

BSNL concern and counter arguments of forum on MT issue in the committee meetings

GM (Pers) in the committee meetings has put some following concern of BSNL behind recruitment of proposed MT in BSNL and on behalf of executives we have put some counter arguments given below:

BSNL Concern: every individual employee and Association leaders must think about the company first before their aspiration. Infusion of Young talent is need of the any company hence MT is need of the BSNL and very much required for it's survival. Only MT can turn around BSNL.

Our argument: we are not working in NGO or trust but we are working in public sector unit doing commercial business. It is not employee who must think about the company putting their legitimate aspiration on stake. It is the responsibility of the company/authority which must fulfill the legitimate aspirations of the employees so that they can work for the company whole heartedly. Employees in commercial industries are not the liability but most valuable assets. Every company doing commercial business must follow the policy of “**employee first**” to remain in competitive market. Employees must not be deprived from their basic benefits of pay, promotion and pension so that they can be motivated enough to concentrate on productivity of the company. Why ITS officers who are managing the affairs of BSNL are not absorbed so for in BSNL, why ITS officers working on deputation are enjoying all the benefits like LTC, Perks & Allowances which even not available for BSNL own employees. If company is first in their eyes than they must immediately forgo such benefits and get absorbed in BSNL without putting any condition otherwise they must stop teaching such sentimental lesson to us. In fact, protesting against any such recruitment/promotion like proposed MT in BSNL which has no value of performance and working experience in company itself and motivate executives to attend the coaching institute for academic study, is the best way of thinking about welfare of the company. If we, accept such policies of career enhancement like MT than all executives BSNL must stop performing in field and start studying the academic syllabus which is not at all in the interest of the company.

We are not against the infusion of young talent. In fact we strongly support it. Our basic apprehension is the level of infusion of fresh candidates. How BSNL has decided to recruit MT at E3 level when fresh recruitment is already made at E2? Why MT must not be recruited at E7 or E8 level? If infusion of young talent is the criteria than Officers working at E7 and E8 level are older than officers working at E2 and E3 level, if MT is justified in the name of young talent it is highly required to recruit MT at E7 and E8 level instead E3 level and all the GM and CGM must sit in the exam with fresh candidates to prove their talent. But same cannot happen just because Management Trainee cannot be recruited above management. How one fresh and

young candidate can supersede the officers having executives/managerial experience of 3 to 30 years? BSNL is now CPSE and JTO/JAO/SDE/AO are also executives hence part of the management. There are huge numbers of qualified officers having up to 30 years of executive's experience in BSNL, there is no question of accepting one trainee above these highly qualified and experienced management. BSNL must recruit young talent only at one level i.e. at the level of JTO/JAO which is feeder cadre of executives like in other CPSEs. ITS officers recruited through UPSC are totally failed to make survival of BSNL and push this company from 10000 Cr profit to 80000 Cr losses just because they were recruited at higher level as administrator/bureaucrats not at feeder level as manager. They are 100% fit as an administrator/bureaucrats in monopolistic department like DOT but completely unfit as manager in commercial industries like BSNL. Similar recruitment of MT at the position of bureaucrats is not going to help this company. It is highly required to recruit talent at feeder level of executives and let them to learn the basic executive working of company before promoting them to top management, this is only way to revive this company.

BSNL Concern: MT recruitment is not new for BSNL but it is replacement of ITS officers being recruited in DOT hence associations must not oppose this recruitment.

Our argument: it is BSNL now which is CPSE. CPSEs are having only two categories of employees i.e. Executives and Non-Executives. There is no such example in any CPSEs to have dual recruitment of fresh candidates in executive's cadre. Government Department having four categories of employees i.e. A, B, C and D and in fact Government departments also do not recruit fresh candidates at two levels in same category of employees. Government Department does not face the commercial competition and recruits administrator/ bureaucrats at higher level not a manager. BSNL management must understand the difference between administrator and bureaucrats in government departments and manager in commercial industries. Administration/bureaucracy runs with power but management runs with basic technical and working knowledge. Fresh candidates can be recruited as Administrator/ bureaucrats at higher level and can be assigned power to run the administration/ bureaucracy but fresh candidates cannot be recruited as manager above feeder level because manager cannot run the organization with power only, he must have basic knowledge of technologies and executives working which he can acquire only by working at feeder level of executives. Because of the said reason only all the CPSEs/private sectors recruit's fresh candidates at feeder level of executives and promote them to the top managerial positions based on their field performance not on their academic skill. If BSNL had to follow the policy of DOT there was no need to convert it in to CPSE. Every step of BSNL must be towards CPSE not towards Government departments to face the competitive market.

BSNL Concern: MT is proposed to be recruited at E3 because qualification for MT is higher than the JTO/JAO.

Our argument: same qualification as of JAO is prescribed for MT in finance stream. MTech/MBA are master degree which is subject specialization and no way required for telecom operation. Higher degree of MTech/MBA is not at all required for telecom operation but same is put with malice intention just to differentiate from GE-JTO. Professional qualification of BE/BTech is more than sufficient for the work profile of Telecom Operation. Master degree in some specific field like HR, sales & marketing can be desirable but not at all mandatory. All other CPSEs recruits MBA holder in the name MT for particular fields and professionally qualified candidates in the name of ET but both recruitments is done at same feeder level. It is needless to say that there is no any relevancy of MTech degree in industries except educational institute and research centers. If higher qualification which is not relevant to work profile is criteria for deciding the level of recruitment than BSNL must put some extra qualification like M.Phil, PHD, MBBS, MD and make fresh recruitment at the level of GM and CGM. Let all the executives stop performing and run for acquiring higher degree and join coaching institute for preparation of exams for their career enhancement in BSNL.

BSNL Concern: there is vacuum likely to be created at middle and top level management in future if MT is not recruited in BSNL.

Our argument: BSNL has already recruited executives at E2 level with professional qualification and through toughest All India Competition in the name of GE-JTO/JAO. The concern of BSNL management is highly illogical and irrelevant. When MT recruited at E3 level can reach up to CMD in BSNL how executives recruited at E2 level cannot reach up to middle and senior level of management. Many CPSE of the country still recruits MT/ET at E1 level and they got promoted up to Board of Director in the same CPSE. This concern of BSNL clearly shows that JTO/JAO/SDE/AO are not the executives in their eyes and they shall not be promoted beyond AGM. BSNL management must come out from government mentality and must not try to create another category of executives within executives which is counterproductive for the company. BSNL must learn the HR policy of leading CPSEs and devise same mechanism of promotion policy in BSNL so that candidates recruited at the feeder level of executives must reach up to the top level of management by his performance in the field not by testing his academic skill at every level. BSNL must promote every executive up to certain level say at least up to AGM in time bound manner applying bell curve approach as per DPE guidelines and as suggested by Deloitte and then screen the executives based on the vacancies. Committee is already formed to discuss how to implement CPSE cadre hierarchy in BSNL and discussion is going on. This is only solution to address the management succession plan keeping motivation high of existing executives.