going to remain in post VRS scenario with BSNL may be trained by the employees opting for VRS where any specialization is there, so that service remains unaffected. Mapping of such staff should be completed by 15th Dec'19 and trained subsequently.
4. Some of the employees who are going on VRS are expert/specialists in their respective fields, and immediate difficulty may be there for BSNL to run services without their support or guidance. In such cases, their services may be availed by BSNL on contractual basis until incumbent staff is trained.
5. After VRS and retirement, there may be a vacuum and many posts in various Streams may be vacant. All the Group A & B Executives, those who are eligible and experienced may be given regular promotions and give responsibility as most of them are getting STS/JAG/SG JAG level scales under financial up gradation but still working as SDE/AO/DE/CAO or equivalent grades.
6. The best performers are to be recognized by offering incentive.
7. As per DOT request the excess ITS officers to be repatriated to DOT.
8. The shortage of Manpower in Executives i.e. SDE/CAO/DGM and equivalent Grades is there, a large number of eligible JTOs are waiting for their first promotion for SDE as well as eligible Accounts Officers are also waiting for CAOs and a large number of eligible DEs are waiting for their promotion for DGM. The CPC may be conducted and give the higher responsibilities to the eligible Executives.

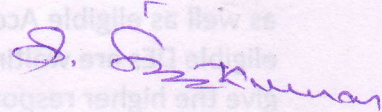
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9. An attractive and effective HR Policy including better promotional avenues including the Young Executives to be developed to motivate and inspire them for hard work.

B) Activities to be outsourced:

Outsourcing should be done under strict supervision of BSNL regular employees. Charging Control Node (CCN) should not be outsourced as it is concerned with the security of BSNL.

1. Land line & FTTH maintenance and NPC/NBB provisioning may be outsourced division wise on revenue share basis. JE/JTO may supervise the day to day activities of the Vendors for outsourcing.
2. OFC Network- station to station maintenance may be outsourced. Systems shall solely be managed by BSNL.
3. GSM- infra maintenance may be outsourced. Media and systems shall solely be managed by BSNL.
4. Power plant, battery, E/As, A/Cs and all other infra maintenance except MDF may also be outsourced for round the clock maintenance.
5. FRS control may be done by BSNL at Divisional Head quarters.
6. All the low revenue earning plans like Sulabh, Aseem etc may be withdrawn prior to outsourcing.
7. All vacant sites and office premises are to be outsourced even at SSA/District level. For ATMs installation, MoU with Bank is to be done. All BSNL offices which are located at Main Business area are to be shifted to BSNL Buildings/Quarters not on prime locations so that commercial value offices can be rented out.
8. Stores to be centrally managed at GM /Circle HQ. Store distribution is to be done by Tenderer of the works.
9. The Tenders to be called Zone wise instead of Corporate Office & Circle Office level. All Projects' Tenders to be called with "Composite Works" of supply, installation, transportation and commissioning. The Maintenance work to be done with BSNL Staff only, not through AMC as the Maintenance through AMC becomes very costly. Every tendering process should be legally vetted so that onus will be on Vendors for any non compliance. Legal Agency or a full fledged Legal division may be there. The Legal section will look after the claims of demurrage from different Agencies or defaulting customers.
10. Maintenance of Rural BTS Exchanges (including NPC & Faults) is to be outsourced on monthly basis quoting or revenue sharing basis.
11. In Urban areas, the maintenance of Local Cable, MDF, TD, CS, Transmission, Power Plants, and Batteries may be outsourced.
12. Roof Top Solar installations for BTS and Exchanges to be taken up.
13. Shortage of manpower for maintenance of Digital Transmission Station, depending upon the importance, it may outsource with our BSNL retired staffs.



C) Change in Business process:

1. All the interconnected Core Network should be manned centrally (NOC) in each Circle instead of having multiple locations in a Circle.
2. No dual Triple Agency for OFC maintenance in one SSA. It should be done through either SSA team or Maintenance Team of NTR/STR/WTR/ETR.
3. Mobile O&M should be done through upkeep Tender. Small cluster consisting of 5 to 10 BTSs should be introduced.
4. FTTH through revenue share basis as already started.
5. Diesel concept should be minimized except core locations by diverting to solar energy.
6. New battery bank with new power plant and LVD functioning with alarm (with extension) must be extended properly in all the locations.
7. Power module Repairing team should be within SSA. Through tender it is very costly affair. Normally repairing of one module costs Rs 800 whereas through tender it costs Rs 5000 each.
8. A workshop should be formed at SSA level for Modem/EPBT/hardware etc repairing.
9. OLA concept must be stopped immediately so far as maintenance work is concerned as it is not meant for maintenance work. Hired Vehicle requirements must be increased.
10. More financial power to be delegated to field officers.
11. Minimum One Rigger per 50 BTS should be available.
12. Migration from Copper to Fiber should be started area wise and not SSA wise. Running both the services LL and FTTH is very costly and loss making.
13. Customer Service Centers must be strengthened and it should be focal point for all sales and marketing activities (single window system) and must be supervised by manager permanently. Front End of CSC can be outsourced but backend should remain under BSNL staff
14. Number of MSC, BSC should be minimized based on the traffic load.
15. Dedicated vehicle should be made available to EB/Marketing teams in SSAs.
16. The procurement policy is to be changed. (The present system enables the Vendors to get 50% to 60% on supply of the materials, which is not correct). Payment structure also to be modified as 25% on supply, 25% on successful installation and commission, 25% after six months working and resolving the issues, if any. Remaining 25% is to be paid after one year of successful working.
17. Wherever possible the materials are to be procured with vendors on "Revenue sharing basis." Vendors may be given offer to supply the Equipments/Materials on revenue share basis not on the material cost payments.
18. Merger of Division and Sub Division offices are to be taken up for effective progress. Legacy methods are to be minimized and operate the single window service.
19. Outstanding recoveries, Cable Damage recoveries, Marketing Agents, Revenue Collector are to be identified District wise. Powers are to be delegated to the SSA Head in respect of bulk Customers up to 20% discount.
20. Profit sharing MOU with Highways, Road Transport Companies, Bus stations, State Libraries, Universities, Metro Stations, Air Ports and Stadiums for Telecom and Internet facilities may be explored.

21. Indoor BTS installation and Mtce., with Private Partnership may be installed for covering high rise Buildings, Apartments and Malls etc. MOU with TV Channels for Telecom needs and Advertisements may be done.
22. To avoid huge expenditure on Electricity Bills, explore the possibilities of one time investment towards production of electricity through Natural resources like Wind, Solar etc.
23. All the Technical Executives from JTO and above should be engaged in technical work only. They should be engaged for maintaining and developing Core Network like MLLN router, NIB, NGN Switches, BTS, C-Pan etc., to cut down the hefty amount on AMC and better utilization of their expertise.
24. Centralized agreement should be there with State Governments for excavation work for restoration of faults and underground network expansion in order to minimize huge restoration cost claimed by the local authorities.
25. Tariffs are to fixed for different plans/ products only on the basis of cost- revenue analysis by our expert Accounts and Finance Officers to avoid introduction of unprofitable plans.
26. ITPCs may be utilized as a big Data Storage Unit and rented out to other operators/commercial institutions to earn revenue. In coming days IOT (internet of things) coming in a big way, to store the data there will be a huge potential demand for data store houses.
27. In house expertise for development of different patch software and maintenance of hardware and networking is to be utilized to avoid expenditure for this purpose. It may save a lot of money.

D) Managing the key Assets / Core Network:

1. Non profit business activities of BSNL are to be discontinued such as Rural Area Exchanges, VPTS, RHDEL and many legacy sections such as Commercial, PRO, Staff and Planning etc. are also to be discontinued. Some other sections like Marketing and Tendering etc., for CFA, CM & EB may be merged.
2. Certain functions like Sub-Ledger/ TR Accounting are to be clubbed with Circle Office and done the work for whole Circle at one place.
3. Credit on Post Paid is limited to Security Deposit amount on first bill and up to 50% on next month's bill, till first bill is paid. Auto Messaging for payment of amount should be give as soon as usage along with fixed charges reaches 90% of SD amount. This way heavy leakage of revenue, with GST, can be restricted on default and less no. of officers may be required for recovery persuasion.
4. Vendor Invoices to be checked/processed centrally in Circle Office at single point.
5. Available Departmental Vehicles are to be diverted to SSAs for effective utilization.
6. To identify the excess & Idle PLB Pipes, Cables and other Accessories etc., pending unused are to be auctioned centrally.
7. McU for Vehicle Tracking, Railway Internet Services, BRTS, HDMC, Metro & Airlines Services & Indoor mobile coverage may be explored.
8. The Copper cable laid and unutilized/abandoned may be auctioned as is where basis.
9. BSNL can take foreign Telecom projects on turnkey basis.

S. S. Sanyal

10. In many places, DGs are proposed to be removed. In such a case, the faulty or ailing Power Plant and Batteries need to be upgraded with new ones on urgent basis.
11. Moreover, in rural areas special attention is required by way of providing Auto Start DGs, especially in unmanned important/junction exchanges/sites etc.
12. To Reduce Capital Expenditure and to avoid laying work of new OF Cable, explore the possibilities of Aerial OFC, ie., with the co-ordination with Power Grid Corporation, Local EB Authority for laying Aerial OF Stations.
13. Our OFC cable is severely damaged during Highways widening works, for that higher level coordination is required.
14. To generate more revenue, target may fixed for every Franchisee, if monthly turnover of franchisee will more than 2 cr., promote additional franchisee ie area may rearrange for them.
15. One Research and Development (R&D) Wing can be opened in Corporate Office level and young talents may be nourished and inspired by giving special incentives in order to carry out some R & D work which may provide a competitive edge to BSNL.

E) Utilization of Real Estate Assets

1. Conduct a Project Study to review the actual workspace required in each BSNL Offices including Administrative buildings, Exchanges, Customer Care Centers, etc. The Project study should aim at optimum utilization of space by BSNL staff and free-up vacant spaces for letting out to other Govt Departments or Private Parties.
2. Classify BSNL Properties into 'Prime' & 'Non-Prime' based on the location of the premises and demand of space. In the prime locations, maximum space has to be created for letting out for maximizing the revenue for BSNL.
3. Vacant spaces can be rented out to start-up companies who are looking for space at a concessional rate and request them to use BSNL products for their work purpose with minimum guaranteed income. MoU can be entered with such tenant customers who will be mutually beneficial for both the parties. The vacant land in many areas may be find out which are near prime locations can be monitored suitably at least by renting out.

Last but not least and most important, all out efforts should be made to maintain positive working environment in the HQ and Field Units. Negative, stressful office environment can be avoided with meaningful and impactful interactions be done by the top management with the staff. Management should encourage and lead from front in the BSNL revival process.

