



SANCHAR NIGAM EXECUTIVES' ASSOCIATION

KERALA CIRCLE

(Recognised Majority Association of Executives in BSNL)
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To
The CGMT,
BSNL, Kerala Circle

Sub: Achievement of targets and fixing responsibility to field units during hours of crisis- our humble suggestion, reg.

Sir,

It is known to everyone that BSNL is passing through some tough time ever in its history as far as cash flow and regular payment towards its vendors, store suppliers, installation contractors etc. are concerned, due to liquidity crunch. As a result, many vendors have stopped supplying man power, stores, services, vehicles etc. seriously affecting day to day operations and developmental activities in field. From BSNL side, as part of austerity measures, restrictions have been imposed on spending on account of man power, vehicle, diesel, materials, temporary advance, capital expenditure etc. It is not unknown to everyone that men, money and material are the essentials for running normal business by any service organisation. Hence, reduction in any of the three would lead to reduction of output despite best efforts from the field execution teams. It appears that the BSNL management seems to ignore these fundamental facts and expect field teams to perform both network operations and service provisions as being done during normal times.

At this juncture, it would be worth noting that the Hon. Minister for Communication himself had acknowledged this basic fact and identified the core reason for the financial crisis of BSNL as lack of fair competition in telecom industry in our country due to unleashing of predatory pricing initiated by one of the TSPs and lack of timely upgrade of technology like 4G, copper to fibre conversion etc by BSNL. Many BSNL circle heads and BA heads have already acknowledged the efforts taken by executives in their personal capacity for mitigating the stalemates by spending huge amount of money from their salary towards labour, vehicle expenses, diesel, local purchase etc. They could at least make some earnest attempt from their side to mitigate the burden being shouldered by the field executives alone

even though many such attempts could not succeed due to various reasons. There are reports from circles regarding mobilisation of emergency fund through personnel contributions by sharing money right from the BA Head to non executives.

As we all know, Kerala circle, the highest profit making circle till last year had always achieved targets both in service front as well as in revenue front due to collective effort from all section of employees right from the circle head down to the contract labourers through some streamlined and time tested mechanisms implemented in the circle. As a result, Kerala circle could achieve certain milestones in the country like maintaining highest DEL, generating consistent revenue next only to Maharashtra circle from tower infra sharing etc in addition to meeting all operational parameters well within limits in all business verticals. It may be noted that Kerala circle has already initiated various opex saving measures including reduction of AMC costs in CM vertical, contract labour costs, vehicle usage, energy savings in exchanges/BTS sites and so on throughout all BAs. We are aware of the Corporate Office instruction to further reduce the labour cost by another 30%. We are of the opinion that the instruction is highly irrational as far as Kerala circle is concerned where considerable reduction in men, money and material has already taken place compared to the quantity of telecom operational assets being maintained in the circle. We suggest such points are to be brought to the notice of Corporate Office to convince them to assist the circle to equip with most essential men, money and material for the smooth operations of its telecom network in the highly productive telecom circle. Our CHQ has already brought these irregularities to the notice of Corporate Office at the highest level. We expect circle administration also would rise to the occasion to bring these facts to their notice to get favourable decisions from their side. We strongly believe that the unscientific, irrational and sharp cut in labour in our circle without any work study or assessment of actual requirement will be highly detrimental to the revenue and operational prospects of this highly productive circle.

It is disheartening to note that the Kerala circle administration seems to ignore these basic facts and seen engaged in implementing such unrealistic corporate decisions in haste simply ignoring the field realities. We are fully aware of the present crisis and would strive really hard to achieve our targets as being done at present by field officers even by spending from their own salaries. But, to our dismay, instead of acknowledging their efforts and motivating the field officers during the hours of crisis, the circle administration seems to send wrong signals to the field even going to the extent of using the sword of 'no work no pay', fault clearance targeted webinars etc thereby demotivating the already constrained field units to perform in the adverse operating conditions with shortage of men, material and money. The administration never seems to acknowledge the shortage of resources for the field units to perform. Instead they are involved in fixing unrealistic targets to field units. While we have no

doubt about the responsibility in clearing the faults and creating / providing the demands we are of the considered view that the management is equally responsible for supplying necessary men, money and material to achieve the same. If the labour, material and money which are to be supplied by management are not available, the field officers cannot be held no way responsible.

We would also like to bring to the notice of the circle administration that in the course of urge to achieve the operational targets, the count of LL, BB, Mobile connections as well as fault clearance in many circles and BAs seems to be reported unrealistic. This is amply clear from the VLR, ARPU, NIL CDR IPDR and revenue fetched by such circles and BAs. These types of “smart practices” may spoil the work culture and intellectual integrity of the staff and the system. We are constrained to bring these views on seeing the message from top level to fix responsibility among field staff and officers up to SDE level alone towards the non performance. We are not convinced under what circumstances the escalation matrix of responsibility end with SDEs. We are of the view that the above kind of advisories and demoralising actions from the top management are highly demotivating to the field units which are already in the verge of an outburst. We request circle administration to be practical to field realities and sympathetic to the field officers and staff rather than whipping with the sword of no work no pay etc. We urge upon the circle administration to review their present attitude towards the field units and to initiate dialogues with all stakeholders to arrive at a consensus to tide over the present exigency for the smooth running of telecom operations in the circle during the hours of crisis.

**With kind regards,
Sincerely Yours**



**T.Santhosh Kumar
Circle Secretary, SNEA
Kerala Circle**

Copy to

1. PGM Finance, Kerala Circle
2. GM(NWO-CFA), Kerala Circle
3. GM(HR & Admin), Kerala Circle
4. GS SNEA CHQ, New Delhi