

Presentations to DOT/BSNL on Sh. Pitroda Committee Recommendations

By
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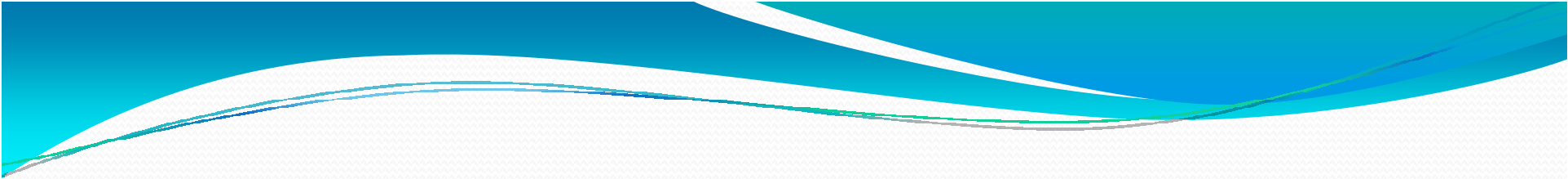


OBJECTIVES

The suggestions of AIGETOA on BSNL's transformation into a vibrant and profitable organisation.



**Performance Driven Culture
to create a Meritocratic
Organisation**

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- AIGETOA firmly in acceptance of the performance driven culture in BSNL.
 - Contemporary HR model should be adopted at par with the best practices existing in other Listed Maharatna CPSE's.
 - AIGEOTA already presented the performance driven inclusive growth model considering all the parameters of BSNL on 19.05.2009.
 - Implementation of Performance Driven Culture to Create a Meritocratic Organization for it's long survival is the key for the BSNL.



Existing Structure In BSNL

Existing Qualification of Executives

Education	Approximate Number
12th below	7000
ITI/12 th pass	5000
BA/BCOM/MA	9000
BSc/MSc	12000
Diploma	9000
BE/Btech and above	12000
Total	54000

Existing Hierarchy With Designation And Pay Scales

EXECUTIVE LEVEL	EXISTING DESIGNATION	EXISTING PAY SCAL (Pre Revised)
E1A	JTO / JAO	9850-250-14600
E2A	SDE / AO	11875-300-17275
E3	Sr. SDE / Sr. AO	13000-350-18250
E4	DET / CAO	14500-350-18700
E5	DGM	16000-400-20800
E6	Unused Scale	17500-400-22300
E7	DGM (NFG)	18500-450-23900
E9	SAG	23750-600-28550
E9A	HAG	25000-650-30200

Suggestions of AIGETOA

- Introduction of Cluster Reporting system.
- Transparent and Robust Performance Management System .
- Immediate scraping off the recruitment of DGM in BSNL which has been done without considering the domain requirement and with preferential treatment by not allowing similar qualified internal candidates.
- Scrap off immediately the proposed MT recruitment in operation, IT and Finance which is stagnating the career of already recruited Graduate Engineers and Finance professionals in executive hierarchy.



Suggestions of AIGETOA

- Induction of professionals at Sr. Management Level on contract basis.
- Regular, Fast Promotion schemes to existing executives to keep their motivation high.
- Inclusive Growth of All executives of BSNL.
- Introduction of Line of Interactions (Boundary Spanner Role) (Direct contact with customers)
- Line of Visibility (Cross Functional)
- Back Office Support (No Direct Contact with Customer)
- Intended to improve the Service Gaps in the services of BSNL.



Proposed HR Structure of BSNL

EXECUTIVE LEVEL	EXISTING DESIGNATION	NEW DESIGNATION	NEW PAY SCALAS PER 2 ND PRC
E2	JTO / JAO	Manager	20600-46500
E3	SDE / AO	Sr.Manager	24900-50500
E4	Sr. SDE / Sr. AO	Chief Manager	29100-54500
E5	DET /CAO	AGM	32900-58000
E6	DGM	DGM	36600-62000
E7	DGM (NFG)	Jt.GM	43200-66000
E8	SAG	Addl. G.M /G.M	62000-80000
E9	HAG	CGM	65000-75000
CEO/ED	-	CEO/ED	70000-100000
DIRECTOR	DIRECTOR	DIRECTOR	75000-100000
CMD	CMD	CMD	80000-125000

New Designation as per Business Verticals

Consumer Fixed Access

- Manager-I/II/III(Functionality)
- Sr.Manager(Functionality)
- DGM/Addl.GM(JAG)
- SAG
- HAG

Consumer Mobility

- Manager-I/II/III(Functionality)
- Sr.Manager(Functionality)
- DGM/Addl.GM(JAG)
- SAG
- HAG

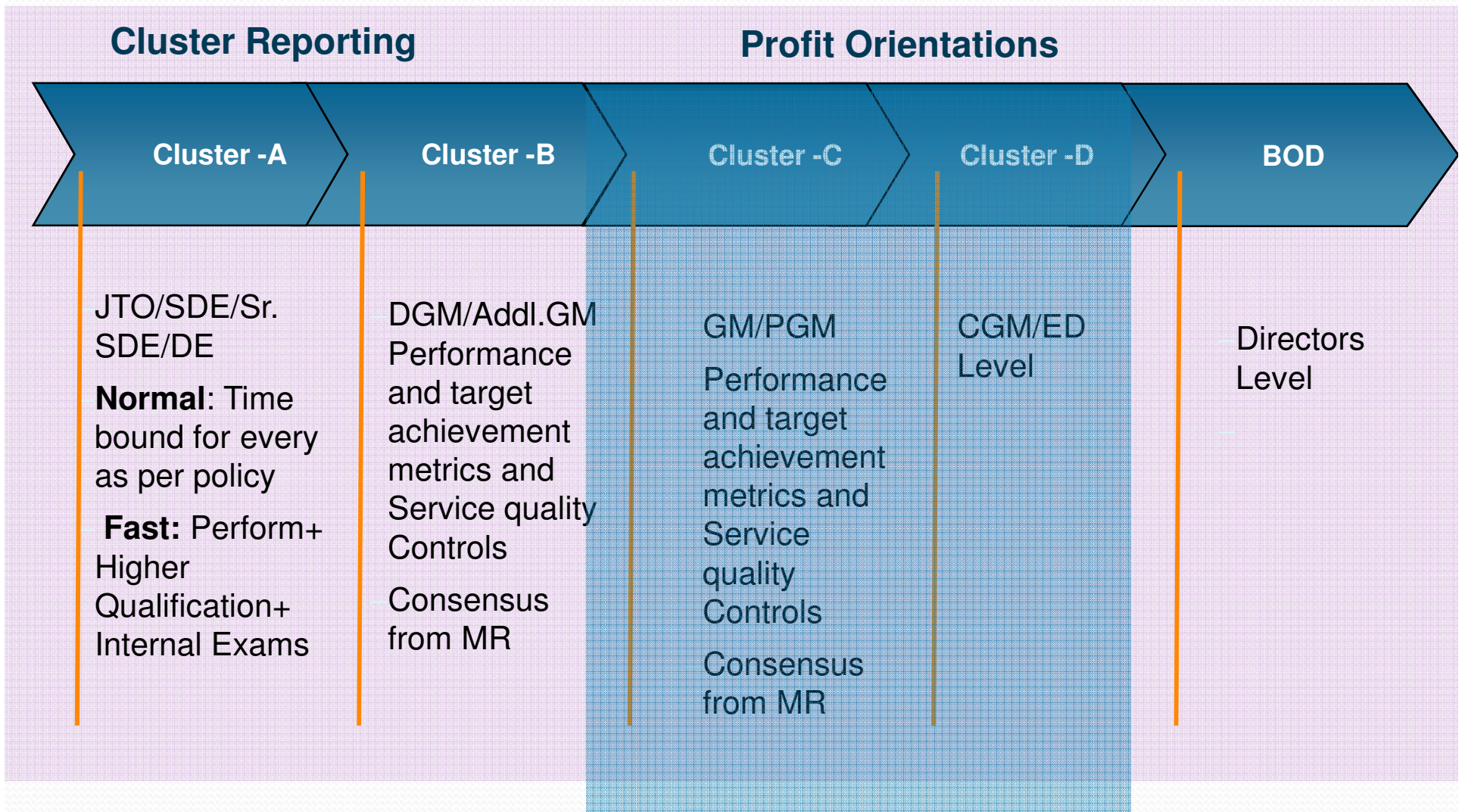
EB/BD

- NAM/KAM/CM /Customer Relationship Manager
- AGM Service Recovery /Customer Relationship
- DGM/Addl.GM
- SAG Level
- HAG Level

Executive level	Time Limit for promotions	Eligibility for Promotions	Remarks
E2 to E3	4to 6 years	All Executive	Based on Performance Management System like GPMS/IPMS
E3 to E4	4 to 6 years	All Executive	Based on Performance Management System like GPMS/IPMS
E4 to E5	4 to 7 years	Executive with professional qualification	Based on Performance Management System like GPMS/IPMS + Interview
E5 to E6	4 to 7 years	All Executive with professional qualification	Based on Performance Management System like GPMS/IPMS and interview
E6 to E7	Minimum 3 years of service in E6	All Executive with professional qualification	Based on Performance Management System like GPMS/IPMS and interview plus Vacancy based
E7 to E8	Minimum 3 years of service in E7	All Executive with professional qualification	Based on BBSC and interview plus Vacancy based
E8 to E9	Minimum 3 years of service E8	All Executive with professional qualification	Based on BBSC and interview plus Vacancy based

Inclusive Career Progression

- Regardless of cadre either Direct Recruited or DOT absorbed Career Progression





Career Progression with Cluster System in Different Verticals



Promotion Model for E2 to E9


SL. No.	Factor	Maximum Marks
i)	Performance Appraisal/BBS	50
ii)	Service Grade	25
iii)	Qualifications	25
iv)	Interview (E5 and above)	30

Minimum Qualifying marks for promotion (Up to E4)= 75 marks

Minimum Qualifying marks for promotion (E5 and above)= 95 marks

Qualifications Marks

QUALIFICATION	MARKS
BE/B. Tech/CS/CA+ MBA/ME/M.TECH/BL/LLB	25
BE/B.Tech/MBA/MCA/CA/ICWA/CS/MSC /Mcom	22
BSC and equivalent	19
Three-year diploma in respective branch	16
ITI and equivalent	13
12 th or below	10

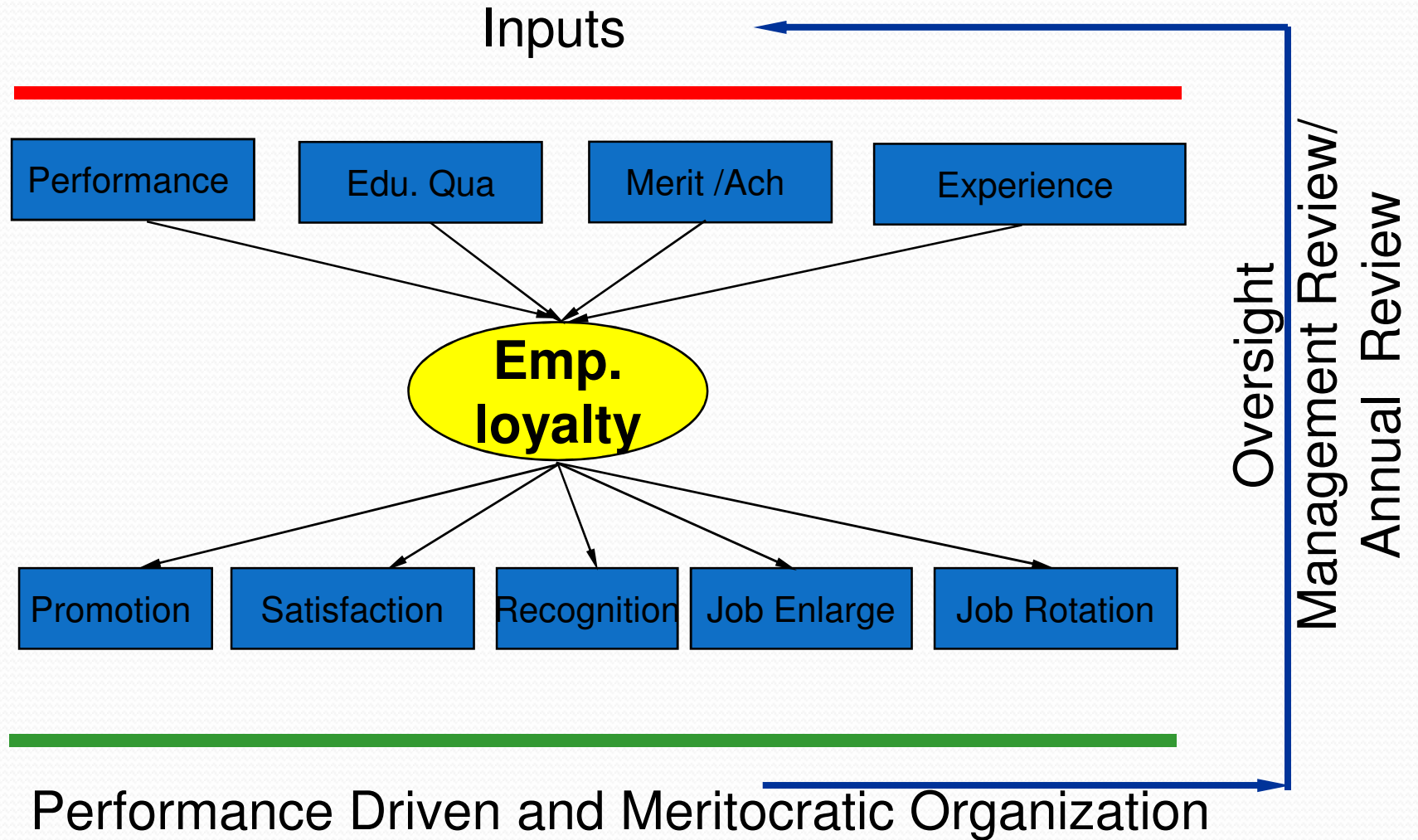


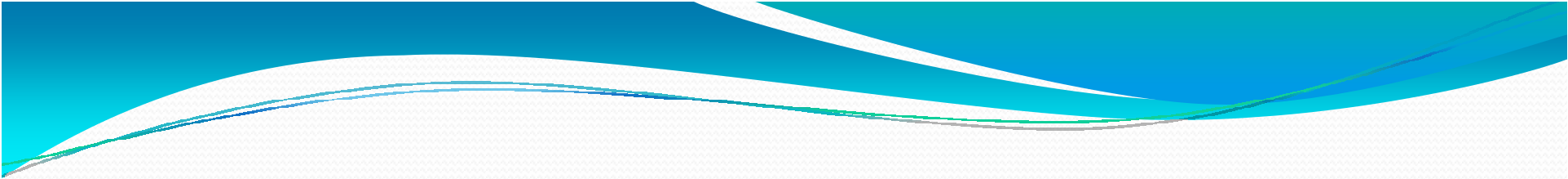
The sum total of the factor score given by the Reporting Officer will indicate the category that the Reporting Officer would like to put the Appraisee in. The following range of scores may be used as a guide for the indicative grades of the Reporting Officer

- 84 and above O
- 68 to 83 A
- 52 to 67 B
- 20 to 51 C


Appraisal Ratings earned for the year	Appraisal Ratings earned for the year Approximate % executives.	Credit points earned
O	10	50 points
A	25	40 Points
B	45-55	30 Points
C	10-20	20 Points
C (non-promo table)	-	10 Points

New Beginning



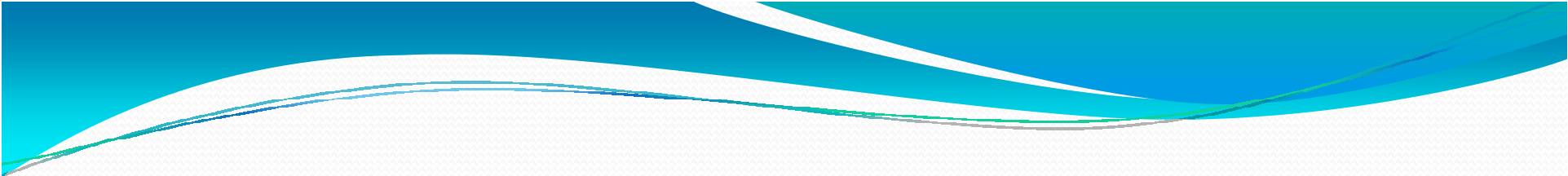


Disinvest 30% in stages through Indian Strategic Investor and at Initial Public Offer (IPO) to return 10% to the Govt and use 20% for employee VRS, Expansion & Operation

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- Before offering IPO of BSNL. The BSNL should adopt contemporary HR policies at Par with other listed Maharatana PSUs, Complete ITS absorption, HR integration so that the wealth of investor will not be endangered. Valuation of the company at market rates.
 - Out of 30% recommended by Sh. Pitroda committee, In first phase only 10% should be disinvested and the whole of the amount should be returned to BSNL for the development of BSNL and for implementation of VRS.
 - ESOP options for the employees with mutual discussions.
 - After reviewing the result of the company after two years of implementation of the all recommendation, another 20% may be disinvestment through IPO/strategic business partnership.

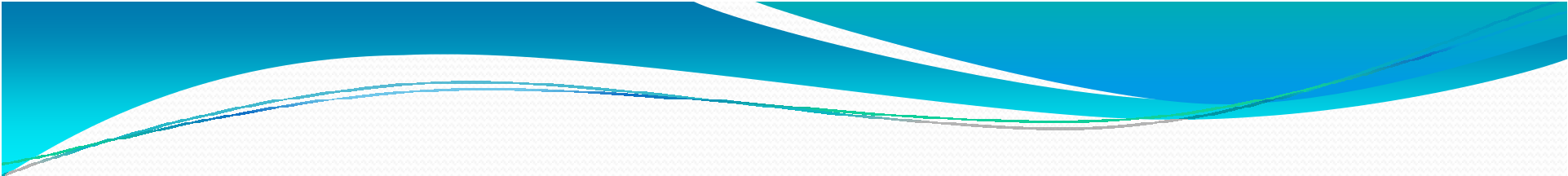


**Retire or Transfer 100 K
Employees thro'like VRS**

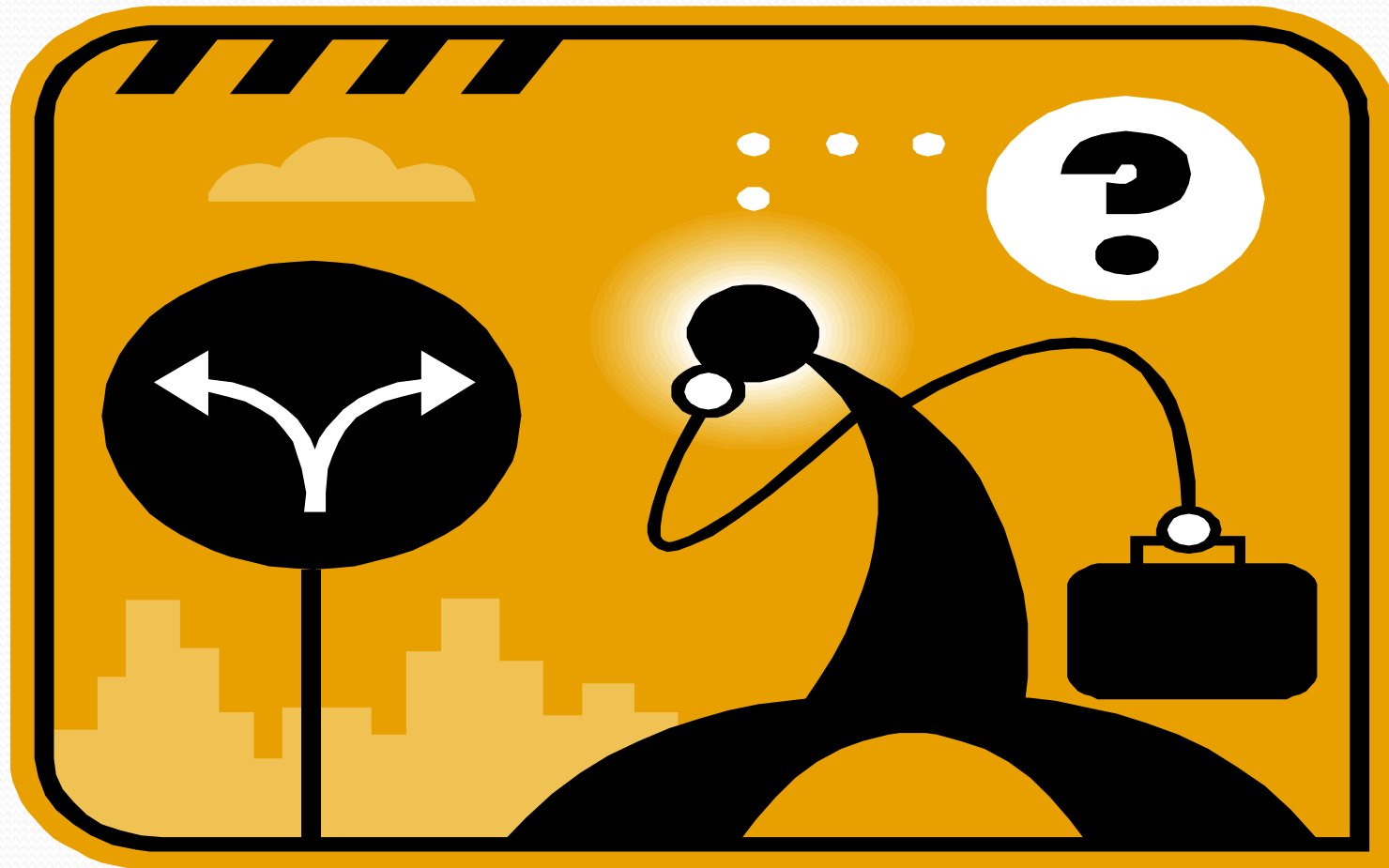
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- VRS should be implemented in BSNL with attractive scheme. All the major stake holders should be consulted before any final decision.
 - In addition, Attractive Sabbatical scheme also should be considered for employees who completed min 5 years of service. It May be noted MTNL already implemented the sabbatical Scheme .
 - VRS can be implemented first for the executive cadre in case if the trade unions object.

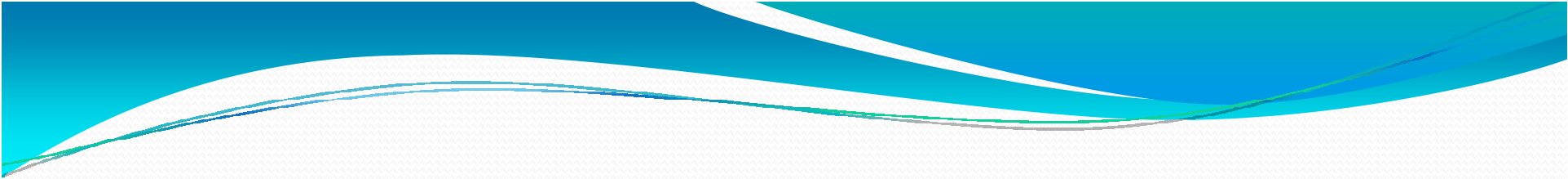


Unbundle Local Loop

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- AIGETOA agrees with this recommendations.
 - Attractive Business Scheme like Revenue Share or Lease Model can be implemented.
 - Initial Trial Projects can be initiated with CPSE's like RailTel, GailTel, PowerTel.
 - Ensure proper scheme which would not result any cannibalization of BSNL services. Any scheme should be circulated before any arrangement with private operators.

Questions





Thank you