



**ALL INDIA
BHARAT SANCHAR NIGAM LIMITED
EXECUTIVES' ASSOCIATION
Central Headquarters, New Delhi**

President
Rajpal Sharma
Mob:-9868123459

General Secretary
Abhishek Jain
Mob:-9413394934

Finance Secretary
Subhrendhu Bhattacharjee
Mob:- 9435599357

No:-AIBSNLEACHQ/CMD/Org.Restg/2025-28/140

Dated:- 08.07.2026

To,

Shri A. Robert J. Ravi Ji,
Chairman and Managing Director,
Bharat Sanchar Nigam Limited,
Janpath, New Delhi.

Subject: Representation regarding Organizational Restructuring in Uttarakhand Circle as Pilot Project – Request for Review and Adoption of Revenue-Oriented, Customer-Centric, Business Potential and Workload-Based Organizational Structure

Ref.no:- BSNLCO-RSTG/15(14)/1/2026-RSTG

Date: 04.07 .2026

Respected Sir,

AIBSNLEA acknowledges the efforts of the BSNL Management towards organizational reforms aimed at improving operational efficiency, strengthening field operations and making BSNL more competitive in the rapidly changing telecom environment. We appreciate the Management's continuous initiatives for improving customer service and organizational effectiveness.

AIBSNLEA has always extended its wholehearted support to every reform intended to strengthen BSNL and safeguard the interests of both the organization and its executives. Our suggestions are made solely with the objective of ensuring that every restructuring exercise contributes effectively towards business growth, optimum utilization of available manpower, customer satisfaction and long-term organizational sustainability.

We have carefully examined the Office Order dated **04.07.2026** regarding implementation of the geography-based organizational restructuring in Uttarakhand Circle as a Pilot Project. As one of the major representative associations of BSNL Executives, AIBSNLEA wishes to place before the Management certain observations, concerns and constructive suggestions for kind consideration.

1. Need for Business-Oriented Rather than Geography-Oriented Restructuring

The proposed restructuring is primarily based on geographical divisions extending up to Block and Gram Panchayat levels under the principle of **"One Geography – One Owner."** While strengthening field presence is important, manpower deployment in a commercial organization like BSNL should fundamentally be driven by business requirements, revenue generation, customer demand, network assets and operational workload rather than geographical boundaries alone.

BSNL is presently functioning in one of the most competitive telecom markets and is expected to achieve ambitious revenue targets assigned by the Department of Telecommunications. Under such circumstances, every executive deployment should directly contribute towards revenue enhancement, business expansion and customer acquisition.

2. Revenue-Oriented Deployment is Essential

The proposed restructuring appears to shift the organizational focus predominantly towards rural administrative geography, namely Blocks and Gram Panchayat. While rural connectivity remains an important national responsibility, telecom revenue is largely generated from urban, semi-urban and metropolitan markets where there is:

- Higher telecom subscriber density;
- Enterprise business concentration;
- High-value FTTH customers;
- Government and corporate data services;
- Mobility business;
- Digital service demand; and
- Commercial establishments.

A restructuring model that predominantly deploys field executives in comparatively low-revenue rural geographies while reducing technical presence in high-revenue urban markets may adversely affect BSNL's business performance and revenue generation.

At a time when BSNL is striving to improve profitability and employees continue to await implementation of the 3rd PRC due to financial constraints, every organizational reform should strengthen, rather than dilute, the Company's revenue-generating capabilities.

3. Urban Technical Vacuum

The proposed structure designates the SDE as Block In-charge and the JTO as Gram Panchayat Cluster In-charge. Since the majority of SDEs and JTOs would consequently be deployed across decentralized rural blocks and GP clusters, there is a serious possibility of creating a technical vacuum in urban areas.



Urban exchanges, FTTH hubs, BNGs, MSCs, GMSCs, Enterprise Customer Networks, IP infrastructure and dense mobile networks require continuous technical supervision by experienced executives. These locations generate a substantial portion of BSNL's revenue and therefore deserve adequate technical manpower. Reducing the availability of technically qualified executives in these strategic urban business centers may adversely affect service quality, fault restoration, enterprise customer support and business growth.

4. Elimination of Functional Specialization

Telecom operations have traditionally maintained a healthy balance between technical operations and commercial functions through specialization. This elimination of specialization is likely to reduce efficiency in both technical operations and business development.

However, under the proposed restructuring, a single SDE/JTO is expected to simultaneously perform:

- Network engineering;
- Infrastructure maintenance;
- Customer acquisition;
- Sales promotion;
- Marketing;
- Revenue generation & collection;
- Government liaison;
- Administrative functions; and
- Public grievance management.

5. Zero Resource Cushion

The restructuring specifically states that no additional posts shall be created and that the entire exercise shall be implemented through redeployment of existing manpower.

This leaves virtually no manpower reserve to manage- Leave vacancies, Medical absences, Training, Promotions, Retirements, Long-term vacancies or Emergency situations.

In such circumstances, even temporary absence of one executive may leave an entire Block or Gram Panchayat Cluster without effective supervision. A sustainable organizational structure should always provide reasonable operational flexibility.

Further, under the existing transfer policy, executives are able to balance professional responsibilities with family requirements relating to children's education, spouse employment and medical needs. BSNL's residential colonies and infrastructure are also primarily located in urban and semi-urban areas.



The proposed deployment pattern may result in prolonged or almost permanent postings in remote rural areas for SDEs and JTOs, particularly considering the existing delay in promotions and limited career progression.

6. Pilot Project Requires Comprehensive Evaluation

Since Uttarakhand has been identified as a Pilot Circle, the outcome should first be evaluated scientifically before considering implementation across other Circles.

The evaluation should be based upon measurable parameters including- Revenue growth, Customer satisfaction, Service quality, Network performance, FTTH expansion, Enterprise business growth, Operational efficiency, Employee productivity, Cost-benefit analysis and Feedback from all stakeholders.

Only after objective assessment should any decision be taken regarding nationwide implementation in consultation with all the stakeholders.

7. AIBSNLEA's Suggestions

Keeping BSNL's long-term business interests in view, AIBSNLEA proposes that the restructuring model should be redesigned on the basis of objective business parameters rather than geographical boundaries alone.

Manpower deployment should primarily consider:

- Revenue generated by the area;
- Customer density;
- Mobile subscriber strength;
- FTTH connections;
- Enterprise business potential;
- BharatNet workload;
- Network assets;
- Future business opportunities; and
- Overall operational workload.

The Association further suggests that:

1. The geography-based deployment model may kindly be reviewed from the perspective of business growth and revenue generation.
2. Technical manpower should be deployed where it can generate maximum commercial value and customer satisfaction.
3. High-revenue urban Business Areas, enterprise locations and FTTH growth centres should be adequately strengthened with experienced executives.



4. Specialized teams should be created for Enterprise Business, FTTH expansion, Mobility, Sales & Marketing, BharatNet and Government projects instead of combining all functions under one executive.
5. Greater use of digital monitoring, centralized Network Operations Centres and remote management systems should be adopted instead of physically deploying executives at every Block and Gram Panchayat.
6. Functional specialization between commercial and technical activities should be maintained at field level for better operational efficiency.
7. Adequate manpower reserve should be maintained to manage leave vacancies, retirements and unforeseen contingencies.
8. The restructuring should not adversely affect career progression, promotions, transfer policy, service conditions or employee's welfare.
9. An independent impact assessment of the Pilot Project should be conducted after obtaining feedback from all stakeholders before extending the model to other Circles.

Conclusion

AIBSNLEA reiterates its unwavering commitment towards strengthening BSNL and extending full cooperation in every reform aimed at improving the Company's performance.

We respectfully submit the Management to review the present restructuring proposal in consultation with all stakeholders and field level feedback to adopt a more practical, business-oriented, customer-centric, revenue-focused and workload-based organizational model that optimally utilizes BSNL's valuable technical manpower while simultaneously ensuring sustainable business growth, operational efficiency, revenue enhancement and employee motivation.

We shall be pleased to present our detailed views before the Management whenever an opportunity is provided.

With kind regards,

Your's Sincerely


(Abhishek Jain)
General Secretary
AIBSNLEA CHQ

Copy to:-

1. The Director (HR), BSNL Board New Delhi for kind information and necessary action.
2. All Directors of BSNL Board for kind information.
3. PGM (Restructuring) BSNL Corporate Office, New Delhi for information and necessary action.