

महाराष्ट्र दूरसंचार परिमंडल
बी एस एन एल कॉम्प्लेक्स, प्रशासनिक भवन
छठी मंजिल, बी-विंग, स्टाफ अनुभाग, जुहू रोड,
सांताक्रुज (प.) मुंबई-५४
Maharashtra Telecom Circle,
BSNL Complex, Administrative Building, 6th
Floor, 'B' Wing, Staff Section, Juhu Road,
Santacruz (W), Mumbai- 54.
Email: dgmrhmhco@bsnl.co.in



भारत संचार निगम लिमिटेड
(भारत सरकार का उपक्रम)
BHARAT SANCHAR NIGAM LIMITED
(A Govt. of India Enterprise)

NO: MHCO-ESTB/26/3/2021-HR-ADMIN-Part(1)

date:30.05.2026

To,
ALL BA/OA/Unit/Vertical Head
MH Circle

Subject: Reorganisation of Executive Deployment for Strengthening Network Operations, Maintenance and Field-Level Service Delivery

1. It has been observed that over a period of time, a significant proportion of executive manpower has become concentrated at BA and OA Headquarters, while the operational requirements at field locations, particularly at SDCCs and other maintenance centres, have not received commensurate attention. This has resulted in increased fault restoration times, reduced field supervision, and sub-optimal utilization of executive resources.
2. The telecom network has undergone substantial transformation in recent years with rapid expansion of Optical Fibre Cable (OFC) infrastructure, FTTH services, mobile networks, enterprise connectivity, leased circuits, and associated passive infrastructure. The maintenance philosophy that was primarily based on vertical-wise functioning is no longer adequate to meet the present-day operational requirements. Restoration of network faults, particularly OFC disruptions, requires immediate field response, close coordination among different business units, and effective local supervision.
3. The transport network forms the backbone of all telecom services, including CM, CFA, FTTH, Enterprise Business and leased circuits. Any disruption in the transport network has a cascading impact on multiple services simultaneously. Therefore, availability of executives at strategic field locations has become essential to ensure rapid fault restoration, proactive maintenance, and improved network uptime.
4. It has also been observed that the existing organizational structure often results in fragmentation of responsibilities among different verticals, leading to avoidable delays in fault resolution and lack of end-to-end accountability. To address these challenges, it has been decided to adopt an integrated field management approach wherein executives deployed in a geographical area shall collectively be responsible for all operational, maintenance, service delivery, and business activities within their assigned jurisdiction.
5. The objective of this reorganization is to:
 - (i) Improve fault restoration time and network availability.
 - (ii) Strengthen field-level supervision and accountability.
 - (iii) Optimize utilization of executive manpower.
 - (iv) Establish single-point responsibility for all network and business activities within a defined geographical area.
 - (v) Reduce dependency on headquarters-based functioning and strengthen field operations.
 - (vi) Enhance customer experience through improved service assurance.

S-Y-2026

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6. An indicative organisational chart illustrating the proposed structure is enclosed at annexure for guidance.
7. Executives engaged in network operations, maintenance, service delivery, and field business activities shall be organized into geographical groups.
8. Each group shall ordinarily be headed by an officer of AGM rank. However, depending upon the size, complexity, traffic importance, and operational requirements of the area, the group may be headed by DGM level officer in major urban centres and large cities; and SDE level officer in smaller locations where executive strength is limited.
9. The BA shall identify strategically suitable locations for deployment of Fault Repair Teams (FRTs), keeping in view Density of network infrastructure, Historical fault incidence, OFC route lengths, Travel time to fault-prone locations; and Requirement of rapid restoration of services.
10. The identified FRT locations shall serve as the operational headquarters of the respective executive groups.
11. Each group shall be assigned a clearly defined geographical territory and shall be responsible for all telecom assets, services, and business activities within that area. The responsibilities of the group shall include:
 - a) Maintenance and restoration of OFC network.
 - b) Maintenance of transmission network and associated infrastructure.
 - c) Maintenance and operation of BTS sites.
 - d) Maintenance of passive infrastructure including power plants, DG sets, batteries, air-conditioning systems and related assets.
 - e) Maintenance and service assurance of FTTH network.
 - f) Maintenance and service assurance of leased circuits and enterprise connectivity.
 - g) All coordination at local level for new network expansion (rehabilitation/ replacement works, installation of new BTSs, integration of new OLTs, provisioning of new LCs/ FTTH connections)
 - h) Preventive maintenance activities.
 - i) Coordination with contractors, vendors, local authorities and utility agencies.
 - j) Customer service-related field activities.
 - k) Enterprise Business customer engagement and operations.
 - l) Generating lead for renting of building spaces.
 - m) Retail sales, marketing and revenue generation activities.
 - n) Management and supervision of TIPs, BNUs, retailers, franchisees and channel partners.
 - o) Monitoring and support of CSC operations.
 - p) Field level activities for OSM, Disposal of Ducted and buried copper cables and other MM related activities.
12. The resources/outsource staff for O&M of the concerned geographical territory (such as FRT, CM O&M technicians, FRT/O&M vehicles, housekeeping/ upkeep manpower etc.) will be under the control of the Group Head.

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13. The field organization shall be vertical-agnostic at the group level. The group as a whole shall be responsible for ensuring seamless functioning of all services and network elements within its jurisdiction, irrespective of business vertical.
14. While overall responsibility shall remain collective, the Group Head may assign specific responsibilities relating to CM, CFA, Transmission, FTTH, Enterprise Business, Sales, Marketing or Infrastructure to individual executives depending upon Local operational requirements, Available executive strength, Competencies and experience of officers; and Network complexity within the area.
15. Such allocation of responsibilities shall not dilute the collective accountability of the group for overall network performance and customer satisfaction.
16. A lean coordination structure shall be maintained at BA Headquarters for Planning and monitoring, Performance review, Resource coordination, Material management, Vendor management and Inter-BA and Circle-level coordination.
17. The primary focus of executive deployment shall remain field-centric rather than headquarters-centric.
18. All BA Heads shall undertake an immediate review of the existing deployment of executives and reorganize the manpower in accordance with these guidelines.
19. The reorganization shall be completed within one week from the date of issue of these instructions.
20. Compliance report indicating the revised deployment structure, group formation, FRT headquarters locations, executive deployment details, and justification for any deviations shall be submitted to Circle Office on or before **06.06.2026**.
21. The effectiveness of the revised structure shall be reviewed periodically based on key parameters including network availability, fault restoration time, OFC fault management, FTTH service performance, leased circuit uptime, enterprise customer satisfaction, and overall operational efficiency.
22. These instructions shall come into force with immediate effect.

This is issued with the approval of CGM Maharashtra.

S.V. Jere
(S V JERE)
Asst. General Manager (Staff)
30/5/2026.

Encloser: Indicative organisational chart illustrating the proposed structure

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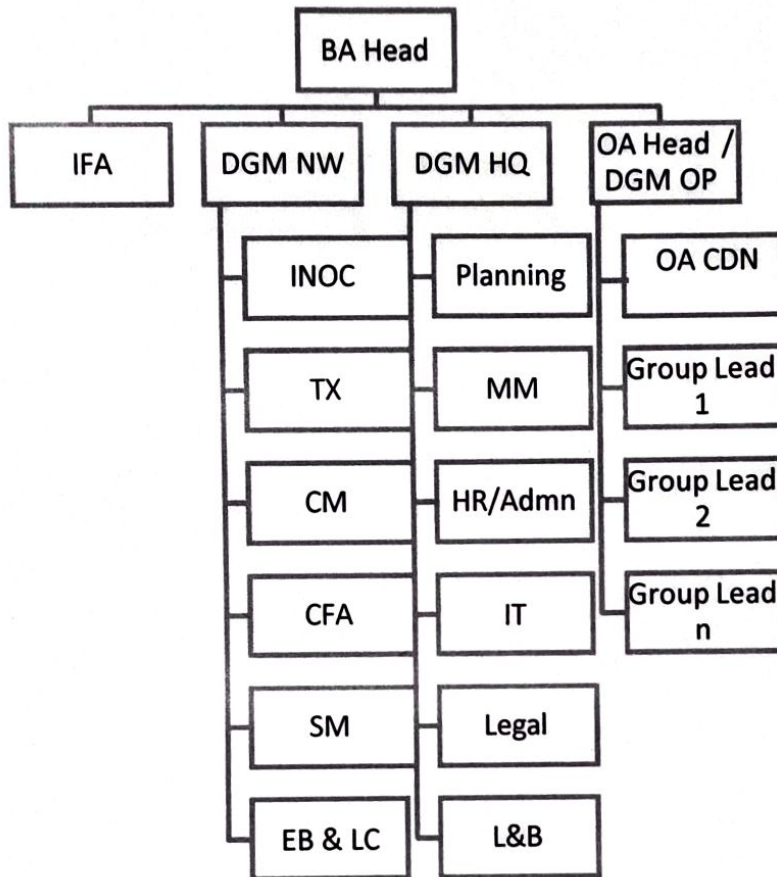
1. CMD BSNL/Director (HR) BSNL for information please

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Annexure – Proposed structure



1. There will be one Group for one FRT.
2. HQ of the Group Lead will be location of FRT.
3. Each Group will consist of a team of min 3 officers and will be responsible for Expansion, O&M of the defined geographical area. Besides network , the group will be responsible for CSC, SM and EB activities.
4. All resources of the partners like FRT, O&M Technicians, Upkeep, TIPs, Retailers etc will be reporting to Group