



राष्ट्र हित

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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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No. AIGETOA/CHQ/2026-27/32

Dated: 08.07.2026

To,

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

Subject: Concerns regarding Pilot Organisational Restructuring in Uttarakhand Circle, Need for a Scientific, Business-Oriented Restructuring Framework and request to put on hold the implementation of Pilot Project Organisational structure in Uttarakhand.

Reference: BSNLCO-RSTG/15(14)/1/2026-RSTG dated 04.07.2026.

Respected Sir,

At the outset, we wish to emphasize that AIGETOA has always remained in support of the actions which are being taken for the wellbeing of BSNL. As a responsible recognized association, AIGETOA has consistently supported every reform aimed at improving BSNL's operational efficiency, financial sustainability and market competitiveness. **But at the same time, as the recognized association of BSNL, we remain duty bound to raise the concerns associated with decisions which may not go down well in long term perspective of the Organisational health and the employees.**

We appreciate the need for strengthening the Rural Telecom Infra and Network of BSNL especially in view of the prestigious projects like Bharatnet and 4G saturation Project. We have been made to understand that the current pilot Organizational restructuring initiated in Uttarakhand Circle started with a conclusion that many districts are not having even the bare minimum staff. We wish to inform that apparently some wrong notion has been presumed as regular manpower is posted at all districts of Uttarakhand. Definitely the concentration of staff at major revenue earning districts will be more and hence at Uttarakhand also, the cities like Dehradun, Nainital and Haridwar have more manpower. The figures as collected from our circle chapter is attached herewith.

As this model is envisaged to become the foundation for restructuring across the country and hence it is imperative that all operational, administrative, financial and human resource aspects are comprehensively examined with actual feedback from ground and consultative approach with the stake holders.

AIGETOA firmly believes that Organizational restructuring should not merely redefine reporting structures or geographical jurisdictions. Rather, it should create a framework that enables higher revenue generation, improved customer experience, optimum utilization of manpower and faster decision-making while simultaneously motivating employees through appropriate career progression and institutional support.

AIGETOA places its firm opposition to the Uttarakhand Pilot Proposal and submits the following concerns and suggestions for your kind consideration and urgent necessary intervention:

Regn. No. HR/019/2018/02138

Regd. Office : Flat No. 716, Studio Apartment, Omaxe Height, Sector-86, Faridabad, Haryana - 121006

1. Absence of Consultation with Stakeholders:

Organisational restructuring of this magnitude, affecting reporting structures, manpower deployment, business operations and accountability mechanisms, should ordinarily be preceded by an inclusive approach and consultative process involving recognized associations, Circle administrations and field units.

Unfortunately, such a significant Organisational exercise had been initiated without any consultative process involving AIGETOA, the recognized association of BSNL which represents a major chunk of BSNL executives. It was surprising that the management chose to call and seek opinion only from one association. **Further, finalizing a proposal without ground-level feedback from field units and frontline stakeholders has created widespread anxiety, uncertainty, and a total collapse of employee morale across Uttarakhand, culminating in immediate mass protests by all Associations and Unions at the Circle.**

2. The Restructuring should be Business-Oriented Rather than Geography-Oriented:

Uniform geographical allocation alone may not result in optimum utilization of manpower. Different geographical areas have vastly different business potential and operational complexity, particularly in hilly States like Uttarakhand. **For example, under current model the major revenue generating district of Dehradun may have 6-7 SDEs while the location like Pouri will have 14-15 SDEs. Same holds true for JTOs also.**

Historically, manpower deployment in BSNL has always been based on customer base and operational workload. **In today's competitive telecom environment, manpower planning should primarily be driven by business parameters such as revenue generation, mobile subscriber base, FTTH customer density, Enterprise Business potential, BharatNet assets, network elements, customer complaint volume, operational workload and statutory service obligations.**

3. Possible Adverse Impact on High-Revenue Business Centers

One of the most significant concerns relates to the likely impact of the proposed manpower distribution on BSNL's high-revenue urban markets.

A substantial portion of BSNL's commercial revenue is generated through Enterprise Business, FTTH, mobility services, leased circuits and corporate customers concentrated in urban and semi-urban areas. These business segments require continuous customer engagement, rapid fault restoration, and proactive sales efforts and specialized technical support.

The proposed redistribution of a significant proportion of technical manpower towards Block and Gram Panchayat levels, without clearly defining the strategy for managing urban commercial operations, may adversely affect BSNL's ability to compete effectively in high-value markets. A restructuring exercise intended to improve Organisational performance must simultaneously strengthen revenue-generating business centers while ensuring effective rural service delivery.

We sincerely appreciate that strengthening the Rural Connectivity is one of the major requirements to carry forward the Telecom Objectives of Government of India especially the Bharatnet and 4G Saturation Project. But the need is to address the Rural and Urban business model separately as the needs/requirements of revenue generating areas and the strong rural telecom infrastructure are entirely different. **The strengthening at the Block and Panchayat Level Network should be done through deployment of outsourcing staff as the quantum of current regular workforce to run the system as envisaged by the pilot restructuring model proposed through letter under reference is not at all sufficient to cater to the multifaceted requirements of the field units.**

4. Scientific Workload Assessment is Essential:

Before implementing any Organisational restructuring, it is imperative that BSNL undertakes a comprehensive scientific workload assessment to ensure that manpower deployment is aligned with actual operational and business requirements. The proposed restructuring does not indicate whether such an exercise has been carried out. A realistic assessment should consider multiple objective parameters, including the number of BTSs under maintenance, OFC route length, FTTH subscriber base, Enterprise Business customers, BharatNet infrastructure, population served, revenue handled per executive, average travel time, terrain complexity, disaster vulnerability, customer density and historical fault incidence. Each of these parameters directly influences the workload and operational responsibilities of field executives and varies significantly across different geographical regions, particularly in a hilly state like Uttarakhand. **Without such a scientific assessment, there is a significant risk of overburdening manpower in some areas while in some areas, the manpower will remain under-utilized.**

5. Enhanced Responsibility Must Be Matched with Adequate Authority and Resources:

The proposed restructuring effectively transfers almost every operational function to Block-level executives by assigning them end-to-end ownership of network maintenance including the Vast Transmission and Fiber Network, commercial activities, revenue generation, customer service, Enterprise Business, FTTH, BharatNet implementation, coordination with Government agencies and overall business performance within their respective jurisdictions. **Doing away with specialized posts and handing over the multiple assignments to one person will ultimately lead to reduction in Quality of Service and delay in timely Provisioning of Service which are the most important parameters for a customer centric organisation like BSNL.**

Further, executives entrusted with the responsibilities of field units must be provided with adequate supporting manpower, functional office infrastructure, official vehicles and mobility support wherever operationally required, modern digital monitoring and management tools, and administrative as well as financial powers commensurate with the responsibilities assigned to them. Accountability without authority and institutional support may adversely affect operational efficiency.

6. Career Progression and Manpower Strength Need Immediate Attention:

One of the serious concerns arising from the proposed restructuring is its potential impact on career progression and the long-term strength of BSNL's executive cadre. The proposal appears to envisage the utilization of the existing working strength as the effective sanctioned strength, which could further shrink promotional avenues and aggravate the already severe stagnation being faced by executives. **The details of the existing sanctioned strength Vs the current proposed strength as seen in the proposed pilot organizational hierarchy in the circulated order is as below:**

Current Sanctioned Strength			Proposed Strength as per Pilot		
Designation	Telecom	Finance	Designation	Telecom	Finance
CGM	1		CGM	1	
GM	6		GM	3	
DGM	21	5	DGM	6	
AGM/CAO	55	15	AGM/CAO	26	1
SDE/ AO	128	32	SDE/AO	111	24
JTO/JAO	140	35	JTO/JAO	137	19
Total	351	87	Total	284	44

Over the years, delayed promotions and reduction in sanctioned posts have adversely affected employee motivation and organizational efficiency of BSNL. **Any restructuring exercise aimed at improving accountability and performance must therefore simultaneously address these long-pending human resource concerns.** It is imperative that adequate sanctioned strength is restored based on future business requirements, regular DPCs are conducted and time-bound promotions along with adequate promotional opportunities are ensured to maintain a motivated workforce. The restructuring exercise should also be integrated with a comprehensive cadre restructuring plan that aligns manpower planning with BSNL's future business strategy while providing a well-defined career progression path for executives. **Organisational transformation can achieve sustainable success only when employees perceive it as an opportunity for professional growth rather than a mechanism that further restricts their career prospects.** Visible career progression, adequate promotional opportunities and a motivated workforce are indispensable for the successful implementation of any Organisational reform.

7. Practical Challenges in Hilly and Difficult Areas:

The Uttarakhand pilot has highlighted several practical challenges which require careful examination. Operational feasibility in hilly regions cannot be assessed solely on the basis of geographical distance or administrative boundaries. Factors such as difficult terrain, steep gradients, weather conditions, landslides, limited road connectivity and the actual time required to reach field locations have a far greater bearing on the ability of executives to discharge their responsibilities effectively. **Gram Panchayat clusters or Block headquarters that appear geographically close on maps, in reality, require several hours of travel, particularly during adverse weather conditions, thereby significantly affecting service restoration, customer support and routine maintenance activities.** These realities should be incorporated while designing operational jurisdictions.

8. Uniform Accountability Framework:

AIGETOA firmly believes that every Organisational reform should be accompanied by a clearly defined accountability framework to ensure transparency, effective implementation and objective evaluation of its outcomes. **While the proposed restructuring seeks to enhance accountability at the field level, it does not clearly define the corresponding accountability of the authorities responsible in the upline to the field units.**

Further, a structured review mechanism based on predefined Key Performance Indicators (KPIs) should be institutionalized to periodically evaluate the effectiveness of the restructuring, identify operational shortcomings and facilitate timely corrective measures.

9. Resolution of Financial issues of the employees of BSNL:

BSNL as the National Telecom carrier is the flag bearer of many of the prestigious projects launched by Government of India like Swadeshi 4G, BharatNet, Saturation Project etc. with an objective to fulfil the Telecom Objectives of the Nation. **While BSNL employees have been diligently and dedicatedly fulfilling their responsibilities to ensure that all such all such objectives are successfully achieved, the major financial issues of the employees pertaining to Pay, Promotions and Pension are being denied to them citing the profitability of BSNL.**

BSNL JTO/JAOs/SDEs/AOs are working on provisional scales since 01.01.2007 and have not been granted the standard pay scales of E2 and E3 which has been recommended by BSNL Board in the year 2016. The 30 Percent Superannuation Benefits pertaining to the social security of BSNL Recruits has also not been extended fully. People are stagnating in their posts for years with most

getting only one promotion in the entire career span till date. The new comers in the organization are facing huge pay losses. **Above all, the 3rd PRC has been denied to BSNL executives citing the affordability clause.** Added to this executives are being humiliated by denying promotions to internal staff and recruiting people with no experience from outside above them. **All these issues need holistic consideration while thinking about the transformation exercise especially when BSNL is being asked to serve in relatively low potential area with respect to revenue generation.**

Considering these concerns, AIGETOA urges the following:

- 1. Keep the implementation of the Pilot Organisational Restructuring Order dated 04.07.2026 in abeyance until comprehensive stakeholder consultation is completed and the concerns raised are taken care of.**
- 2. Defer further posting and redeployment orders arising out of the restructuring until all operational, administrative and human resource issues are examined.**
- 3. Undertake a scientific review of the restructuring framework based on measurable business parameters, operational workload and Organisational requirements.**
- 4. Initiate a structured consultation with recognized associations, Circle administrations and field units to evolve a practical, business-oriented and sustainable organizational model.**
- 5. A structured accountability mechanism be established for monitoring the outcomes of Organisational reforms.**
- 6. Resolve the long pending issues pertaining to Pay, Pension, Promotion including extension of 3rd PRC, Standard Pay Scales of E2 & E3 to JTO/JAO and SDE/AO equivalent, Promotions to all the eligible executives, scrapping of all type of lateral recruitments and 30 percent SAB to BSNL Recruits.**

AIGETOA reiterates its firm commitment towards strengthening BSNL. We firmly believe that such transformation exercises should be based on scientific manpower planning, business requirements, operational realities and employee motivation and needs effective consultation with stake-holders. Hence the Pilot Restructuring Project at Uttarakhand Circle is not admissible.

We are confident that after careful evaluation of the concerns raised and incorporating the practical suggestions received from stakeholders, BSNL will be able to evolve a robust, sustainable and future-ready Organisational structure capable of supporting its ambitious growth plans with participative approach of stakeholders.

We request your kind intervention and favorable consideration of the above suggestions before finalizing the restructuring model for implementation across the country.

With Regards



**(Ravi Shil Verma)
General Secretary**

Copy to:

- 1. Shri Jyotiraditya M. Scindia Ji, Hon'ble Minister of Communications & DoNER, Government of India, Sanchar Bhavan, New Delhi for kind information.**
- 2. Dr. Pemmasani Chandra Sekhar Ji, Hon'ble Minister of State for Communications and RD, Government of India, Sanchar Bhavan, New Delhi for kind information.**

- 3. Shri Amit Agrawal Ji, Secretary DoT**, Sanchar Bhawan, Ashoka Road New Delhi for kind information.
- 4. Shri K Balaji Ji, JS (Admin)**, Sanchar Bhawan, Ashoka Road New Delhi for kind information.
- 5. Shri Kalyan Sagar Nippani Ji, Director HR BSNL Board** for kind information and necessary intervention in this matter.
- 6. Shri Rajeev Kumar Kaushik Ji, PGM (Restg/SR/Pers) BSNL**, New Delhi for kind intervention and information.