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

No:-BSNLCO-RSTG/15(14)/1/2020-RSTG

Dated:- 28.06.2021

To

Sh. Md. Wasi Ahmad  
General Secretary  
AIGETOA. BSNL

Subject:-Comments on Manpower norms for finalization of Sanction strength in BSNL Post VRS

Consequent to VRS, due to large employees opting for VRS, several initiatives were taken by management to manage the telecom services like outsourcing of outdoor plant maintenance, increase in SLA based activities to maintain the core network, IT enabled solutions in different business verticals, partnership business model in FTTH services etc. Accordingly it was desired by BSNL management to carry out organizational restructuring and revise the man power norms to align and optimise man power requirement with business requirement.

Accordingly Post VRS, restructuring exercise has been carried out in phased manner, so that there is no abrupt impact on the working condition. The structure of Non Territorial circles and Business area has been revised and issued in January 2020 and August 2020 respectively and thereafter from time to time your feedback were also received on the proposed changes and were considered to the extent feasible by the management.

Now, finally the structure of the circle and operational norms have also been finalized and based on the structure and norms, total man power requirement have been finalized. Various meetings & presentations with Management have been conducted and now Management has desired to consult recognized association and union on the proposal. Accordingly, as desired by the management, I am enclosing the following organizational structure and man power norms proposed for finalizing the total man power requirement in BSNL post VRS.

1. Circle Structure
2. Corporate office structure
3. Non Territorial circle structure (Core Network- Tx, BBNW, Training center, ITPC, Insp & QA)
4. Business area structure
5. Operational norms- Telecom, Finance, Civil, Electrical and other cadre)
6. Total proposed man power -Executive


You are requested to submit your comments on the proposed structures and norms by 06.07.2021 so that final Manpower under all the Grades and streams can be submitted to Management for approval.

This is issued with the approval of competent authority.

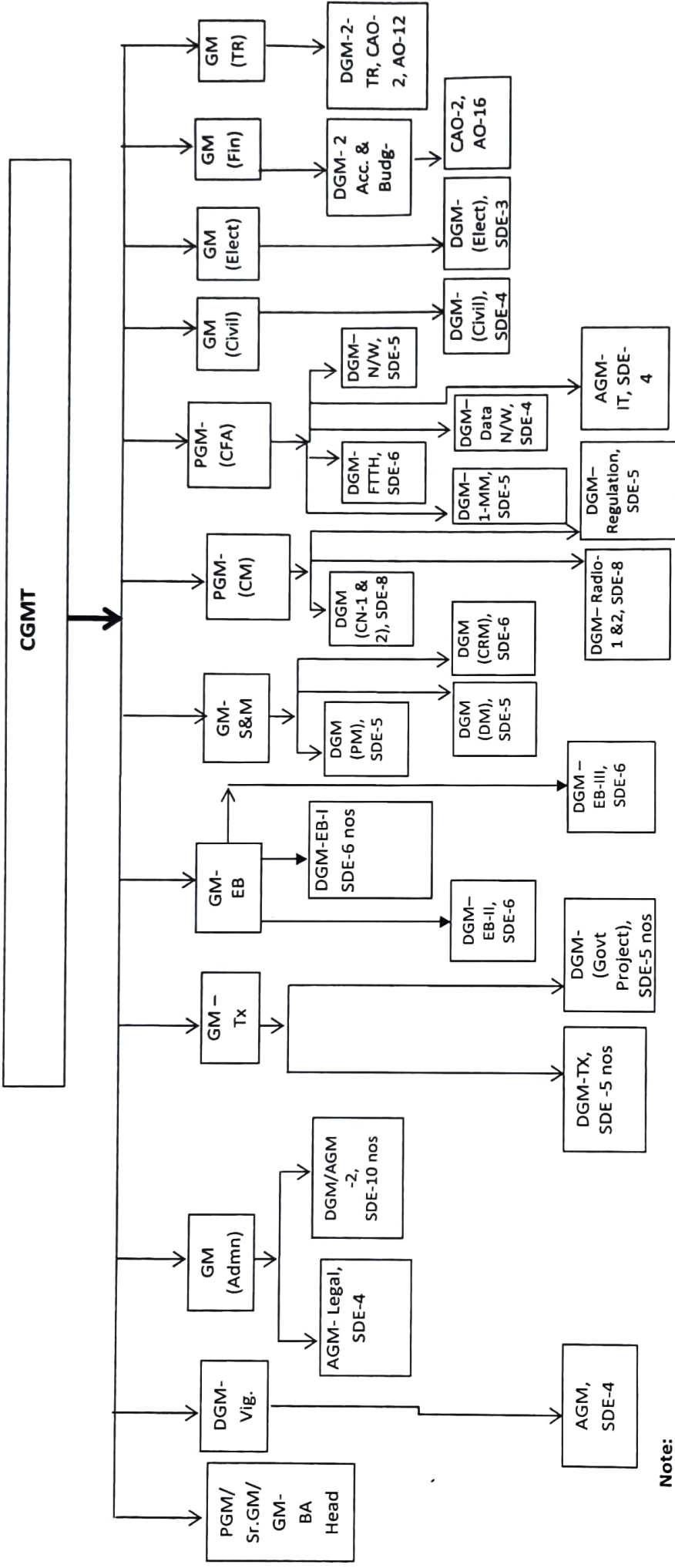
Encl:-As above

Copy to:-

1. DIR(HR) BSNL for kind information please.
2. Sr. GM (SR) for information please.

  
(Manish Kumar)  
28.6.21  
GM(Restructuring)

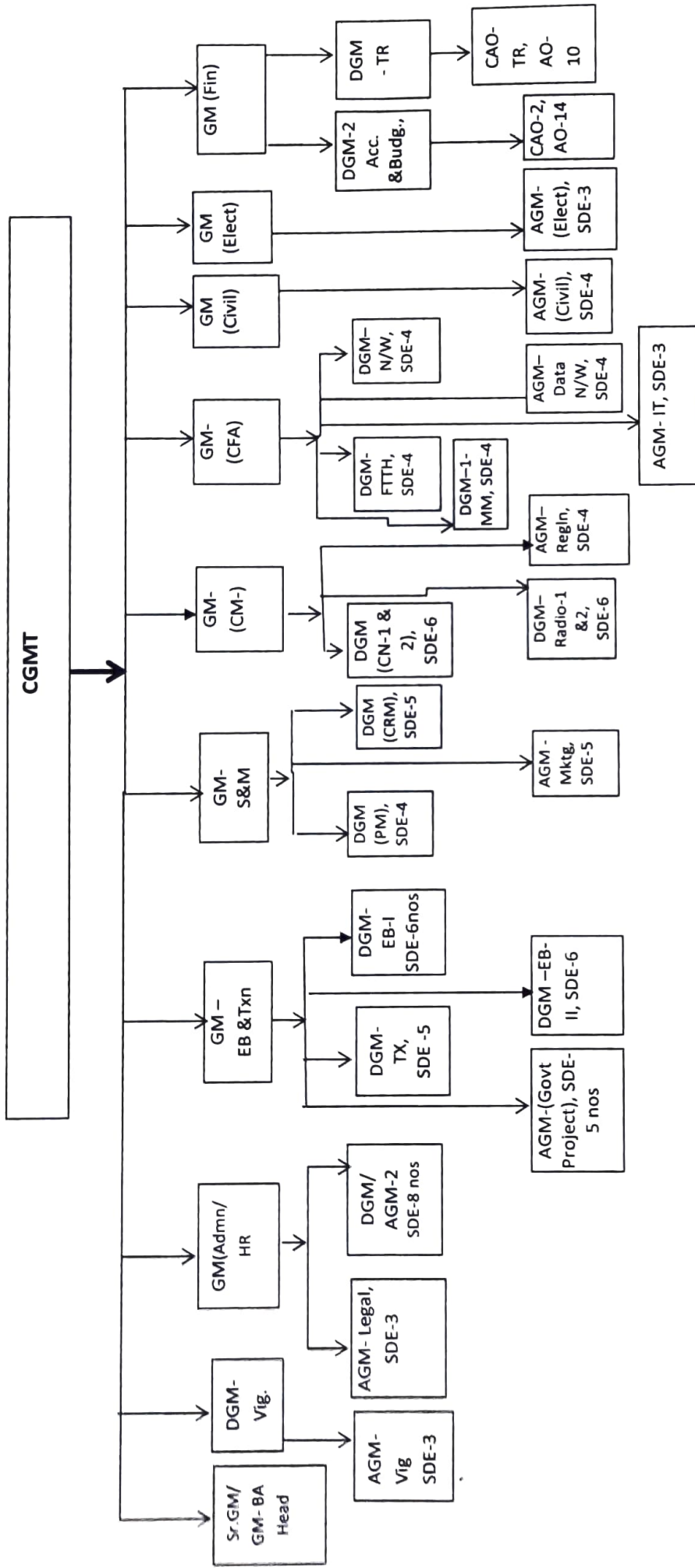
**Category-1(Large Circles)**  
**ORGANISATION CHART-Circles having large Geographical area and Revenue >800 Cr.)-(GJ, KTK, KL, MH, TNCircles -Total 5 Nos.)**



**Note:**

1. Govt. Project will be applicable in case the Projects are being executed by the circle. PM- partner management, DM- Digital marketing, CRM- Customer Relation manager
2. There will be 2 GM in EB in Maharashtra, One- GM(EB-Gold) and One- GM(EB-platinum and silver) i.e. one additional GM in MH circle
3. MM and store work will be under CFA vertical
4. R.F. optimization & drive test comprise One SDE from CO and one from BA & other supporting team shall be provided by BA
5. Below GM in the structure either DGM or AGM to be utilized and posted. No. of SDE or AO will include the combined strength of SDE and JTO or AO and JAO. However JTO should preferably be used in the field/ operational unit.
6. The number of SDE shown under each unit may be modified based on the work load/ requirement in that unit by CGMT. However total number of SDE (SDE+JTO) shall not exceed the total number of SDE (SDE+JTO) of the circle arrived by aggregating the numbers shown under each unit.

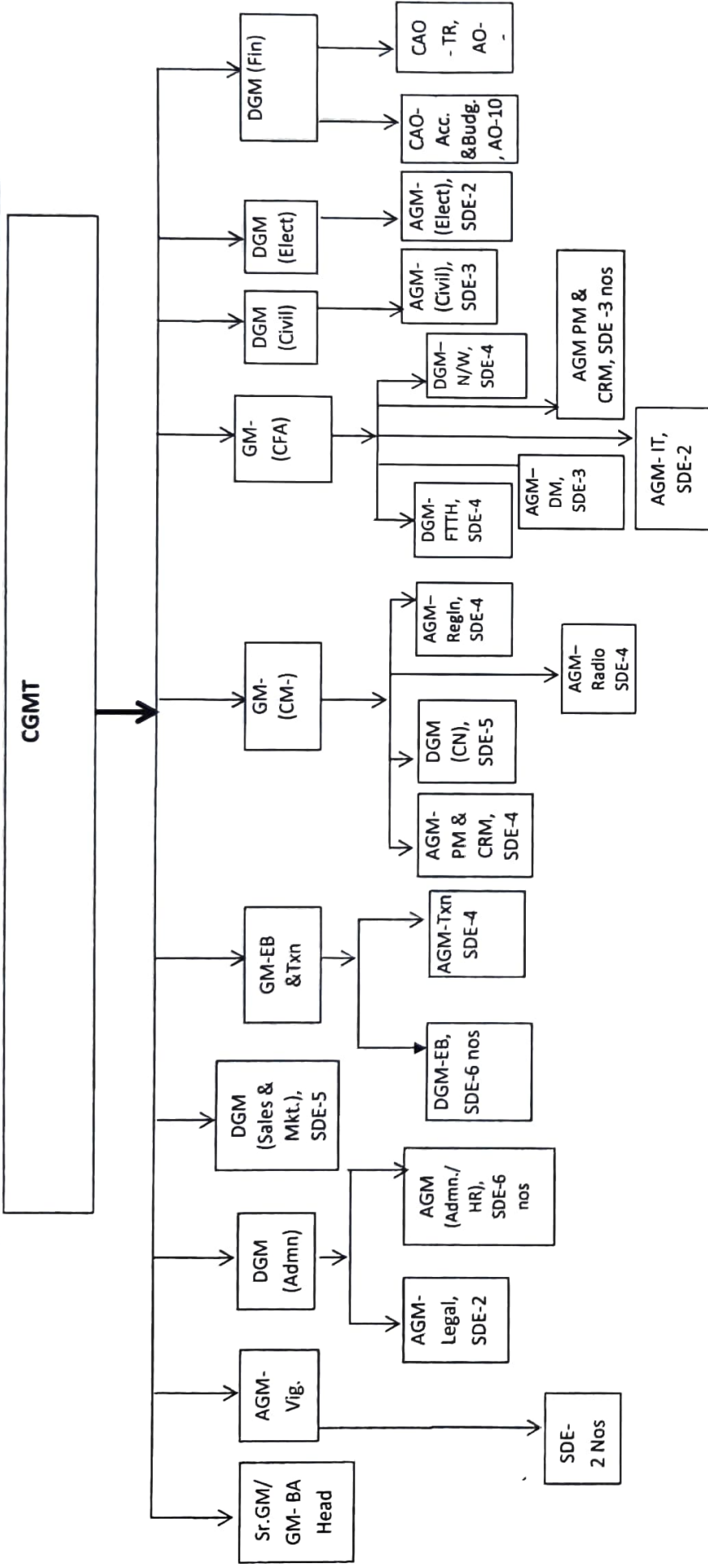
**ORGANISATION CHART-Circles (Revenue 300-1000 Cr.)-AP, AS, BR, HR, MP, OD, PB, RJ, TLNG, UP(W), UP(E), WB) Total -12 Numbers**  
**Category-2 (medium circle)**



**Note:**

1. Govt. Project will be applicable in case the Projects are being executed by the circle. PM- partner management, CRM- Customer Relation manager, EB & Txn has been combined, however CGM may decide merging EB with any other business vertical under intimation to corporate office. Circle having more than 20000 RKM OFC shall have a separate GM(Tx).
2. MM and store work will be under CFA vertical
3. R.F. optimization & drive test comprise One SDE from CO and one from BA & other supporting team shall be provided by BA
4. Below GM in the structure either DGM or AGM to be utilized and posted. No. of SDE or AO will include the combined strength of SDE and JTO or AO and JAO. However JTO should preferably be used in the field/ operational unit.
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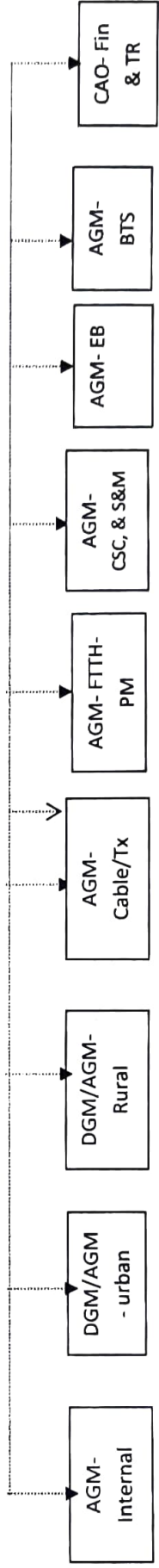
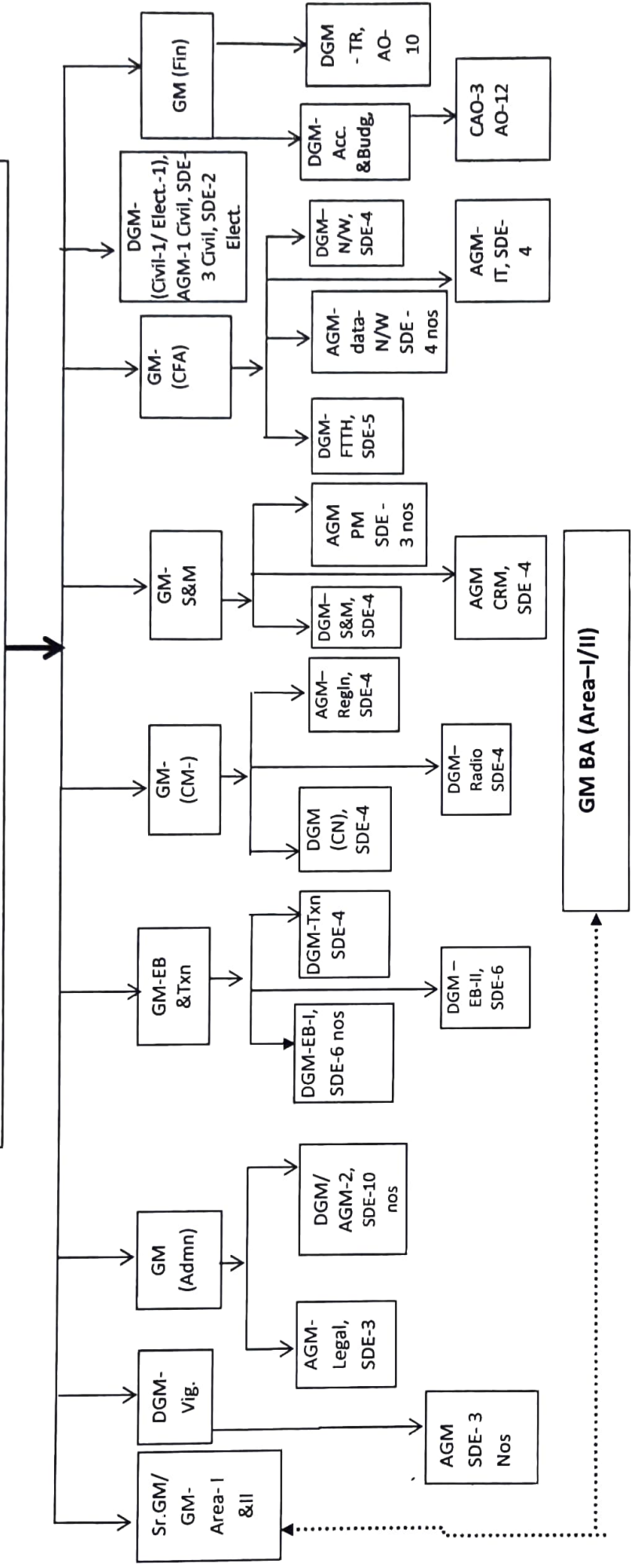


**Note:**

1. Govt. Project will be applicable in case the Projects are being executed by the circle. PM- partner management, DM- Digital marketing, CRM- Customer Relation manager.
2. MM work will be done by respective business vertical where as store work will be under CFA vertical
3. R.F. optimization & drive test comprise One SDE from CO and one from BA & other supporting team shall be provided by BA
4. Below GM in the structure either DGM or AGM to be utilized and posted. No. of SDE or AO will include the combined strength of SDE and JTO or AO and JAO. However JTO should preferably be used in the field/ operational unit.
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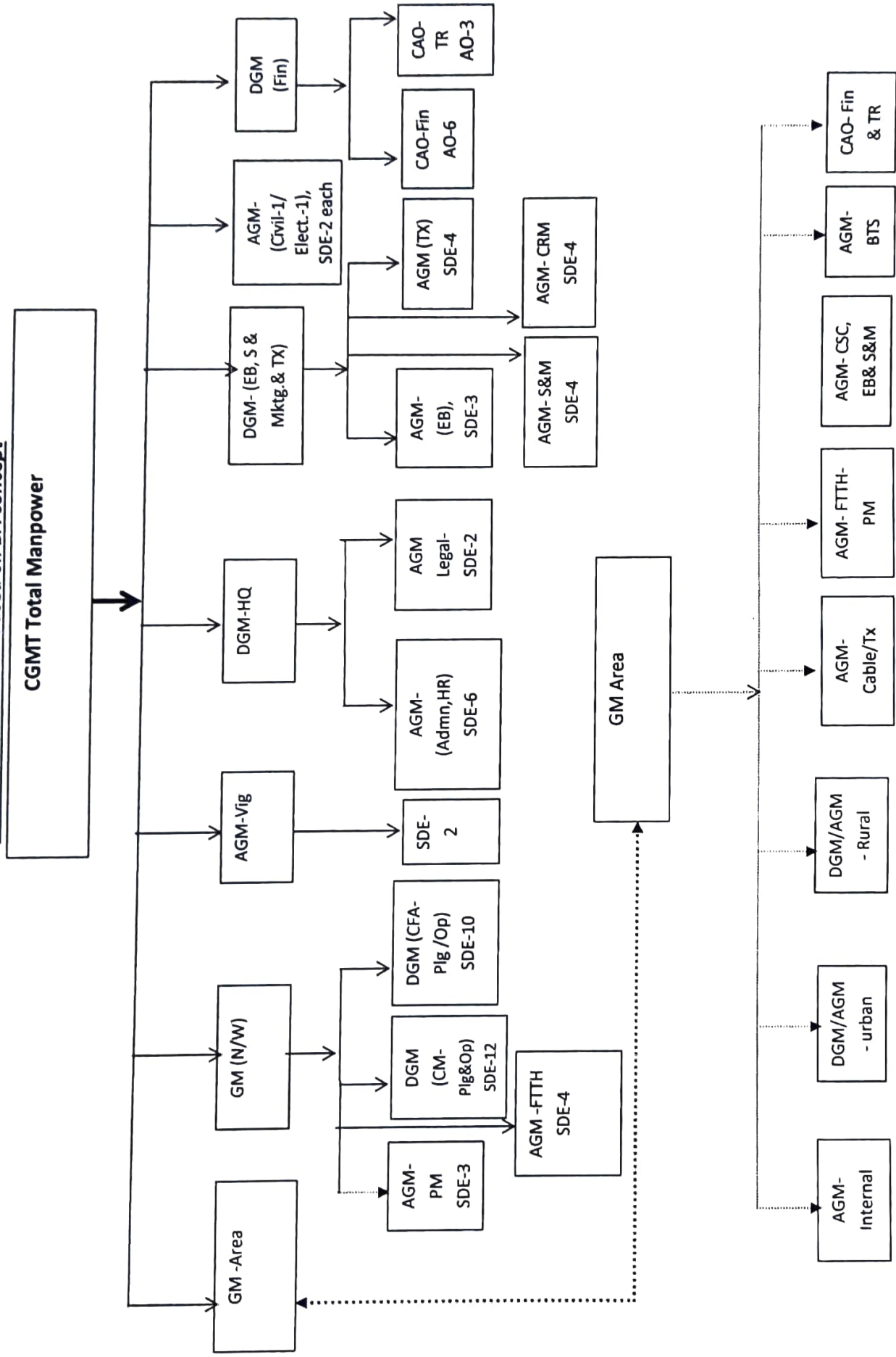
Structure Chennai and Kolkatta TD

CGMT (GM Telecom-9 for CHTD & 8 for KTD)



1. Below GM in the structure either DGM or AGM to be utilized and posted. No. of SDE or AO will include the combined strength of SDE and JTO or AO and JAO. However JTO should preferably be used in the field/ operational unit.
2. The number of SDE shown under each unit may be modified based on the work load/ requirement in that unit by CGMT. However total number of SDE (SDE+JTO) shall not exceed the total number of SDE (SDE+JTO) of the circle arrived by aggregating the numbers shown under each unit.
3. The numbers of AGM/CAO/ SDE/ JTO/AO/JAO and below level staff in different BA/units shall be as per norms
4. There will be four GM (areas)- in Chennai and three GM(areas) in Kol TD.

**Structure A&N Circle- Based on BA concept**



**Note-**

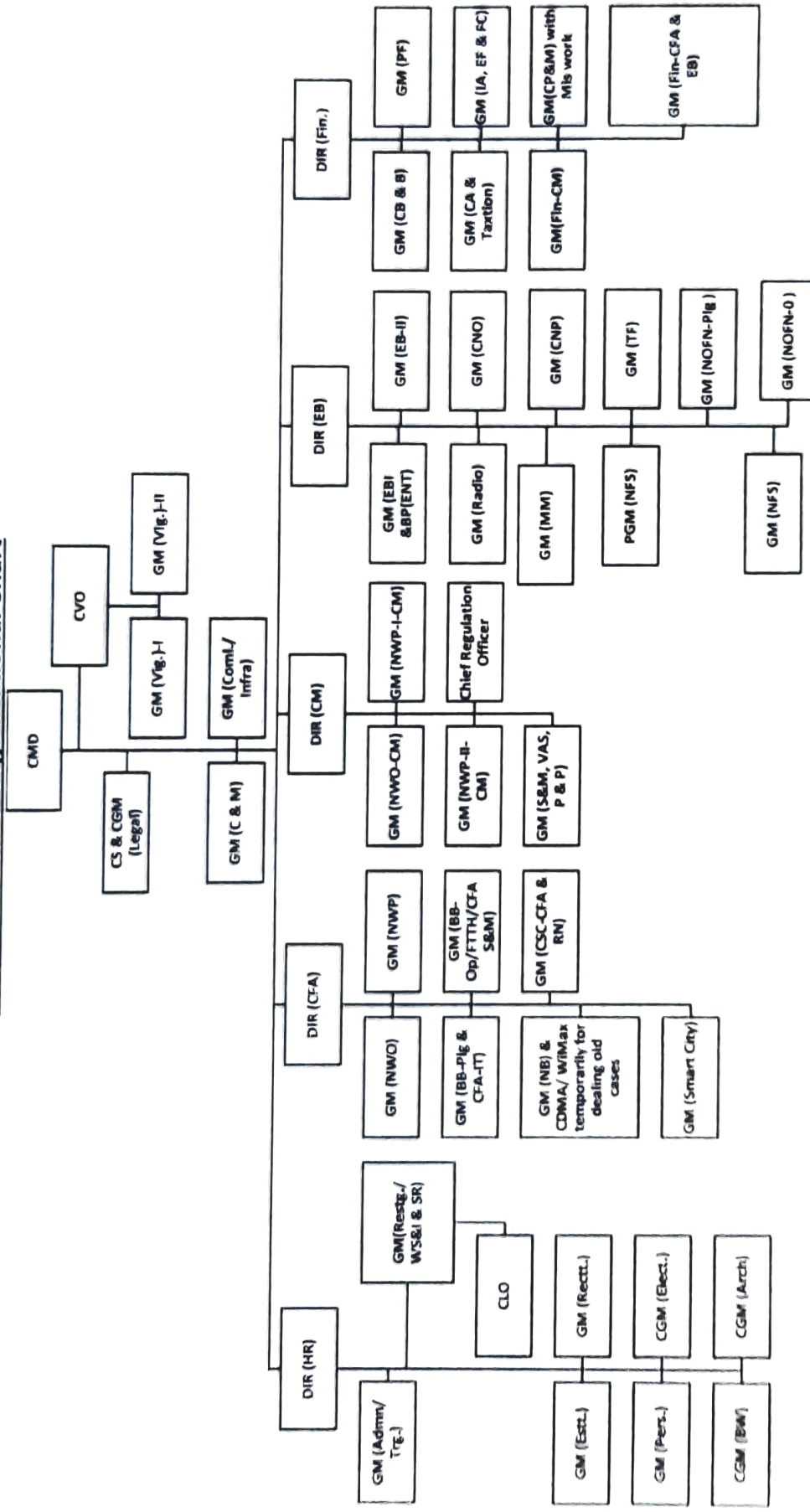
1. The numbers of AGM/CAO/ SDE/ JTO/AO/JAO and below level staff in different BA/units shall be as per norms.
2. The number of SDE shown under each unit may be modified based on the work load/ requirement in that unit by CGMT. However total number of SDE (SDE+JTO) shall not exceed the total number of SDE (SDE+JTO) of the circle arrived by aggregating the numbers shown under each unit.
3. One GM area in A & N circle

**Man power for Arch./ T.F./CSS/CSSS)**

Grade	Proposed by Arch cell	T.F.	CSS	CSSS- (PA/PS/PPS/Sr. PPS)	PA/PS in circles (CGM-38, BA-159+ GM in circle-129 PA)
PGM/G.M/Chief Arch.-Eq	3	4 (3 in BA and 1 CO)	0	0	
DGM/Sr. Arch./Sr.PPS- Eq	6	6	6 (DGM in HR)	3	
AGM/Arch./PPS-eq)	6	6	12	6	38
SDE/AE/PS eq	26	30	44	19	208
JTO /PA eq					
<b>Total</b>	<b>41</b>	<b>46</b>	<b>62</b>	<b>28</b>	<b>246</b>



# Corporate Office- Organizational Chart



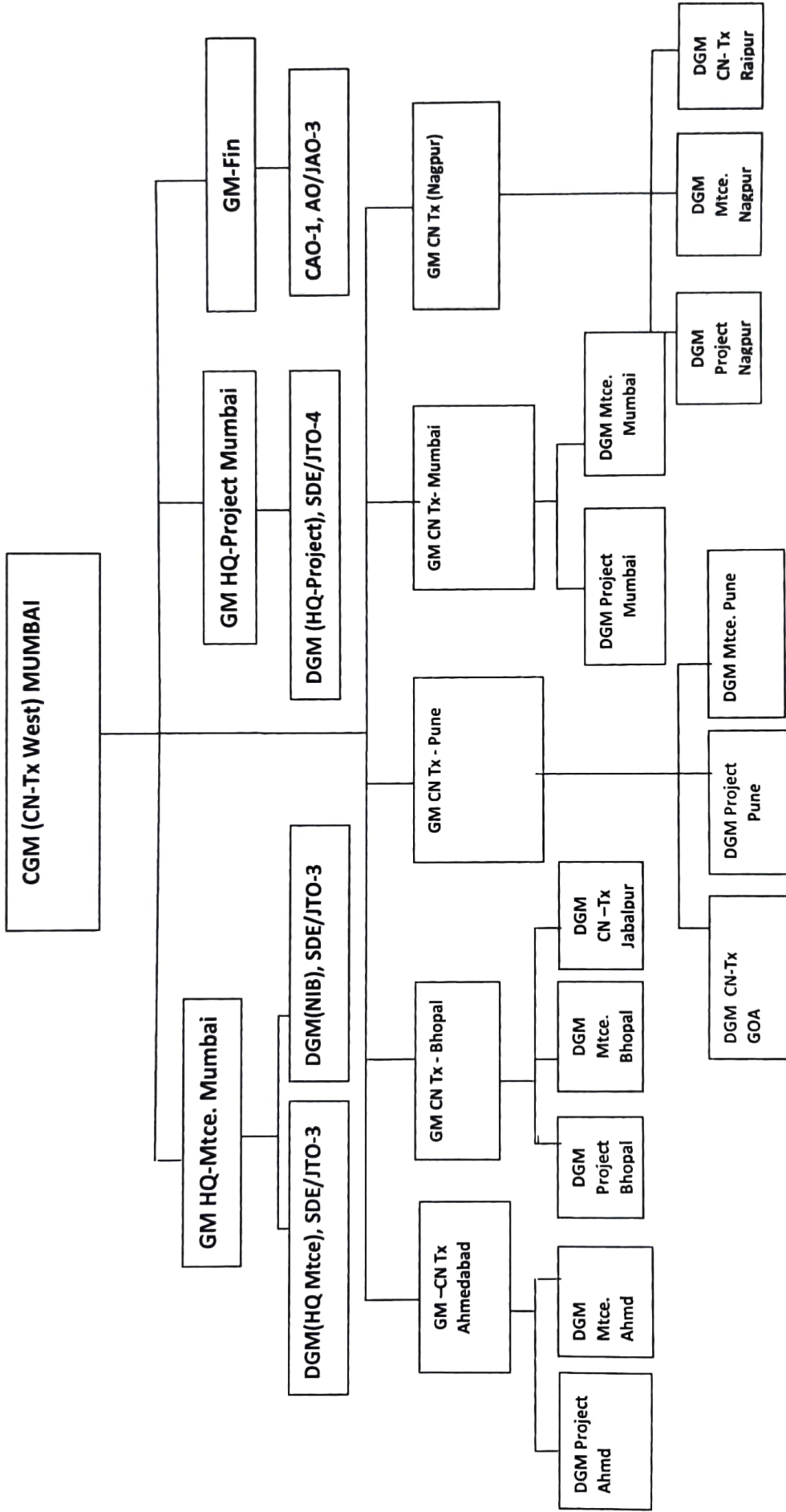
Note: - The total no. of employees considered in Corporate office are as under:

Stream	PSM/Sr.GM/GM	DGM/AGM	SDE/JTO
Telecom	30+GM Vig-2+GM(Legal)+CLO	105	265
Finance	6	18	90
Civil	3	4	12
Electrical	1	2	6

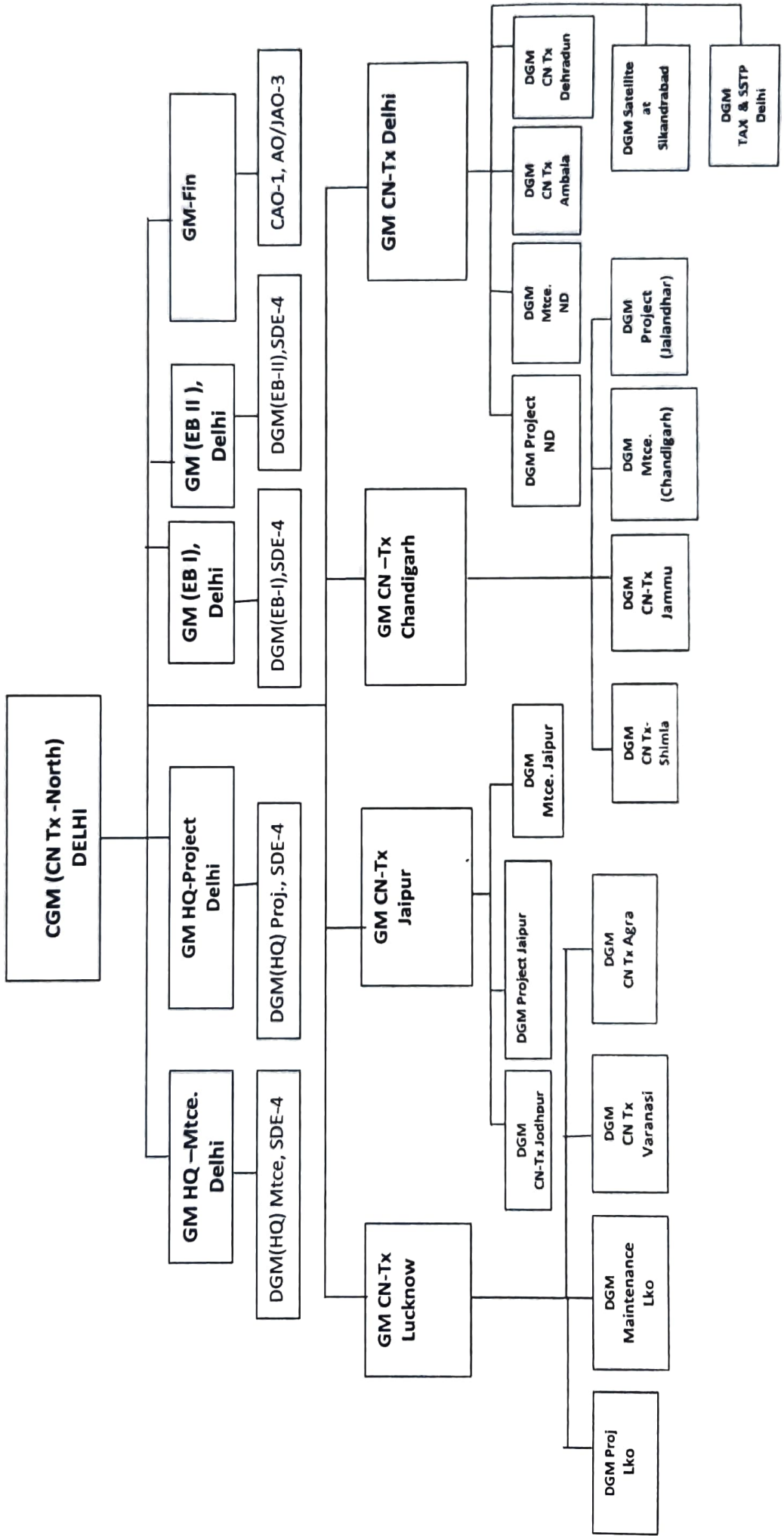




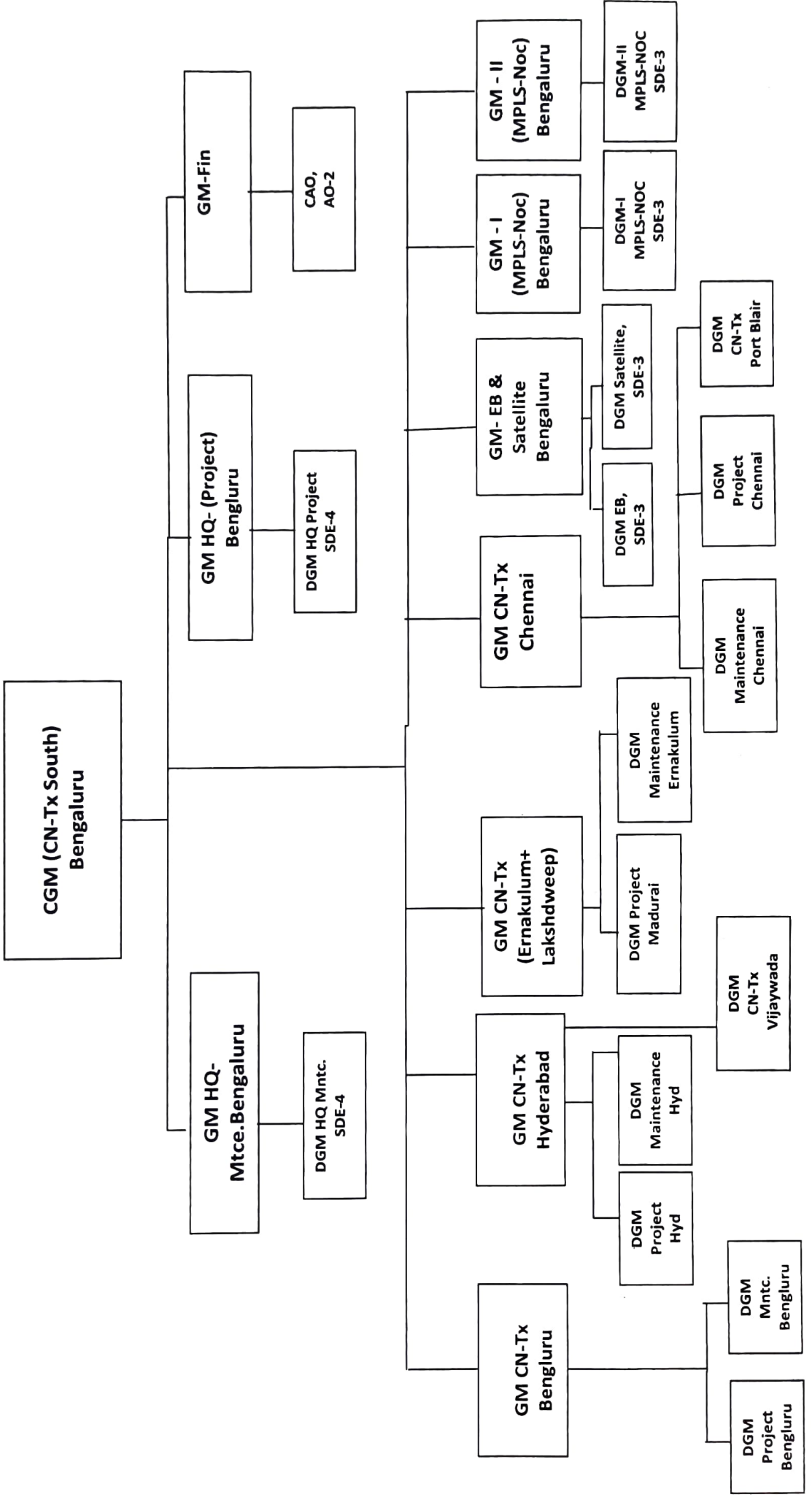
ORGANISATION CHART CGM-Core Network Tx (West)



ORGANISATION CHART CGM-Core Network Tx (North)

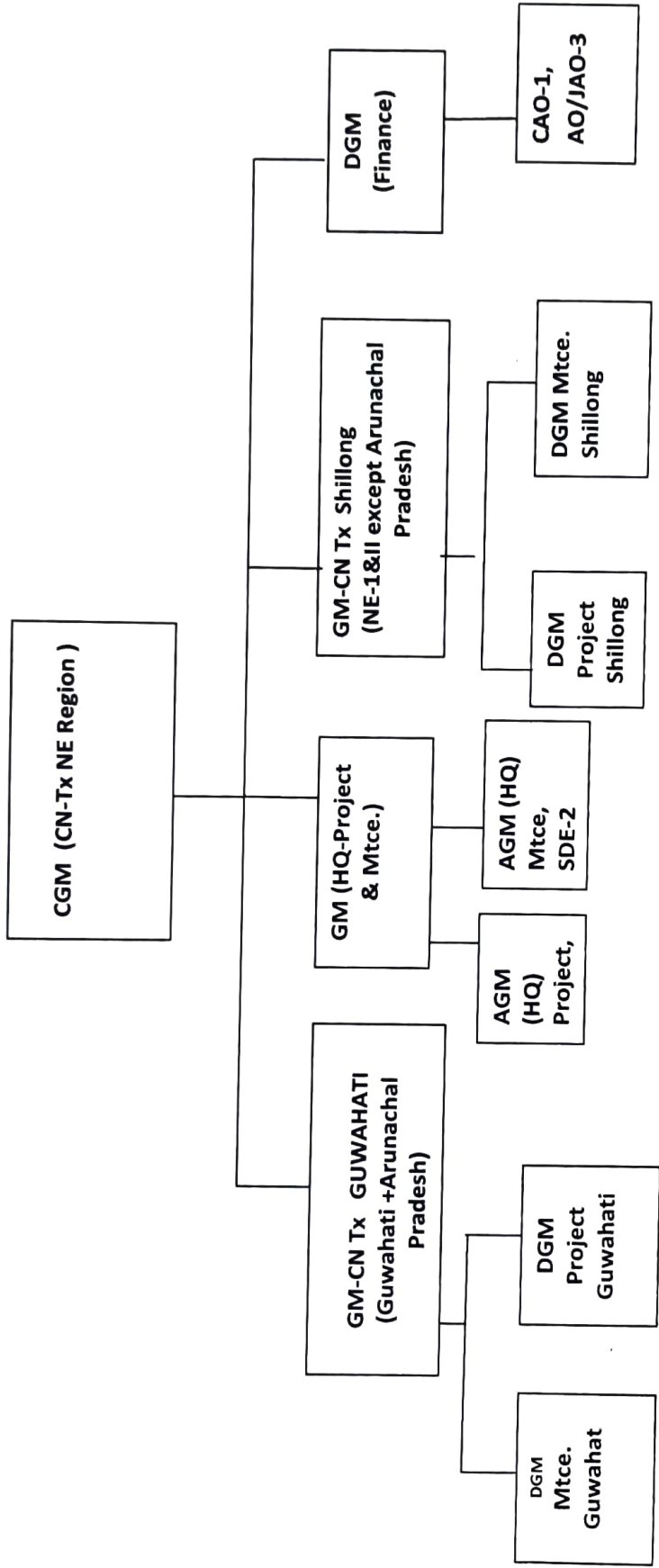


ORGANISATION CHART CGM-Core Network (South)

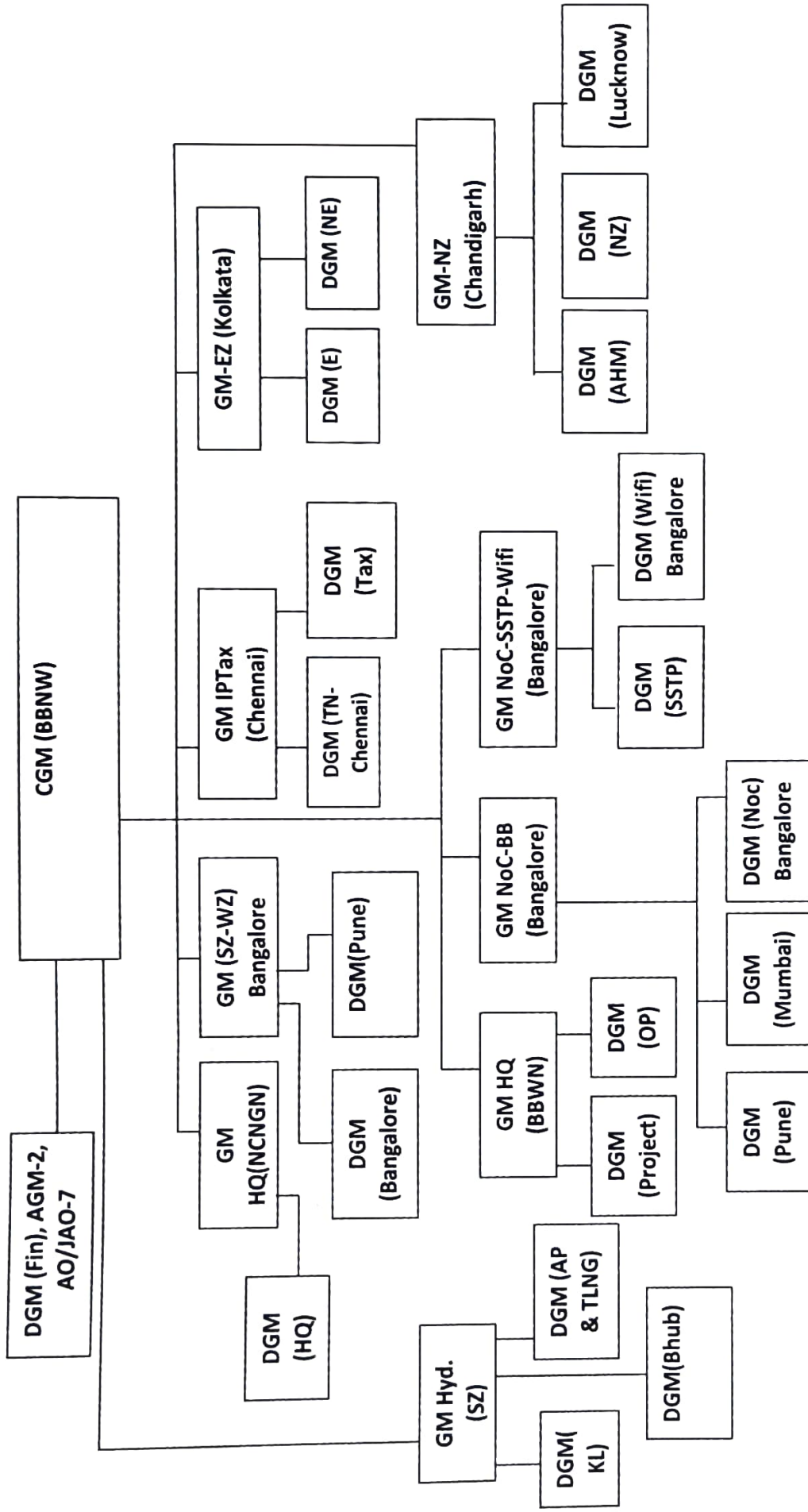




**ORGANISATION CHART CGM—CN- Tx North East Region**



**ORGANISATION CHART CGM (NCNGN&BBNW merged)**

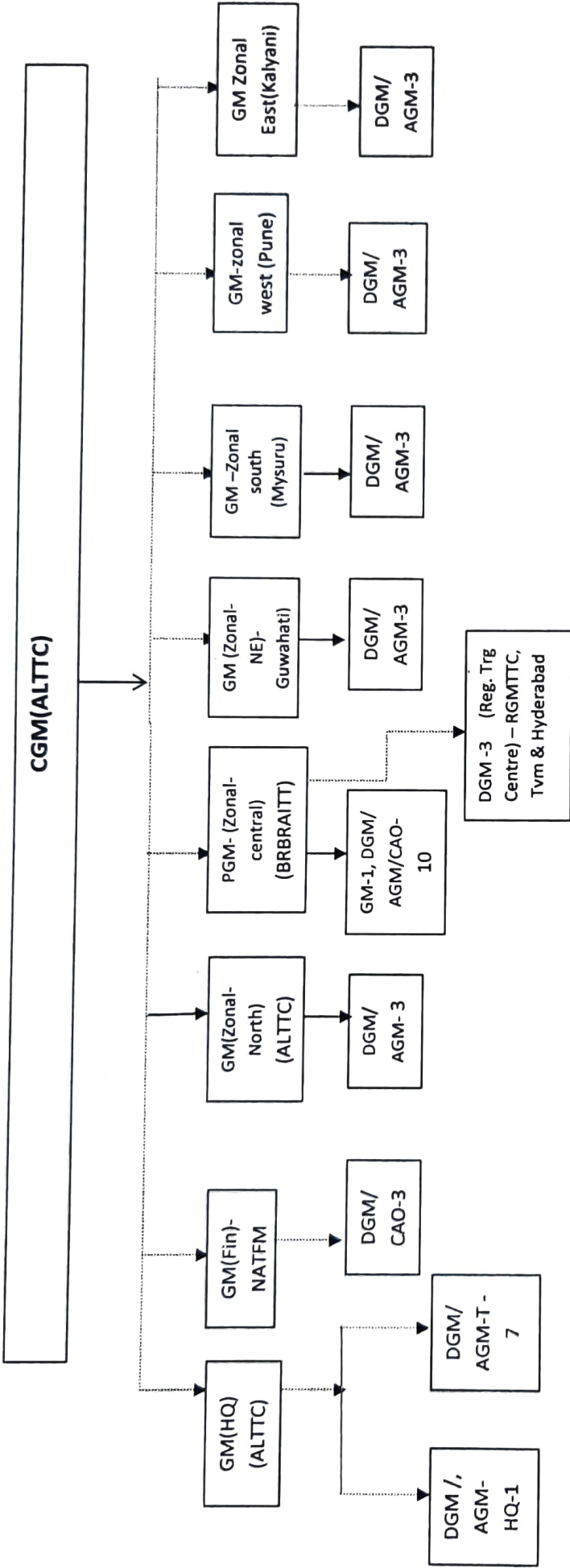


Note- 1. The total employee considered under the circle is as under. The distribution of staff below DGM level in different zones and under different uni shall be made by CGM.

Stream	CGM	PGM/Sr. GM/GM	DGM	AGM	SDE/JTO	Total
Telecom	1	9	20	30	247	307
Finance			1	2	7	10

2. BBNW work- Noida, Chennai, Lucknow, Chandigarh and all IP Tax will be with respective territorial circles only.

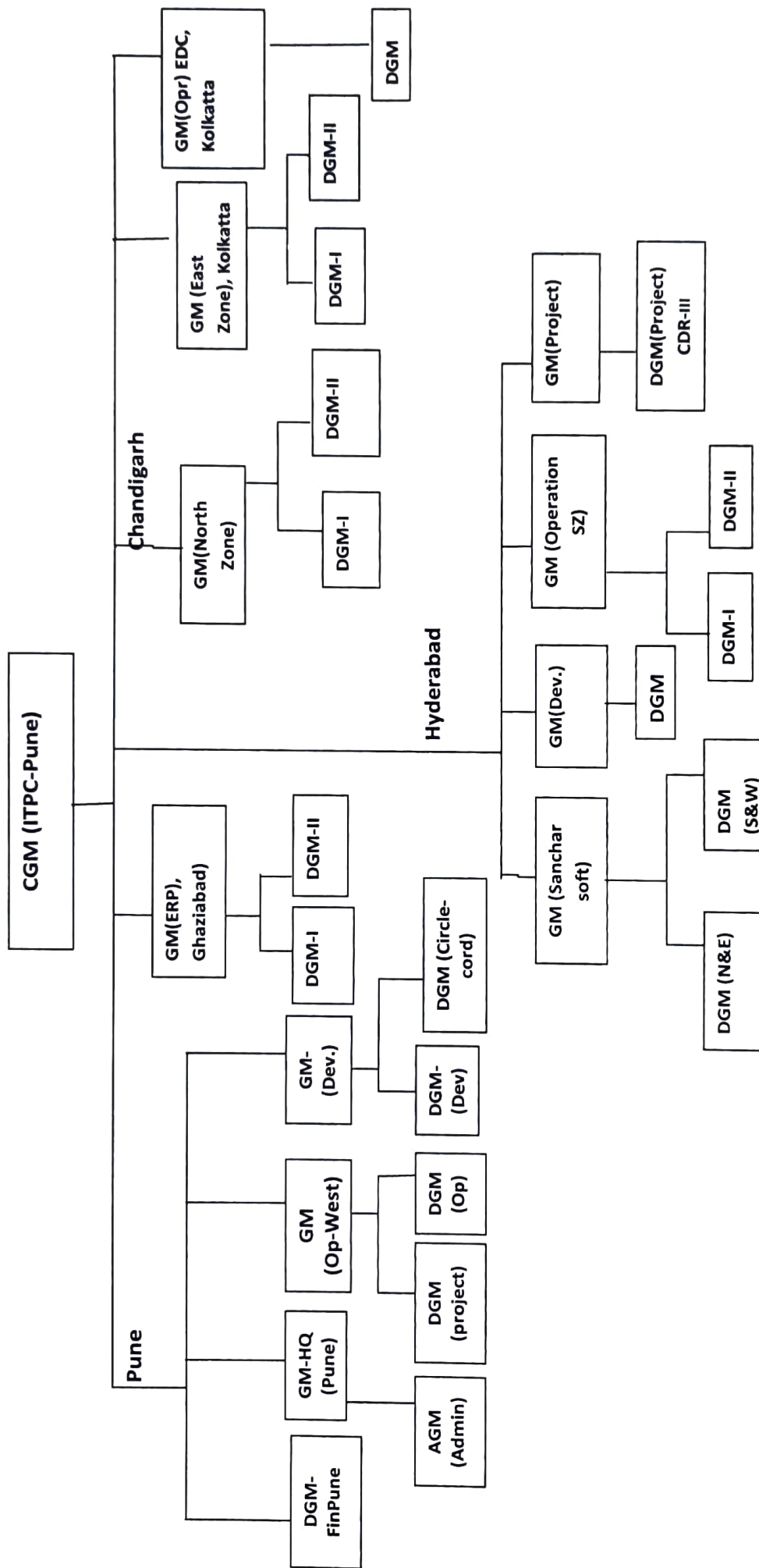
**Training Center (ALTTC, BRBRAITT, Zonal and Regional Training Centers)**



The staff details in different training centers shall be as under-

Training center	CGM	PGM/Sr. GM/GM	DGM/AGM/CAO	SDE/JTO	AO/JAO	TM	Total
ALTTC- Ghaziabad	1	3	14	24	10	4	56
BRBRAITT jabalpur		2	10	24	4	4	44
Zonal training centers at Pune, Kalyani Guwahati, Mysuru		1	3	12	2	2	20
RTTC		0	1 DGM(Principal RTTC), 2 AGM	8	1	2	14

# ORGANISATION CHART CGM-ITPC (Pune)



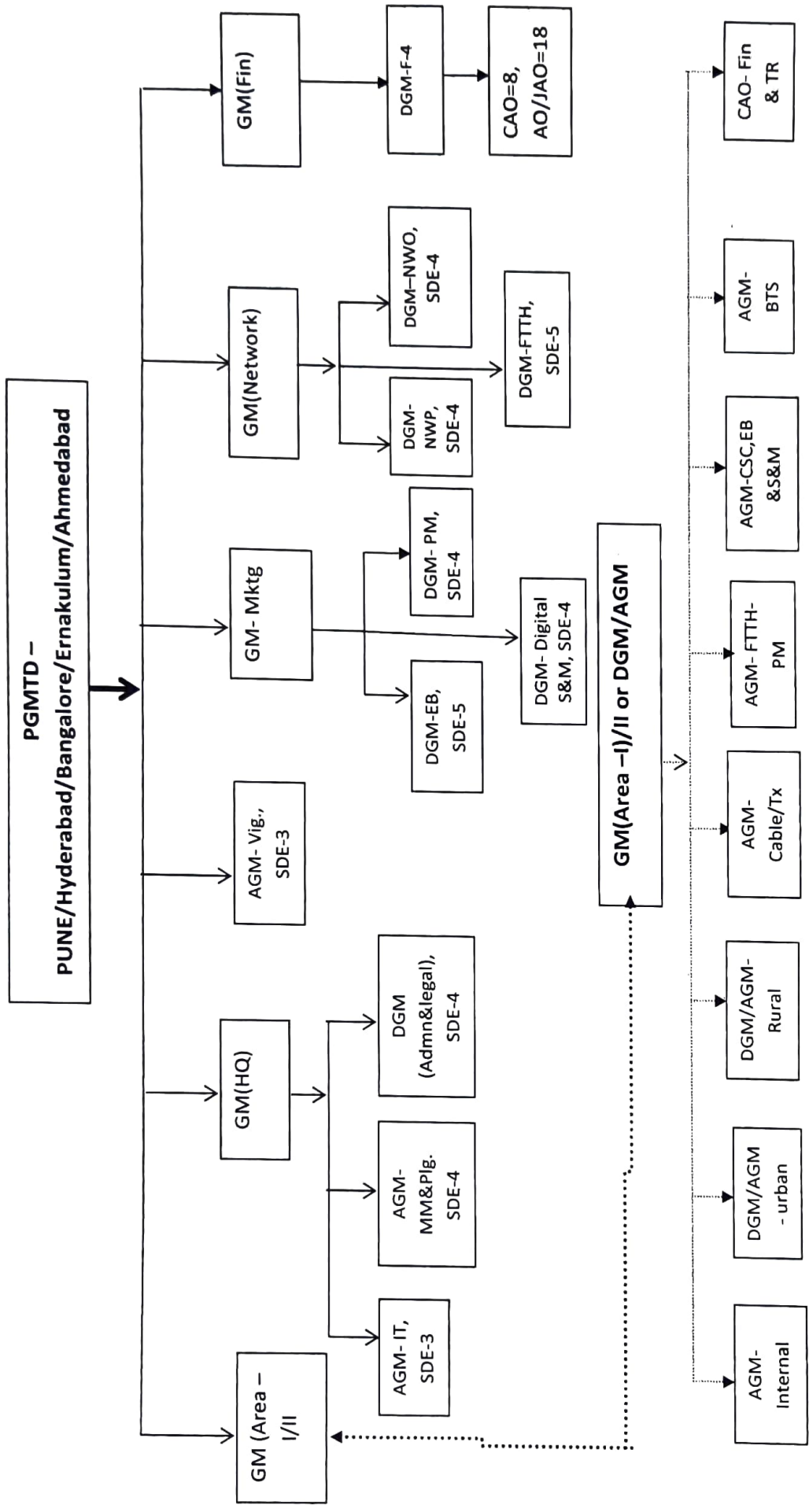
Note- 1. The total employee considered under the circle is as under. The distribution of staff below DGM level in different zones and under different unit shall be made by CGM.

Stream	CGM	PGM/Sr: GM/GM	DGM	AGM	SDE/JTO	Total
Telecom	1	11	17	29	224	282
Finance			1	5	50	56





**ORGANISATION CHART-BA having large Geographical area and Revenue >250 Cr.- PGMTD headed BA (5 Nos.)**



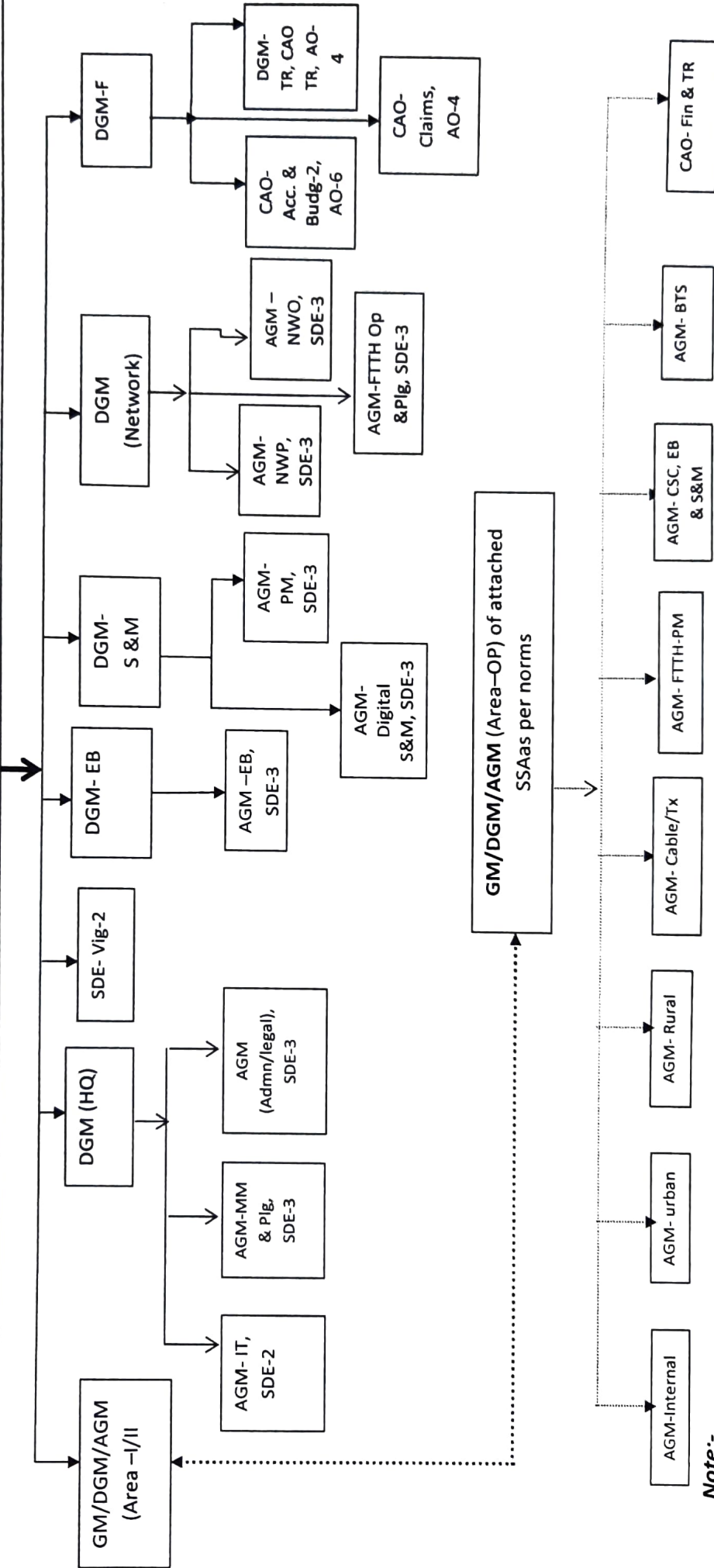
**Note-**

1. BA head may relocate the SDE/JTO or modify the number in a unit based on the work load/ requirement in that unit. However total number of SDE (SDE+JTO) shall not exceed the total number of SDE (SDE+JTO) of the BA/area office arrived by aggregating the numbers shown under each unit. Further he may reallocate SDE/JTO between area office & BA office within the norms & sanctioned strength.
2. Area head shall be facilitated with 2/1 SDE or JTO depending upon the size of area and the level of head apart from the available supporting staff from UDC or Sr. ToA or PA. The proposed staff for facilitating the coordination work in area office will be - 2 SDE/JTO- area headed by GM or DGM and 1 SDE/ JTO for the area headed by AGM.
3. SDE means combined strength of SDE & JTO, AO means combined strength of AO and JAO

**Category-2 (Large BA)**

**BA having Revenue 125-250 Cr or and Important City -PGMTD headed BA (24 numbers)**

Bhopal /Bhubheshwar/Coimbatore/Dakshinkannada/Guntur/Gurgaon/Jalpur/Jammu/Kannur/Kollam/Kozhikode/ Kottayam/Lucknow /Patna/Madurai/ Nagpur /Salem/Thrishur/ Tirunelveli /Trichy/Trivandrum /Vijayawada/Vishakhapatnam /Surat

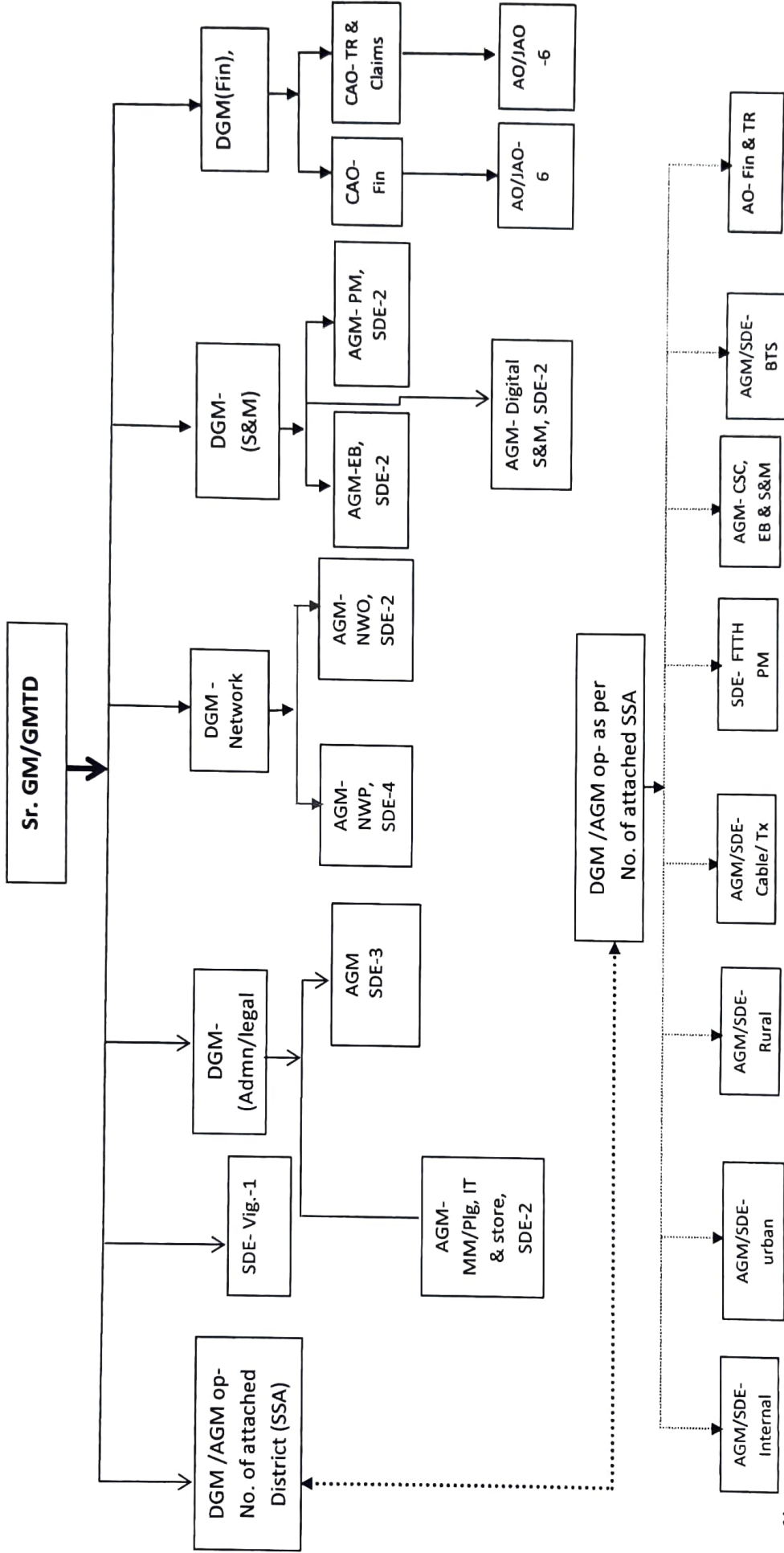


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3. SDE means combined strength of SDE & JTO, AO means combined strength of AO and JAO

**Category-3 (Medium BA)**

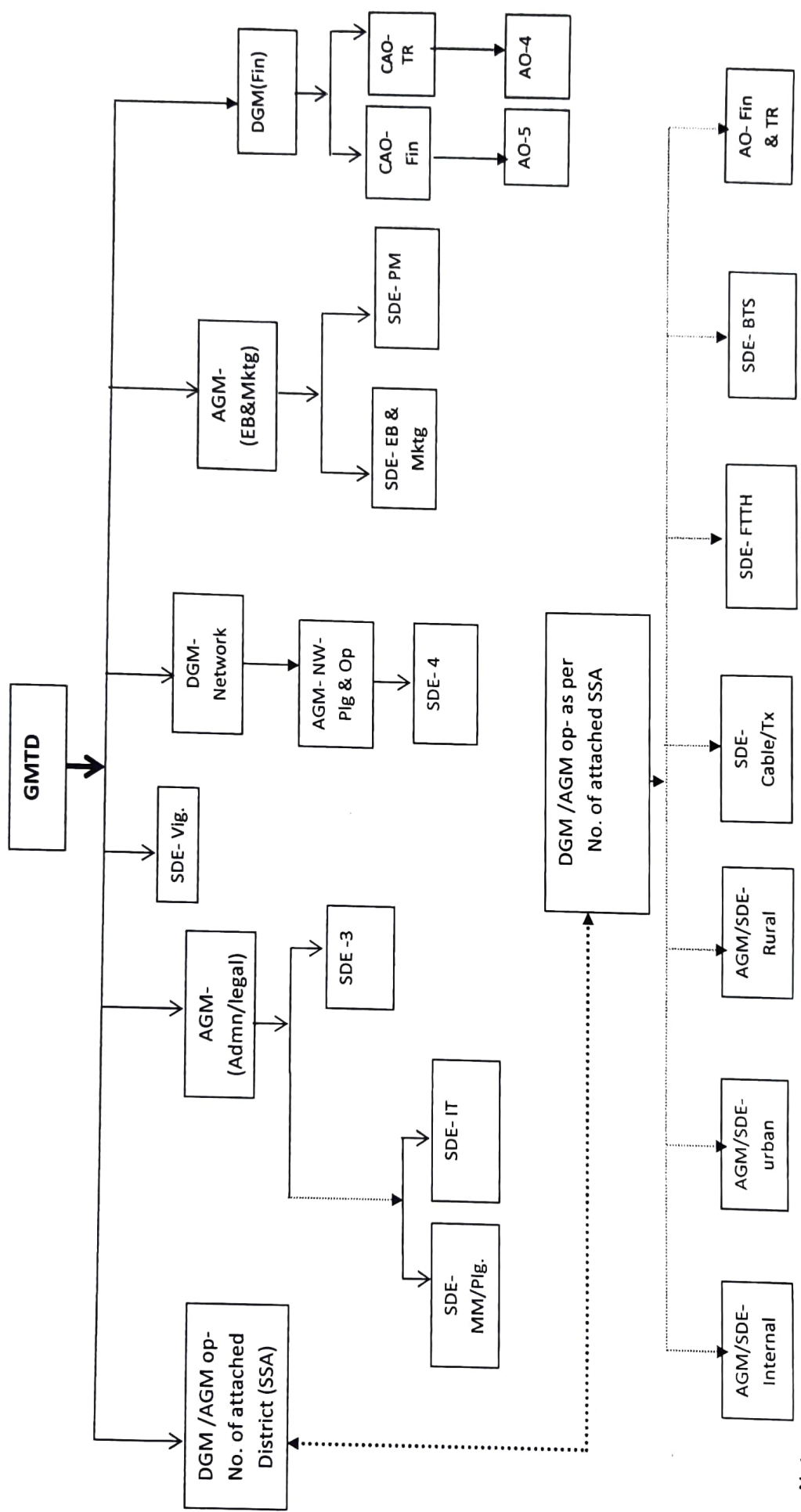
**BA with Revenue (>50 & <125 Cr.) and not in the category 1&2) - (66 numbers)**



**Note-**

1. BA head may relocate the SDE/JTO or modify the number in a unit based on the work load/ requirement in that unit. However total number of SDE (SDE+JTO) shall not exceed the total number of SDE (SDE+JTO) of the BA/area office arrived by aggregating the numbers shown under each unit. Further he may relocate SDE/JTO between area office & BA office within the norms & sanctioned strength.
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3. SDE means combined strength of SDE & JTO, AO means combined strength of AO and JAO





Note:-

1. BA head may relocate the SDE/JTO or modify the number in a unit based on the work load/ requirement in that unit. However total number of SDE (SDE+JTO) shall not exceed the total number of SDE (SDE+JTO) of the BA/area office arrived by aggregating the numbers shown under each unit. Further he may relocate SDE/JTO between area office & BA office within the norms & sanctioned strength.
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3. SDE means combined strength of SDE & JTO, AO means combined strength of AO and JAO

## OPERATIONAL NORMS

### 1. Telecom Stream Operational Norms:-

#### a. CFA Outdoor (OSP):-

- (i) Outdoor operational works-Cluster based
- (ii) Outdoor operational works- where cluster is not formed

Cluster type		TT/ATT-1	JE-1	SDE/JTO-1	AGM-1
Cluster with Last Pillar to Customer Outsourced, DELs-LL+1.5 BB	LP to Customer	U-3K, R-2K	U-6K, R-3K	6 K	U-15 K, R-10 K along with collocated BTS,
	MDF to LP (BSNL emp)			U-12 K, R-6 K	
Non-Clustered (1DEL= only LL+ LL with BB*1.5+LC*3)		U-2.5 K, R-1.5 K	U-3.5 K, R-2.5 K	U-6K, R-3K	U-21 K, R-7.5 K

Minimum one SDO/JTO for a district HQ or equivalent city area irrespective of cluster size. For Rural area, the outdoor work and mini exchange+ BTS (2k and below), monitoring shall be looked after by same team.

#### b. Indoor (Exch., BSC/MSC) work – Exch. capacity wise:-

Capacity	SDE/JTO(U)	SDE/JTO(R)	JE(U)	JE(R)	TT/ATT(U)	TT/ATT(R)
Norms per						
>10 K	3	5	2	4	5	7
5k-10k	2	4	2	3	4	6
2k-5k	2	3	1	2	2	5
1k-2k	0	0	0	0	0	0
<1k	0	0	0	0	0	0

**Note:-** 5 % Manpower extra where MSC/BSC is separate from Exch. premises. Mini Exch.(< 2k) will be managed by OSP staff.

#### c. CM OSP- Based on number of BTS sites:-

Grade	TT/ATT-1	JTO/SDE-1	AGM-1
Norms	U-Per 35 BTS sites, R-Per 20 BTS site	U-Per 70 BTS sites, R- Per 40 BTS sites	Per 500 BTS sites

In Rural areas, the norms are for standalone BTS site

#### d. Txn Circle – RKM based:-OFC route Circle/BA

Grade	1 team consisting of 1 SDE or JTO and 1 TT or ATT	AGM-1
1. Non SLA Based-Norms- Normal Hilly/difficult area- J & K, NE-I, NE-II, AS, naxalite belt of Odisha/WB/Bihar/Jharkhand/ Chhattisgarh etc.)	Normal Terrain- Per 300 RKM and Hilly/ Difficult terrain- per 250RKM	1 AGM per 6 SDE

2. SLA Based-	Normal Terrain- Per 1200 RKM and Hilly/ Difficult terrain- per 1000RKM	1 AGM per 6 SDE
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e. Sales & Marketing (franchisee manager) & CSC work:-

	Category	Per Franchisee manager	Grade
Fr. Mgr. & Csc In-charge	1. Category A 2. Category B 3. category C	1. One Territory 2. Two Territory 3. Three Territory	JTO/SDE
Retail Manager		One per 250 Active PoS	Sr. ToA (If Sr. TOA is not available on the location then TT can be used)

f. Core Network (Txn)- based on RKM for OSP and number at different stations for ISP:-

Work	OFC route	Norms (1 AGM per 6 SDE)	
OFC Route	In house by BSNL	300 RKM for Normal & 250 RKM for Hilly	SDE/JTO ,TT/ATT-1, 1 AGM per 6 SDE
	SLA based	1200 RKM per team	1SDE/ JTO will monitor distance covered by 4 route parties, 1 AGM per 6 SDE
Indoor plant	Type of station	Norms (1 AGM for 8 SDE/JTO (50 % of stations taken Collocated))	
	A1 (24 Hrs)	6 SDE/ JTO, 3 JE & 3 TT per station	
	A (24 Hrs)	4 SDE/ JTO per station plus 2 JE and 3 TT or ATT - standalone stations or 1 JE and 2 TT or ATT- stations co-located with territorial exchanges	
	B (12 hrs working)	2 SDE/ JTO per station with, * 2 JE and 2 TT or ATT for manning stations and in-house route maintenance of 250 RKM- for standalone stations or 1 JE & 1TT/ATT for co-located stations	
	C (8 hrs working)	1 SDE/ JTO for maintenance of up to 4 stations with 1TT or ATT who will manage two stations each	

Note:- Additional manpower:- 10 % additional manpower for hilly area like J&K,NE-I,NE-II & AS

2. Finance Stream Norms:-

(a) Operational area (TRA Functions)

- (i) CAO- one CAO per area office having revenue between 10-30 Cr.
- (ii) AO/JAO-

Number of DELS (LL+1.5 BB+1.5FTTH+3LC)	No of AO/JAO
<10000	2
10000-40000	4
40000-80000	6
80000-120000	7
>120000	8
For every 25 K	One Addl. AO

3. Civil:

Operational norms in BA:

	DGM (SE)	AGM(EE)	SDE/JTO
Norms	BA Category I & II (19 Locations- List)	BA- Category- I, II & III- (77 locations –list)	1. Category I- 6 Nos. 2. Category I- 5 Nos. 3. Category I- 3 Nos. 4. Category I- 1 Nos. 5. Area office- 1 (> 10 Cr, 222 locations)

The locations of SE, AGM and SDE/JTO based on locations to be decided by CGM (BW) based on workload

4. Electrical:

Operational norms in BA:

	DGM (SE)	AGM(EE)	SDE/JTO
Norms	BA Category I & II (17 Locations- List)	BA- Category- I, II & III- 56 locations -list	6. Category I- 6 Nos. 7. Category I- 4 Nos. 8. Category I- 2 Nos. 9. Category I- 1 Nos. 10. Area office- 1 (> 20 Cr, 188 locations)

The locations of SE, AGM and SDE/JTO based on locations to be decided by CGM (Electrical) based on workload

**Total Proposed Manpower Executives in all streams**

<b>Grade</b>	<b>Working employees</b>	<b>Total Staff Proposed</b>
CGM/PGM/Sr.GM/GM Eq	571	580 (542+38 CGMs)
DGM/SE Eq	173	1481
AGM/CAO/EE Eq	1710	3883
SDE/AO Eq	9927	13106
JTO/ JAO Eq	17469	14418
SDE(OL)+ PS (Circle) + PA (Circle)	<b>382 (48+87+247)</b>	<b>357</b>
<b>Executive Total</b>	<b>30232</b>	<b>33825</b>