



राष्ट्र हित

विभाग हित

अधिकारी हित

All India Graduate Engineers & Telecom Officers Association

Central Headquarter, New Delhi
(The Recognised Association of BSNL)

(Affiliated to BMS)



Regn. no. HR/019/2018/02138

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GS / AIGETOA / 2026-27 / 25

Dated: 18.06.2026

To,

Shri A Robert J Ravi Ji,
Chairman and Managing Director,
Bharat Sanchar Nigam Limited (BSNL),
Janpath, New Delhi - 110001.

Subject: Unjust fixation of performance accountability on BBMs in absence of resources and adequate financial powers – Reg.

We are in receipt of many references from Circle Chapters of AIGETOA on the captioned subject. At many circles, BBMs are being served with Charge-sheets/Memos/Dies-Non/Warnings etc. and the responsibility is being fixed only to BBMs for non-achievement of FTTH provisioning targets. It is very much clear that the BBMs at the field level (BA and OA) have been made the face of FTTH provisioning, revenue shortfall and subscriber churn, while the actual resource allocation vests entirely with higher offices at Circle and BA.

We wish to submit that such inference and accountability of the non-performance to BBMs doesn't capture the actual scenario and in fact violates the basic principles of accountability and natural justice. We wish to place the following facts for your kind consideration:

1. Lack of Vendor Support:

- The responsibility for acquisition of new FTTH connection lies with TIP and BBMs has to support TIP in provisioning and liaising with BSNL teams. Many BBMs are not receiving adequate cooperation from Telecom Infrastructure Partners (TIPs), severely restricting their ability to achieve the assigned targets.
- FTTH outdoor network installation and maintenance are carried out entirely by TIP, which functions as an autonomous entity and is not under the administrative or functional control of BBM/SDE/JTO.
- TIP manpower availability normally remains critically low and often limited to a single individual. Delays in installation and fault clearance are routinely beyond BBM's operational control. Moreover, **TIP empanelment and onboarding is not within BBM's delegated powers and is handled at higher administrative levels.**

2. Poor infrastructures and technical Issues:

- Frequent mass disconnections occur due to external cable cuts and persistent low-power issues in last-mile connectivity.

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- Also, backhaul speed limitations and unresolved billing discrepancies leads to high churn rates, directly impacting customer retention.
- There are many instances where chronic network faults and CRM backend issues have resulted in customer disconnections, without any fault of BBMs.

3. Resource Constraints:

- BBMs are inspecting the OLT for any physical damage, to ensure proper power supply and check that all fiber connectors are clean and securely attached and **it is done physically every month and the area is large to cover, but for these inspections management never gives any Allowance/Vehicle to the BBMs which many a times, put the BBMs at financial loss also.**
- In urban areas, the urban local bodies are demanding for the cable laying charges/rentals for overhead cables, which TIPs are refusing to pay. Many places, OLTs are operating without ring protection, leading to total outages even without fiber cuts.

4. Lack of Marketing Initiatives:

- Revenue growth in today's competitive market is directly linked to brand visibility, market oriented FTTH plans with OTT subscription. All these are not in the control of BBMs, still they are asked to satisfy customer requirements. Private telecom operators are presently offering attractive bundled services including:
 - ✓ STBs
 - ✓ TV channel bouquets
 - ✓ OTT platform subscriptions
- Whereas BSNL's service offerings including services under collaboration with partners like SKYPRO, are presently not fully competitive or satisfactory from customer perspective. Further, frequent outages of OTT and IFTV services result in customer dissatisfaction and disconnections.
- **Under such circumstances, treating BBMs as solely responsible for customer churn is neither fair nor practical.**

5. Commercial and System Issues

- Restrictions on free ONT schemes and advance billing in the first invoice discourage prospective customers.
- Persistent billing and CRM issues have delayed bill generation and visibility, causing reluctance among new customers.
- Lead booking through DSAs has been affected due to system-related issues beyond field-level control.

6. Multiple Duties:

- At BA and OA level, BBMs are assigned the job to visit MSMEs. BBMs are also supposed to search for new areas and building and societies for FTTH expansion. It is also asked to visit new leads while this is the primary responsibility of TIP. BBMs are given the duty of retaining of disconnected numbers too, apart from the existing CM and EB work responsibilities.

- BBMs are not only responsible for FTTH provisioning and customer-related activities, but are also performing multiple operational duties including:
 - BTS maintenance supervision
 - Preventive maintenance of telecom sites
 - CFA activities (Clarity and CRM works)
 - CM activities (Sales and marketing of SIM)
 - EB-related works
 - General O&M activities (Battery installation, Maintenance of PP & BTY)
 - BTS maintenance activities are outsourced, the vendor staff deployed at field level are often insufficiently skilled for fault rectification work. As a result, BBMs themselves are required to intervene personally and visit sites for restoration and maintenance activities, increasing operational burden on field officers.
 - In many units, BBMs are functioning without any subordinate staff support and insufficient man power from vendor, yet they are expected to handle all operational domains simultaneously.
- 7. Non-availability of BBNL Fiber in Gram Panchayat's (GPs):** BBMs are getting pressurized every day to cover the uncovered GPs in the 4B type FTTH coverage but BBNL fiber is not available in these GPs.
- 8. Socio-Economic & Geographical Hurdles:** Many BBMs are assigned the regions with low-income demographics and scattered populations. Cable-laying in such areas requires heavy infrastructure investment, **which local TIPs often refuse due to poor ROI.**

It will be pertinent to mention that punishing only the bottom line of the hierarchy is neither fair nor constructive. Performance targets should be viewed as a collective responsibility and should not be confined to individuals directly interacting with customers at field units.

Therefore, it is requested to kindly review and reconsider the performance assessment mechanism of BBMs in a holistic and unbiased manner, considering the operational realities and not merely the FTTH numbers. Keeping in view the above circumstances and facts, we would like to strongly urge:

1. Stop punitive action against BBMs for shortfalls caused by factors outside their control.
2. Circle and BA to work in an enabling manner, so that the constraints mentioned above are resolved in an effective way.
3. Frequent review VCs focused primarily on performance parameters often result in undue pressure on BBMs without adequately addressing the practical challenges faced at field level. Instead of routine VCs for BBMs, BSNL should organize regular workshops, training programs, and knowledge-sharing sessions for field officers. Instructions may be issued to higher officers to attend VCs instead of BBMs.
4. Introducing competitive bundled offerings comparable to private operators, including reliable IPTV/STB services, OTT partnerships, and attractive customer retention

schemes. The performance of existing partners may also be periodically reviewed to ensure quality service delivery and better offerings.

In BSNL's administrative hierarchy, BBMs are field-level executives with no delegated financial powers, no authority to sanction marketing funds, no control over network rollout, and no say in tariff or dealer policy. They operate purely on resources and directions issued from BA, Circle, and Corporate Office. **Therefore, it appears that the BBMs are being made the scapegoat for all the problems faced by BSNL in increasing the FTTH connections. This is resulting into huge demotivation for the BBMs despite giving their best efforts to increase the customer and revenue.**

Holding BBMs exclusively responsible, while keeping others in the channel including the senior officers outside the purview of accountability cannot be accepted. It violates the fundamental principle that authority must precede responsibility.

BSNL's revival depends on fair and realistic accountability, policy decisions, market competitiveness, and service bouquet available to customers, not on punishing executives. We request your immediate intervention for course correction before it causes further damage to field morale and service delivery.

With Regards,



**(Ravi Shil Verma)
General Secretary**

Copy to:

1. **Shri Vivek Banzal Ji**, Director (CFA), BSNL Board, New Delhi, for kind information and consideration.