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MAHARASHTRA CIRCLE

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NO : AIBSNLEA/CS/MH/Corr/2026-27

DATED 04/07/2026.

To

The Chief General Manager

BSNL , Maharashtra Telecom Circle

6th Floor, A wing, Administrative Bldg.

Santacruz (West), Mumbai - 400054.

Email : cgm_mah@bsnl.co.in

Subject : Regarding implementation of the restructuring guidelines dated 30.05.2026 for reorganization of executive deployment, in the context of the three-tier hierarchy framework.

Respected Sir,

With reference to the letter regarding reorganization of executive deployment for strengthening network operations, maintenance and field-level service delivery, the proposed restructuring has been examined by our Association in the context of the three-tier hierarchy framework being implemented in Maharashtra Circle. We appreciate the concern of your good office and its objective for strengthening field operations, but at the same time certain operational, administrative and hierarchy-related issues needs to be addressed before implementation so that all these exercise may be carried out smoothly and without conflict in reporting structure and positive result after its implementation.

In this connection, the following points are being submitted for your kind consideration:

1. Staff availability and field deployment :

i) There is already shortage of executive staff in many OAs/BAs units for day-to-day section-wise work and details of shortage of staff as per sanctioned post are not yet displayed.

ii) In addition, following recent All India annual transfers of AGMs and SDEs are out of the many BAs has further reduced available supervisory strength.

iii) In a geographically large and operationally complex BA, formation of multiple field groups would require adequate number of officers, including sufficient AGMs as Group Leads and supporting executives at group level.

iv) In the absence of such manpower, the proposed restructuring may weaken both field functioning and office-level coordination.

2. Alignment with three-tier hierarchy :

i) As per Corporate Office Order No. BSNLCO-COMN/12(11)/6/2024-RSTG Dated 30.05.2026, Maharashtra Telecom Circle is one of the Pathpradarshak Circle (PoC) / Piolet Circle identified for Phase-II implementation of Project Uday.

ii) Whether the guidelines for streamlining of reporting hierarchy , functional role optimization & implementation of Golden Ratio for HR deployment is to be followed or not is not cleared

iii) Posting of DGM-level officers as OA Heads and AGM-level officers as Group Leads may create ambiguity in the reporting chain unless the relationship between these posts is clearly defined.

iv) Where SDE-level officers are proposed as Group Heads in smaller stations, it needs to be clarified how reporting of JTOs and other executives will be aligned with the approved three-tier hierarchy.

v) Whether guidelines of Dir HR DO letter no. BSNLCO-A/16(12)/1/2025-ESTAB dated 12.08.2025 regarding posting of executives in field is to be followed by BA/OA or it is quashed . As per this DO Letter JE and JTOs to be posted at field operations.

3. Role definition and job responsibility:

i) The restructuring letter provides an overall organizational concept, but detailed job profiles for CDN/OA-level postings have not been specified.

ii) It is not clear which responsibilities are to be performed by JTOs, SDEs, AGMs and Group Leads at OA level, particularly in relation to network operations, service delivery, customer service activities and business functions ,CM,TX .

iii) At BA level also, the structure indicates sections such as TX, CM, CFA, Sales & Marketing, EB and LC, but the exact role and staffing pattern of AGMs/SDEs/JTOs under DGM (HQ) and DGM (NW) are not defined.

iv) Kindly apprise whether BA-level officers will continue handling cross-OA functions or if these responsibilities will be reassigned at the group level.

4. Expertise-based deployment:

i) The proposed field groups are expected to handle OFC maintenance, transmission equipment, BTS maintenance, FTTH, leased circuits, enterprise services, CSC coordination, and sales-related functions within the assigned territory.

ii) These are specialized and multi-disciplinary activities and in many cases require officers with relevant technical experience.

iii) If postings are made only on seniority basis, there may be operational inefficiency as well as additional financial burden on BSNL.

5. Software access and operational control :

i) For effective functioning at group level, access to operational software and digital systems will be essential.

ii) At present, several systems and credentials such as Fx Launcher, Sanchar Soft, Sanchar Aadhaar, Sanchar Mitra, Billing applications, Transnet and CNMC are centralized with existing functional teams.

iii) It may therefore be clarified how such access will be decentralized or extend to Group Leads and group-level executives and which authority will hold operational responsibility in these systems.

iv) Similarly, certification and approval responsibility for SES/SAP-related vendor maintenance work, including SLOC-wise control, may also be clearly defined as in this restructuring many SDCAs are merged as Group Leads.

6. Territorial overlap and administrative practicality :

i) The restructuring provides for one group for one FRT and makes the FRT location the headquarters of the group .

ii) However, in practical field conditions, franchise territories, CSC jurisdiction, and maintenance boundaries may not fully coincide with FRT geography.

iii) Clear vision and roadmap is therefore required regarding handling of territorial overlap between FRT jurisdiction and franchise or sales territories, so that field accountability remains clear and disputes are avoided.

7. Non-executive support and infrastructure requirements :

i) The restructuring envisages that group-level formations will handle not only O&M functions but also CSC, sales, enterprise, and customer-facing activities in their territory.

ii) However, many CSCs are presently non-functional or unmanned and adequate non-executive staff is not available for supporting office work, customer interface, record maintenance and routine administration.

iii) Each Group HQ will require support staff such as OS, TT, ATT, JE or equivalent personnel for maintenance of records, office functioning and field coordination.

iv) Dedicated non-executive support will also be necessary for customer handling and service support functions if Group HQs are to perform functions similar to decentralized SSA-level centers.

v) Further, many SDCAs presently lack basic infrastructure such as sanitation, drinking water, seating arrangements, computers, printers, UPS, toilets, washrooms, and security arrangements .

vi) Such deficiencies may seriously affect implementation unless minimum infrastructure is ensured before posting of executives at these locations.

8. Requirement of implementation guidelines:

i) In view of the above, the restructuring may kindly be supported by detailed implementation guidelines indicating:

- Approved reporting channel under the three-tier framework.
- Cadre-wise role definition at BA, OA and group level.
- Number of executives required under DGM (HQ), DGM (NW), OA and Group formations.
- Principles for expertise-based posting.
- Allocation of software/system access.
- Responsibility for vendor certification and administrative approvals.
- Minimum staffing and infrastructure norms for Group HQs.

ii) Issuance of well-defined guidelines for points 6 to 8 mentioned above would enable BA/OA Heads to implement the restructuring uniformly without hierarchy conflicts, role duplication or operational disruption.

9. Ununiformed implementation of Restructuring by different BAs in MH Circle :

It is observed that different BAs are preparing restructuring plans on varying lines in the absence of a standardized BA/OA restructuring framework. Some BAs are creating multiple sub-verticals aligned with Group leads. However, as per CGMT Order (Point No. 2), the vertical-wise hierarchy has been deemed inadequate to meet present-day operational requirements. Despite this, several BAs such as **Pune, Nashik and Nagpur** have adopted Group-wise vertical structures, leading to ambiguity and inconsistency.

In light of the above, the following suggestions are submitted for consideration:

i) Instead of prioritizing FRT maintenance, which is essentially a reactive and temporary arrangement for fault restoration, emphasis may be placed on strengthening the Transmission Network which forms the backbone of operations (as referred in Point No. 3). Pending proposals at the Circle level submitted by BA/OAs for new routes, critical routes, and rehabilitation works may be expedited based on the business potential of respective BAs/OAs. This would facilitate a stronger focus on revenue-generating activities. Additionally, in the current competitive environment there is a need to enhance the deployment of Marketing Managers and Retail / Franchise Managers, as these roles are presently not adequately reflected in the restructuring plan.

ii) In alignment with private sector practices, priority may be accorded to strengthening the Transmission Network. Simultaneously, in urban areas, a greater number of officers may be

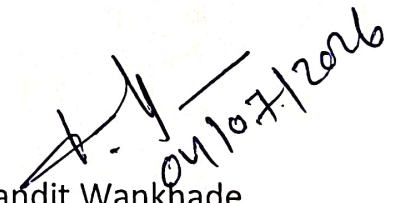
deployed in Enterprise Business (EB), Sales & Marketing (S&M) and rental business segments to enhance revenue streams. Excessive deployment of executives at the SDCA Group level may result in underutilization of skilled human resources for predominantly maintenance-related activities.

iii) It is proposed that the restructuring plan may initially be implemented on a pilot basis in large BAs such as Pune and Nagpur where adequate executive and non-executive staff are available. The outcomes of the restructuring may be reviewed over a period of six months and based on the results, the model can be extended to smaller BAs/OAs in a phased manner.

iv) In this restructuring, the redeployment of executives to field operations may lead to adverse impact on key revenue-generating areas, particularly cities and major urban centres, which offer substantial potential for CM, CFA, FTTH, and EB/LC business.

Further, detailed operational guidelines may kindly be issued prior to implementation at the BA/OA level. This would facilitate smooth execution of the policy in alignment with the three-tier hierarchy framework and help avoid practical challenges at both field and administrative levels.

With regards


Pandit Wankhade

Circle Secretary

AIBSNLEA , MH Circle

Copy to :

- 1) The GM(HR/Admin) for kind information and N/A please.
- 2) The Director (HR) , BSNL CO , New Delhi for kind information please.
- 3) The General Secretary, AIBSNLEA , CHQ , New Delhi for kind information & N/A please.
- 4) The Circle President , AIBSNLEA , MH Circle for kind information please.