



# MTNL EXECUTIVES' ASSOCIATION

Central Headquarters, New Delhi

(Registered under the Trade Union Act 1926, reg no-ALC/Karyasan-17/9715)  
[Affiliated to National Confederation of Officers' Associations (NCOA)]

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Ref. No.: MEA/CHQ/*DIR(HR) / Restructuring*

DATE : *26-02-2022*

To,

**The Director (HR & EB),**  
MTNL, New Delhi

**Subject: Organizational (re)structure and Manpower Planning through consultation process**

Ref: MTNLCO-15/12/1/2021-HR/982, dt 15.02.2022

Dear Sir,

In reference to the subject cited matter and above referred communication, following is submitted for consideration while formulating the proposed Manpower Norms & Organizational Restructuring:

1. The prime objective of organizational restructuring should be, to have hierarchal structure and its manpower planning, which could help in reviving business growth and enhance quality of services and at the same time it increases productivity of employees by motivating and meeting their career aspirations.
2. Over a decade's period, employees have witnessed low performance work place practices in MTNL. Human resource practices have deteriorated leading to job dissatisfaction, demotivation and frustration amongst the employees. All executives are stagnating in same post for decades. This is highly unlikely situation. Management through aforesaid exercise may come out of its unconcerned image by promising and motivating framework and practices for growth and advancement of executives, which may enhance job satisfaction and employee's performance. This may have the potential of transforming the organization.
3. Geographical area of Delhi is spread over 1486 Sq.KM with 2021 census population density of 13,860 per sq Km, which is increasing very rapidly due to high in-migration. Estimated population in 2026 is 2.26 Cr and by 2031 it is likely to touch 2.48 Crore. MTNL should at least plan its resources and manpower sufficient to serve this large metropolitan area for next 8-10 years i.e. till 3031. Data of Mumbai is much bigger. Both cities are increasing vertically with increasing population density. Maintaining customer centric services all over Delhi & Mumbai requires dedicated officer in-charge for a defined geographical spread. To start with, minimum one lowest level executive per 1 sq Km for field duties may be planned, while actual controlling area may vary as per population density and demand. Thereafter a span of control may be proposed till top position in field keeping in view the additional executives for functions of Administration, Transmission, Construction, Business & Mktg, Plg & Dev, IT, WS, HR, Mktg, Customer Service, Fin & Billing, Civil, Elect. not only for existing requirements but duly augmented for new requirement in coming time.

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4. Seeing the past practice and present scenario, if new yearly recruitments are not made and number of subordinates are not available or lesser available in number, then a proportionate increase in the next higher working posts may be done to take on the increased work load and effective functioning. For example if number of TTA or JTO is less or not available, then number of working DM posts may be increased proportionately to take on the increased workload. Similarly, if number of DM's is lesser, then SM posts may be increased to take on the increased work load. This way structural breakdown as is there today may be avoided and functional efficiency could be maintained
5. As of now, every executive officer is acutely stagnating and waiting for next promotion with utter frustration towards managerial indifferent attitude towards their career prospects. Most of the posts in SM & DGM are in looking after arrangement for many years and executives are illegitimately deprived of their due promotions. This is highly unlikely condition. So every vacant post in SM & DGM be filled up on regular basis through summary and speedy procedure with relaxation in rules and eligibility if any required. All looking after executives should be regularized from the date of LA to give them due benefit of service in higher cadre. Regular promotion may be ordered immediately on all vacant posts till GMs in time bound frame with summary procedure and relaxation in eligibility if required, as all executives are already placed in higher scales and over stagnating in their present posts. This is particularly essential when all posts in SM, DGM & GM are lying vacant for a long time and manned by look after arrangement.
6. Regarding Manpower Planning, the present situation of MTNL requires need for some extra verticals (in addition to present system) e.g. FTTH, Sales/Mktg. etc . These extra verticals may be headed by separate GMs with full DGM units area-wise. MTNL Executive Association would like to propose the following strength ( for Delhi/Mumbai/CO) –

Stream	GM	DGM	SM	DM/AM
Telecom Stream	50	180	650	1650
Finance Stream	5	35	105	210
Civil Stream	4	8	25	75
Electrical Stream	2	8	25	75

HR, Mktg, legal are included in Telecom stream proposal

( In post VRS restructuring there will be 71442 employees strength in BSNL in 27 circles out of which 35341 officers will be there. In MTNL also earlier restructuring committee which comprised, Dir (HR), Dir (Tech) ,Dir (Fin), ED, Delhi and Mumbai also recommended post VRS 6000 sanctioned posts for MTNL).

**DGM (Telecom) post:** Post VRS existing sanctioned posts of DGM (Telecom) are 153 [69(Delhi) +74 (Mumbai) + 10(CO)], we are proposing to increase it to 180.

- Each Circle(Delhi & Mumbai) should have 1 GM(FTTH) and 6-7 DGM(FTTH)
- Each Circle(Delhi & Mumbai) should have 1 GM(Sales & Marketing) and 4 DGM for each line Business
- Each Area Should have One DGM(Admin) who may also be assigned the work of Asset-records ( for monetizing) and Restructuring activities such as shifting of RSUs and other Infrastructure related activities.

**AGM or SM (Telecom) post:** Post-VRS Existing Sanctioned strength of AGM/SM (Telecom) is 450, it is proposed to be increased to 650,

Our proposed Hierarchy chart both for Delhi and Mumbai circles are duly annexed.

**We propose following points for manpower restructuring/promotion –**

- Post VRS sanctioned posts in all cadres with 20% increase are to be filled up immediately by relaxing RRs if required at any level
  - First functional promotion to be granted on time bound basis in all disciplines immediately
  - All DGM posts of all disciplines to be filled up on regular basis by relaxing RRs
  - Time bound functional Promotion policy be formulated as per terms and conditions of absorption in MTNL
  - NO LA promotion but all promotions on regular basis in all cadres
- 7 So, once a draft structural model is prepared by the committee, same may be put to discussion and analyzed point by point for better and realistic suggestion.

Although this association is eager to help by all kinds of input and suggestions in an objective manner but in view of above circumstances, it may be appropriate and better option that without wasting further time waiting for the outcome of the committee, regular promotion may be ordered immediately on all vacant posts in time bound frame with summery procedure and relaxation in eligibility if required, as all executives are already placed in higher scales and over stagnating in their present posts. This is particularly essential when all posts in SM, DGM & GM are lying vacant for a long time and manned by look after arrangement.

- 8 MTNL EA, request your kind self to consider inputs given above and include them in proposed restructuring plan. This will not only help organization in increasing productivity and efficiency but also enable deliver best telecom services to our esteemed customers with motivated employees , which will ultimately pave the way of revival of MTNL

With regards

Yours sincerely



(V K Tomar)

Copy to

1. CMD, MTNL
2. Director (Fin), MTNL
3. Director (Tech), MTNL
4. ED, Mumbai, Chairman of the restructuring committee
5. ED, Delhi, Member, RC
6. GM(Fin) CO, Member, RC
7. PGM(D), Delhi , Member, RC
8. GM(Fin), Delhi, Member, RC

# OBJECTIVE OF HR RESTRUCTURING

HR structure and manpower planning which can help

- To revive business growth and enhance quality of services
- To motivate and fulfill career aspirations of employees
- To adjust HR structure to Post VRS and new Business requirement

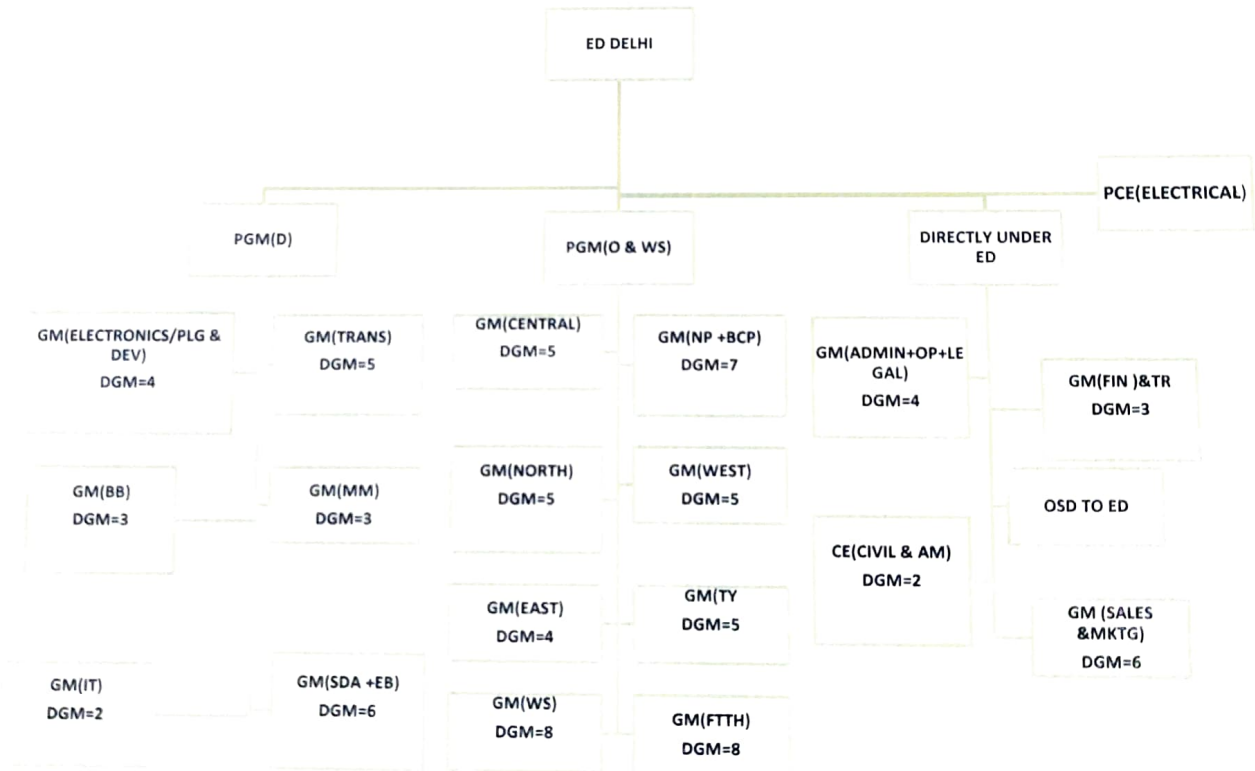
# PROPOSAL

Stream	GM	DGM	SM	DM/AM	Total
Telecom Stream	50	180	650	1650	2530
Finance Stream	5	35	105	210	385
Civil Stream	4	8	25	75	110
Electrical Stream	2	8	25	75	110
Total	59	216	805	2010	3135

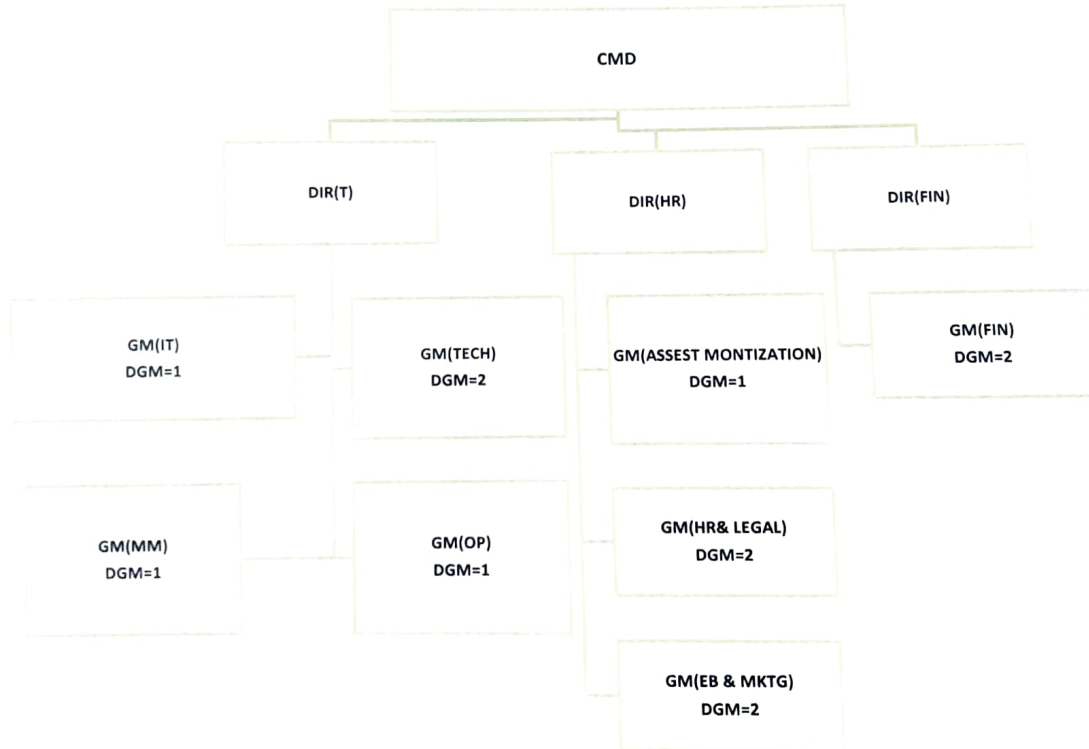
# PROPOSAL

- Each Circle(Delhi & Mumbai) should have 1 GM(FTTH) and 8 DGM(FTTH)
- Each Circle(Delhi & Mumbai) should have 1 GM(Sales & Marketing) and 6 DGM for each line Business
- Each Area Should have One DGM(Admin) who may also be assigned the work of Asset-records (for monetizing) and Restructuring activities such as shifting of RSUs and other Infrastructure related activities.

# MTNL DELHI ORGANIZATION CHART



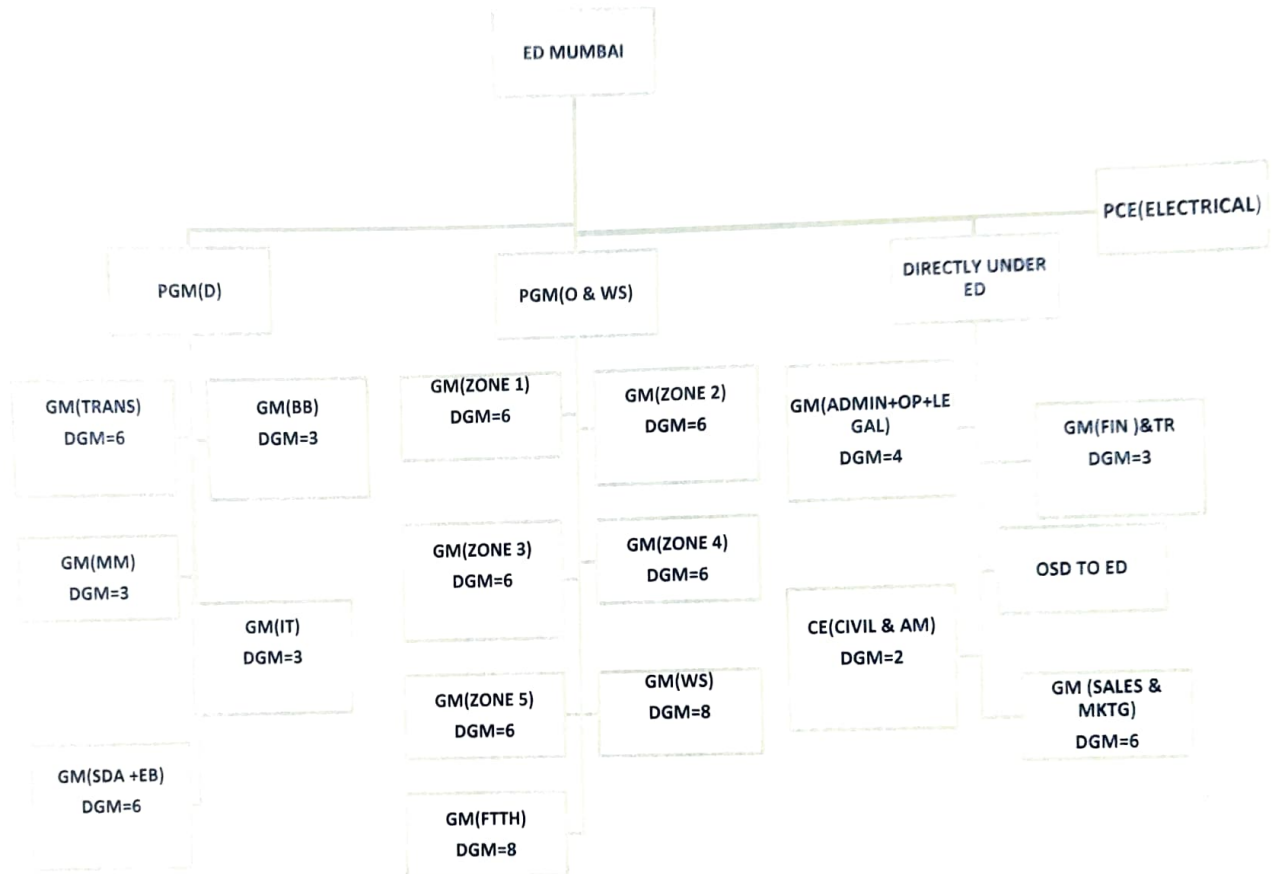
# MTNL CO ORGANIZATION CHART





# MTNL MUMBAI ORGANIZATION

## CHART



# JUSTIFICATION

- Post VRS MTNL Strength reduced from 18000 to 3800
- In Post VRS restructuring in BSNL, average employees strength per circle will be 2646
- Average executives per circle in BSNL will be more 1300
- A committee comprised with Dir (HR), Dir (Tech), Dir (Fin), ED, Delhi and ED, Mumbai has already recommended 6000 employees strength post VRS in MTNL
- Keeping in view the importance and complexity of two capital cities of India, MTNL may have 6000 employees (3000 Executives), which means 1500 executives each in MTNL Delhi and Mumbai

# HR POLICY SUGGESTIONS

- All post VRS sanctioned posts with 20% increase be filled up immediately by relaxing RRs if required at any level
- First functional promotion to all executives in all disciplines be granted on time bound basis immediately
- Time bound functional Promotion policy be formulated as per terms and conditions of absorption in MTNL before merger with BSNL
- No LA promotion but all promotions on regular basis in all cadres