

A COMPREHENSIVE STUDY ON BSNL REVIVAL: CASE STUDY OF VOLUNTARY RETIREMENT SCHEME (VRS) -2019

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ABSTRACT

This paper describes a comprehensive study about the VRS-2019 introduced in BSNL as a part of one of the measures to revive the company. To overcome the turbulences of Indian telecom market and to survive BSNL Government Telecom PSUs for future, during the last quarter of FY 2018-2019, Government of India announced a revival plan. The crucial item of this revival plan is implementation of Voluntary Retirement Scheme (VRS) in a short period of about 3 months and to reduce staff strength.

INDEX TERMS

BSNL - Bharat Sanchar Nigam Limited ; DOT- Department of Telecommunication; MTNL- Mahanagar Telecom Nigam Limited ; GSM- Global System for Mobile Communication; WLL- Wireless Local Loop; Voluntary Retirement Scheme (VRS); IP TV- Internet Protocol Television.

I. INTRODUCTION

Majority communication needs of citizens were being met by Government initially through Department of Telecommunications (DOT) in India till 1990s, later financial liberalization era, Government of India allowed private Telecom operators. In year 2000, Telecom services delivery wing of DOT, i.e. Department of Telecom Operations transformed as 100% Government of India owned Public Sector Unit as Bharat Sanchar Nigam Limited (BSNL) on 1st Oct 2000. At present, in India, both Private telecom service providers including state run PSUs viz., BSNL / MTNL (MTNL operates in Delhi & Mumbai only, rest of India by BSNL) are serving the telecommunications needs of the nation.

However, owing to the subsequent predatory market conditions, the whole telecom sector came under stress and BSNL also remained no exception to it. The revenues started taking nosedive and expenditure started moving up owing to the tough market scenario. However, still BSNL deserves credit for keeping the Market Share in upward direction despite the extremely adverse conditions all these years. BSNL remained self dependent and almost debt free which is basically in sharp contrast to the other telecom players who have been severely debt ridden owing to the huge loans taken from banks and other financial institutions.

BSNL's revenues for FY15 stood at ₹28,645 crore, which rose to ₹32,918 crore in FY16 and then fell to ₹31,532 crore in FY17. The revenues further fell to ₹25,070 in FY18 and ₹19,308 in FY19. The Telecom Market went through a major disruption with the introduction of low tariffs and cut-throat competition among the private players. The disruption caused BSNL bleed out a loss of Rs 4,786 crore in 2016-17, Rs 89 crores lower than Rs 4,875 crore in 2015-16, but a great recovery when comparing to the loss of Rs 8,234 crore in 2014-15. It further went down by a whisker to Rs 4,785 crore in 2017-18.

BSNL has a huge legacy workforce. The work force of BSNL is 1, 53,786. Majority (about 70%) of this workforce was transferred to BSNL from DoT at the time of formation of BSNL. The workforce of BSNL has an average age of more than 55 years (especially in the group "C" and "D" staff). As a part of Revival of BSNL, Government of India announced VRS-2019 on 23rd October 2019 to reduce staff strength and there by reducing salary bill of the company.

(A) About BSNL (As on 30-04-2019):

(a) CUSTOMER BASE:

Sl.No.	Service	All India	Andhra Pradesh	Visakhapatnam
1	Fixed line (Voice)	29.63 million	2,83,997	39,519
2	Fixed Line (Broadband)	21.56 million	2,01,314	26,553
3	GSM(Mobile Connections)	114.62 million	68,76,326	8,99,013
4	WLL (CDMA)	1.39 million	Nil	Nil

(b) STATISTICS OF EMPLOYEES:

- DOT recruited Employees absorbed in BSNL: 3,00,000
- Recruited after formation of BSNL: 14,200
- Staff on deputation from DOT (i.e. ITS officers): 988(911:BSNL / 77: MTNL)

(c) BSNL PERFORMANCE REPORT FOR THE PAST 6 YEARS IS AS FOLLOWS (IN LAKHS):

Sl.No.	Financial year	Revenue Inflow	Expenditure	Profit/Loss	Staff Expenses
1	2018-19	19,32,067	34,22,491	-14,90,424	14,49,200
2	2017-18	25,07,064	33,80,880	- 8,73,816	13,48,400
3	2016-17	31,53,344	36,32,665	-4,79,321	13,83,100
4	2015-16	32,91,870	36,74,272	-3,82,402	13,78,300
5	2014-15	28,64,520	37,29,210	-8,64,690	13,59,500
6	2013-14	27,99,635	34,92,960	-6,93,325	13,21,300

II. BSNL REVIVAL PLAN 2019:

Keeping the revenue downfall performance of BSNL for past six years as shown above, Government of India has announced revival plan to stabilize this state owned Telecom Company of India. The main components of revival plan are as follows:

- Voluntary Retirement Scheme (VRS-2019) to employees of age 50 years and above
- Full cost of the Spectrum
- Government support for Sovereign Guarantee Bonds
- Allotment of 4G Spectrum
- BSNL Asset Monetization Scheme
- Merger of BSNL & MTNL

(A) ITEM WISE BRIEF INFORMATION OF BSNL REVIVAL PLAN IS AS FOLLOWS:

S.No	Revival Plan Component	Support of Government of India	Expected out-come
1	Voluntary Retirement Scheme (VRS-2019)	The ex-gratia component of the scheme comes at Rs.17, 169 crore with the cost towards pension, gratuity and commutation to be borne by the Government	Reduction of Staff aged >50 years
2	4G Spectrum (at 2016 price)	Full cost of spectrum (excluding goods and services tax) of Rs.14, 115 crore. GST component of Rs.3, 674 crore funded through budgetary allocation from the government	Able to compete in the Market
3	Sovereign Guarantee Bonds	Sovereign guarantee bonds of Rs.8500 crore	To meet operations and maintenance costs
4	BSNL Asset Monetization Scheme	Rs.38,000 crore-asset monetization scheme over a period of four years	To raise resources for retiring debt, servicing of bonds, network up-gradation, expansion and meeting the operational expenses
5	Merger of BSNL & MTNL	MTNL will be merged into BSNL (subsidiary to BSNL till merger)	Resultant BSNL have 100% presence in India.

(B) DETAIL DESCRIPTION OF EACH COMPONENT OF BSNL REVIVAL PALN:**(a) VOLUNTARY RETIREMENT SCHEME (VRS) :**

Government of India announced on 23rd October 2019 the revival package of BSNL & MTNL, in which the employees who completed 50 years of age are eligible for opting VRS. Under this an ex-gratia of Rs.17,169 Crore was allotted to meet the expenses towards pension, gratuity and Commutation.

As 92,500 employees of BSNL and MTNL opted for VRS nearly Rs.8,500 crores will be saved annually towards salaries. From BSNL nearly 78,500 employees opted for VRS. Those who opted VRS will receive 100-125% of the salary for the remaining service to a maximum of 42 months.

(b) ALLOTMENT OF 4G SPECTRUM :

Due to non allotment of 4G spectrum both MTNL & BSNL loosing the revenues in the Mobile sector, as at present these companies offering data with 3G technology only. Except BSNL & MTNL all the Telcos in India already introduced 4 G services and due to disruptive pricing recently private operators shut down their operations in India.

Government of India allocated 4G spectrum and would be funded through capital infusion at a value of Rs.23, 814 Crores and will be borne by GOI through Budgetary resources. BSNL aiming to roll out 4G services from 1st March 2020.

(c) BSNL ASSETS MONETIZATION :

Government of India agreed to Rs.38, 000 crores worth of BSNL assets monetization over a period of 4 years. This will help to raise resources for retiring debt, servicing of bonds, network up-gradation and expansion and also meeting the operational expenses. In order to smoothen the process, BSNL management also wants to allocate its land resources in principle to other government departments and agencies.

(iv) RESTRUCTURING VIA Rs.15, 000 CRORE WORTH OF BONDS:

BSNL & MTNL will raise long term bonds of Rs.15000 crore for which sovereign guarantee will be provided by GOI. It will restructure the existing debt and partly meet capital (CAPEX) and Operational (OPEX) expenditures.

(v) MERGER BETWEEN BSNL & MTNL:

Under the revival another decision of GOI is that merger of MTNL with BSNL. MTNL was created by an enactment in the Parliament and its stocks are listed, while BSNL was created under the Company's Act and it is not a listed Company. Until the resolution of all the issued MTNL will continue as a subsidiary for the BSNL.

III. DIFFERENT DATA RELATED TO BSNL VRS-2019:

(Attached as Annexure Tables 1 to 4 for the reference is as mentioned below)

- Table 1: ALL INDIA BSNL FINAL VRS Data
- Table 2: NET VRS AGE / GRADE WISE DATA
- Table 3: VRS AP STATE DISTRICT WISE DATA
- Table 4: ALL INDIA VRS STATE WISE DATA

Basing on the data & information from table 1&2, out of 1,53,786 employees only 1,04,047 (Group 'A': 7211; Group'B': 37785; Group'C':86767; Group'D':21,390 and I/W: 643) are eligible to exercise the option for VRS in which 78,569 (Group 'A' : 4295; Group'B' : 9010; Group'C' : 54994; Group'D':9936 and I/W :334) were opted and 25,902(Group 'A' : 1366; Group'B' : 2961; Group'C' : 16013 ; Group'D':5366 and I/W :196) are not opted. Hence total employees remained in BSNL are 75,217 (Group 'A': 2916; Group'B': 28775; Group'C': 31763; Group'D':11454 and I/W: 309). Hence as a whole 75.9% Group'A', 75.3% Group'B', 77.4% Group'C', 64.9% Group'D' and 63% Industrial workers were opted VRS.

Also from Andhra Pradesh state Table 3&4 infer that out of 8864 (Group 'A': 245; Group'B': 2012; Group'C':5754 and Group'D':852) working employees 6440 (Group 'A' : 199; Group'B' :584; Group'C' :4979 and Group'D':678) were eligible for opting VRS out of which 5031 (Group 'A' : 142; Group'B' : 453; Group'C' :4005 and Group'D':431) were opted for VRS, that is 78.1% opted VRS.

IV. REVIEW OF LITERATURE :

The review of literature helps to have first-hand knowledge about the parallel work done by others. Since the related review about the topic under research is limited. An attempt was made to compile the reviews given by various experts relating to VRS and downsizing from various articles, journals and magazines.

Popola refers in his article "Structural Adjustment" that Voluntary Retirement Scheme, which is also called 'Golden Handshake', is a part of the exit policy. An attractive compensation package is offered to the employees attaining a particular age and completing fixed number of years of service. (Popola, T.S., "Structural Adjustment in Labour Market Flexibility and Employment", *The Indian Journal of Economics*, Vol 37(1), May 1994, Page No.2.)

Aiyek argues in favour of VRS as a profitable proposition. He points out that VRS is not a financial burden, but it is an immensely profitable investment.

(Aiyek Swaminathan, S., "Voluntary Retirement in Banking Sectors", *Economic and Political Weekly*, Vol. XXX, No.23, June 10, 1995, Page No.1359.)

Kopparty describe in his article entitled "Voluntary Retirement: Problems and Prospects of Rehabilitation" that Retirement after superannuation is a normal phenomenon and is faced with adequate preparations, psychologically, economically and socially. With the launching of the New Economic Policy by the Government consequent upon the changes in the global economy, efficiency in production and competitiveness in the market became essential for survival and growth of enterprises. As a result, there is no option left except to accept industrial restructuring with up gradation of technology as its main thrust. This leads to the problem of surplus manpower. To meet this, the Government of India has introduced a Voluntary Retirement Scheme (VRS) in 1988 to help the enterprises to weed out surplus employees not suitable for efficient functioning in the operation of new technology or medically unfit workers. He also concludes that the VRS will attract a large number of workers and enable the enterprise to be more efficient and productive. This will help in greater industrial growth in the country.

(Kopparty, SNM., “Voluntary Retirement: Problems and Prospects of Rehabilitation”, *Indian Journal of Industrial Relations*, Vol.32, No.2, January 1997, Page No. 378.)

Ballabh points out in his article entitled “The Indian banking Industry: challenges Ahead”, that challenges in the post-banking sector reforms with globalization and changes in technology, financial markets world over, have become closely integrated. He concludes that for the survival of the banks they should adopt new policies like as Voluntary Retirement Schemes, strategies, technology etc according to the changing environment.

(Ballabh, J., “The Indian Banking Industry: Challenges Ahead”, *IBA Bulletin*, Vol. XXIII, No 4 & 5, April 2001, Page No.8.

Aruna kumari in her article “Voluntary Retirement Scheme-Socio- Economic Implications” mentions the concept and the factors responsible for the popularity of VRS. She has also pointed out the various social implications and economic implications on VRS. She concludes that VRS cannot be the panacea for the ills of any organization. Well-planned, well-provisioned and prudent VRS that too in a phased manner permitted in the flab areas alone can bail out the ailing.

(Aruna Kumari, A.V., “Voluntary Retirement Scheme-Socio- Economic Implications”, *Indian Economic Panorama*, Vol.11, No.3, October 2001, Page No.5.

Kaustav Dey and Pranabesh Ray in their article entitled “VRS and its effect on productivity and profitability of a firm” says Voluntary Retirement Scheme (VRS) has been accepted as an effective way to downsize labour in Indian organization. The employees say this would be one of the most ways to face the challenges of the emerging competitive scenario. However, it is yet to be ascertained whether such processes actually contribute to the organization’s growth in terms of profitability or productivity. This empirical study concludes that there is no strong evidence that VRS and consequently downsizing actually contributes to the growth of the organization.

(Kaustav Dey and Dr.Pranabesh Ray., “VRS and its effect on productivity and profitability of a firm”, *India Journal of Industrial Relations*, Vol.39, No.1, July 2003, Page No.33.)

V. OBJECTIVE OF THE STUDY :

The Objective of this study is to find out about the BSNL employee’s perception about Voluntary Retirement Scheme 2019 and their work-life in public sector companies which were established as the backbone for the progress of the country for the past many decades. Out of the two Governments owned telecom companies MTNL & BSNL, BSNL taken for the study as recently Government of India announced VRS-2019 to reduce the present working strength of the employees.

VI. RESEARCH HYPOTHESIS:

The study formulated the following null hypotheses to test relation between the demographic factors (age, gender and educational status etc.)

H₀₁: There is significant relationship between age and overall level of satisfaction towards opting VRS from the eligible employees of BSNL.

H₀₂: There is no significant relationship between gender and overall level of satisfaction towards BSNL VRS-2019.

H₀₃: There is no significant relationship between educational qualification status and overall satisfaction towards BSNL VRS-2019.

VII. RESEARCH METHODOLOGY:

To pursue the objectives of the study, the data from both secondary and primary sources were collected and analyzed. The secondary data sources are from the BSNL internal data related to VRS pertaining to BSNL total working strength of different categories like Group “A”, “B”, “C”, “D” and Industrial Workers (I/W) all over India except Delhi & Mumbai, each state wise and in particular one district Visakhapatnam to carry out the survey . The primary data was collected using a structured questionnaire from the officers / officials who opted VRS from Visakhapatnam Telecom District. The information was collected only from a small sample and it is confined to only one district of Andhra Pradesh. The researcher set a time frame to collect the responses; as such the valid responses received within 30 days period in the month of January 2020 after the closing of exercising the option for VRS i.e. 3rd December and before the last working day of VRS opted staff, i.e. 31st January 2020. Simple random sampling method is used to collect data and the size of the sample is 100. The information collected from those opted for VRS in BSNL and analyzed with the help of different statistical tools to find the overall opinion regarding the VRS scheme offered by GOI. The data is analyzed using the frequency, mean, standard deviation and with comparison tables. A to Z maths on line used for the statistical analysis.

VII. STATISTICAL DATA ANALYSIS:

The satisfaction level of the employees those opted for VRS with respect to demographic factors such as age, gender and educational status, comparative study about the occupational status, ex-gratia and number of years left for opting VRS the overall satisfaction level of the employee towards BSNL VRS-2019 are also analyzed.

Table 1. Age of the respondents and Overall satisfaction:

Age	Frequency	Percentage	Mean(μ)	Std.Deviation
50-55	44	44%	24.5	27.5772
55-60	56	56%	30.5	36.0624
Total	100	100%	27.5	

Table 2. ANOVA- Age and Overall Satisfaction:

	Sum of Squares	df	Mean Square	F	Sig
Between Groups	36	1	36	0.0349	0.869
Within Groups	2061	2	1030.5		
Total	2097	3			

Table 1 shows the age wise classification of respondents. As shown in the table 56% of the respondents are in the age group of 55-60 years and 44% are in the age group of 50-55 years. The overall satisfaction level with respect to age reveals that, the respondents with age

group 55-60 are more satisfied with mean value of 30.5. The total mean value of 27.5 indicates that almost all the respondents are satisfied with VRS-2019 scheme introduced in BSNL.

The ANOVA results shown in table 2 reveals that the F- statistic value is 0.0349 and is significant ($p=0.869>0.05$). It can be concluded that there is a positive significance relationship between age of the respondents and overall level of satisfaction towards BSNL VRS-2019. Thus the null Hypothesis (H01) is accepted.

Table 3. Gender and Overall Satisfaction:

Gender	Frequency	Percentage	Mean(μ)	Std.Deviation
Female	9	9 %	7	2.8284
Male	91	91 %	48	60.8112
Total	100	100%	27.5	

Table 4. ANOVA - Gender and Overall Satisfaction:

	Sum of Squares	df	Mean Square	F	Sig
Between Groups	1681	1	1681	0.9072	0.441
Within Groups	3706	2	1853		
Total	5387	3			

Table 3 shows the gender wise classification of respondents. Out of the total, 91 percent are male and 9 percent are females. The overall satisfaction level of the respondents with respect to the gender shows that, males are not satisfied by VRS-2019 in BSNL with a mean value of 48 compared to female with mean value of 7. The total mean value of 27.5 indicates that the respondents have negative impact with the overall BSNL VRS-2019.

The ANOVA test results (Table 4) reveals that the f-statistic value is 0.154 and is not significant ($p=0.441>0.05$). It can be concluded that there is no significant relationship between gender and the respondents and overall level of satisfaction towards BSNL VRS-2019. Thus the null hypothesis (H02) is rejected.

Table 5. Educational Status and Overall Satisfaction:

Education Level	Frequency	Percentage	Mean(μ)	Std.Deviation
School Education	7	7%	3.56	0.856
College Study	20	20%	3.86	0.886
Graduate	43	43%	3.81	0.500
Post Graduate	30	30%	3.48	1.108
Total	100	100%	3.68	0.838

Table 6. ANOVA- Educational status and Overall Satisfaction:

	Sum of Squares	df	Mean Square	F	Sig
Between Groups	5.010	3	1.670	5.810	0.001
Within Groups	56.345	196	0.287		
Total	61.355	199			

The details of respondents' educational status are shown in table 5. Out of total, 43 percent are graduates and 30% are Post graduates. There are 20 percent who are college study and 7 percent completed School Education. The overall satisfaction level with respect to the educational status reveals that, the respondents with college study are more satisfied with mean value of 3.86. The second and third highly satisfied respondents are with the qualification of Graduation ($\mu=3.81$) and school education ($\mu=3.56$) respectively. The low satisfied respondents are post graduates with mean value of 3.48. The total mean value of 3.68 indicates that almost all the respondents are satisfied and show positive influence with the VRS-2019 in BSNL.

The ANOVA analysis in the table 6 shows that f-statistic value is 5.810 and is significant ($p=0.001<0.05$). It can be concluded that there is a positive significant relationship between educational status of the respondents and over all level of satisfaction towards BSNL VRS-2019. Thus, the null Hypothesis (H03) is rejected.

Table 7: Comparison of designation at the time of Recruitment V/S at the time of VRS-2019:

At the Time of Recruitment	No. of officials / officers	At the time of VRS-2019	No. of officials / officers
Gr'A'	-Nil-	Gr'A'	32
Gr'B'	31	Gr'B'	56
Gr'C'	62	Gr'C'	10
Gr'D'	7	Gr'D'	2

From the above table it will be easily infer that at the time of VRS-2019, 32 officers were promoted to Gr'A' status from Gr'B' & Gr'C' status and also some were promoted from Gr'C' to Gr'B' through Departmental Competitive exam, seniority cum fitness and also on the basis of Educational qualification.

Table 8: Comparison of Number of years worked V/S Number of years remaining before opting VRS-2019.

Number of years completed	Response	Number of years remaining before opting VRS-2019	Response
> 20 years	9	9-10 years	6
> 25 years	26	8 -9 years	6
> 30 years	38	7-8 years	8
> 35 years	27	6-7 years	6
		5-6 years	13
		less than 5 years	61

From the above table 8 it is infer that 65 officials / officers were completed more than 30 years of service and also 61 officials / officers are having less than 5 years of service remaining before opted for VRS-2019.

Table 9:

A) Do you feel that VRS will certainly revive BSNL?	Response
Yes	74
No	26
B) Do you feel that Ex-gratia offered by GOI towards VRS is sufficient or not?	Response
Yes	81
No	19
C) Do you feel that after VRS, remaining employees can easily manage BSNL with some sort of out sourcing support?	Response
Yes	67
No	33
D)How much amount of ex-gratia are you getting towards VRS-2019?	Response
< 20 lakhs	24
< 30 lakhs	12
< 40 lakhs	22
< 50 lakhs	27
< 60 lakhs	15

From the above Table 9 (A-D) it is clearly infer that majority of the employees who opted VRS opined that VRS will certainly revive BSNL, ex-gratia offered is considerable sufficient, after VRS the remaining working force will easily manage the BSNL in future with outsourcing and majority of the employees getting more than 40 to 50 Lakhs towards VRS ex-gratia.

Table 10:

Kindly mention the reason for opting VRS-2019?	Response
VRS package is attractive	22
Unexpected future of BSNL	48
Anticipating work pressure during Post-VRS	7
Fear of Transfer after VRS	16
Fear of Technology change in Telecom sector	2
Any other reasons -----	5

From the above table 10, due to unexpected future of BSNL most of them opted for VRS, due to attractive package some of them opted VRS, due to fear of transfer some more opted for VRS and small number of officers / officials opted VRS due to work pressure after VRS and fear due to change of technology etc.,.

Table 11:

A) After VRS -2019 retirement are you interested to support BSNL?	Response
Yes	94
No	6

B) If Yes, Kindly select one of the mode:	Response
Through Out-sourcing contract/ agreement	24
Direct support as consultant against fixed monthly payment	43
Knowledge support at free of cost	33

Table 11 A&B results reveal that those opted VRS-2019 interest to support BSNL after retirement through knowledge support at free of cost, through outsourcing and also through consultant with fixed monthly payment.

Table 12:

A) If, this VRS-2019 not announced, what might be your opinion regarding earlier retirement?	Response
Continue doing job	85
Might apply VR on my own	15

B) Before 31 st January 2019, if, you have given a chance to withdraw from VRS, what do you do?	Response
I will with-draw VRS option	18
No need of withdrawal of VRS	82

Table 12 A&B presents if VRS-2019 not announced then most of employees will continue to work in BSNL and also after 31st January if chances given to with draw the VRS most of them not interested to with draw.

VIII. SUGGESTIONS FROM THE RESPONDENTS:

1. Government have to support in terms of technology and to give free hand to BSNL to take in-house decisions.
2. BSNL revival is must from the customers' point of view with respect to Control on Telecom Tariff in India.
3. BSNL will flourish in better way after VRS-2019 implementation if it is implemented in true spirit without any bureaucratic influence.
4. Most important thing is better planning is required how to run the services after VRS, to retain the existing customer base and to improve revenues for the survival of BSNL.
5. For Smooth transfer, the outgoing staff / officers (through VRS) should exchange entire in house data with the remaining officer / staff.
6. Predetermined planning of communication services to subscribers so that uninterrupted services provided to customers. Fault controlling and immediate fault rectification. Skilled management and skilled work force can improve the good will. Rehabilitation of existing structure needs to be done immediately. Young work force required to maintain infra structure.
7. Government should offer level playing opportunity to BSNL, same is lagging, once sector is completely dominated by private operators, definitely they form curtail and dictate the terms to Government.
8. Professionals to be placed in Top level management as per the area of specialization.
9. Instead of funding for VRS, government should have funded for technical up gradation of BSNL existing network related to various services.
10. Accountability in all the cadres is necessary.
11. Unskilled, unhealthy unwanted staff deployment, reduction is necessary at this crucial period
12. Proper HR planning and network planning is highly essential.
13. Good workers to be retained for the revival of BSNL.
14. Close all loss making areas. Encourage quick and quality service and lot of improvement needed in marketing.
15. Real corporate culture required like quick policy decisions in all aspects without which only made BSNL SICK. Merit should only be awarded for promotions but not mere seniority. Positive and proactive union culture required but not like present biased system and not so many in number.
16. The commitment, devotion of employees is a matter of concern.
17. Instead of focusing in reducing the expenditure BSNL has to add more revenue streams.
18. Lot of change is required in HR and material procurement / project implementation.

IX. FINDINGS & SUGGESTIONS:

1. The existing staff strength is highlighted as the prime cause of BSNL problems forgetting the fact that bulk of staff strength of BSNL is engaged in land line sector, which consists of primarily copper cable network. A strategy can easily be evolved to engage the staff to convert copper to fibre which is also possible with rapid decrease in cost of fibre and optical equipment such as OLTs, splitters and ONTs. Also IP TV may be provided through the fibre. Now, post-VRS, BSNL staff reduced to more than 50%, so all required steps are to be taken keep-up its position in Indian Telecom market.
2. As far as mobile sector is concerned the quality of BSNL service has to increase considerably. -Considering the fact that rural loss making areas are covered by BSNL and also since for the past four years after the launch of 4G services BSNL alone was not allotted 4G

spectrum and had to compete with private operators who benefited from such superior technology. Also BSNL should start the 5G as a prime mover providing value added services, content services and need based services. Anti-industry predatory pricing prevalent is to be discontinued

3. In the context of VRS, re-engineering has to be take place in the entire business organisation itself to enable it to improve the quality of services being offered now and to provide new and varied services that are made possible by the unprecedented technology advancement.

4. Real revival plan of BSNL shall aim at diversification of services and products by utilising each and every asset and strength of BSNL to multiply the revenues.

5. BSNL, with its century old technological legacy with vast experience and assets in the field of communication shall have a prime role in the Digital India program of the Govt of India.

6. A horizontal form of organization with more autonomy and transparency is required.

7. BSNL may be given independent authority to formulate and implement policy decisions on its own. Decentralization of Tendering / Procurement, recruitment to all cadres ensuring replacement of retired hands and sharing of work load to all staff etc., are required.

8. BSNL can promote start-ups that will give a great push to BSNL to diversify its services and meet various customer requirements. Start-ups get opportunity to develop lead management solutions for BSNL marketing wing.

The above proposals will revive BSNL as a strong public centre entity. Besides the existence of BSNL as a public sector will be essential to prevent the exploitation of masses from private monopoly companies that may utilise the possibilities of technological advancements for their loot. Also BSNL can very well contribute to the national exchequer besides being a creator of ample job opportunities. Also self reliability, avoidance of brain drain and creation of national wealth will be the outcome.

BSNL is at a decisive juncture in the transformation of new journey after VRS-2019. Starting year of VRS implementation is very crucial for making substantial progress across the areas that have been identified for implementation. A lot needs to be accomplished and the passage is not going to be easy, but perseverance and commitment to the task of transformation on the part of BSNL employees will definitely help in achieving common objectives. Continued enthusiasm and support of every BSNL stakeholder member is essential for this endeavor to succeed. All employees of BSNL need to dedicate themselves to the new transformation endeavor and there by contributing for shaping a bright future for BSNL.

(Annexure Tables 1 to 4)

Table 1: ALL INDIA BSNL Final VRS Data

BSNL All India Employee Final VRS Data

	Total Employee	Group A	Group B	Group C	Group D	I/W
Total Employee	153786	7211	37785	86757	21390	643
VRS Eligible Employee	104471	5661	11971	71007	15302	530
VRS Taken Employee	78569	4295	9010	54994	9936	334
VRS Not Taken Employee	25902	1366	2961	16013	5366	196
Remaining Employee in BSNL	75217	2916	28775	31763	11454	309
Remaining 59+ Age Employee	6947	304	597	5267	720	59
Remaining 58+ Age Employee	1456	49	96	1095	196	20
Remaining 57+ Age Employee	1534	39	112	1121	249	13
Remaining 56+ Age Employee	1543	52	107	1071	305	8
Remaining 55+ Age Employee	2031	55	142	1409	415	10
Remaining 54+ Age Employee	2343	85	158	1475	611	14
Remaining 53+ Age Employee	2471	117	249	1423	666	16
Remaining 52+ Age Employee	2448	190	356	1211	678	13
Remaining 51+ Age Employee	2437	221	490	989	719	18
Remaining 50+ Age Employee	2402	234	592	852	706	18
Remaining 50 Year 1 Day Age on dtd 31-01-2020 Employee	300	20	62	110	101	7
Total Remaining 50+ Age to 60 Year Age Employee	25912	1366	2961	16023	5366	196
Total Remaining 58+ Year Age to 60 Year Age Employee	8403	353	693	6362	916	79
VRS Withdrawn Count	5237					

Table 2: NET VRS AGE / GRADE WISE DATA

Birth Year	Group A			Group B			Group C			Group D			I/W			Grand Total		
	Eligib	Opted	%	Eligible	Opted	%	Eligible	Opted	%	Eligible	Opted	%	Eligib	Opted	%	Eligible	Opted	%
1960	884	580	65.6	1576	979	62.1	11612	6345	54.6	1610	890	55.3	96	37	38.5	15768	8831	56.0
1961	773	724	93.7	1627	1531	94.1	11303	10208	90.3	1565	1369	87.5	106	86	81.1	15374	13918	90.5
1962	653	614	94.0	1668	1556	93.3	12067	10946	90.7	1804	1555	86.2	69	56	81.2	16261	14727	90.6
1963	505	453	89.7	1380	1273	92.2	9899	8828	89.2	1723	1418	82.3	49	41	83.7	13556	12013	88.6
1964	412	357	86.7	1099	957	87.1	8681	7272	83.8	1762	1347	76.4	60	50	83.3	12014	9983	83.1
1965	429	344	80.2	787	629	79.9	6532	5057	77.4	1779	1168	65.7	41	27	65.9	9568	7225	75.5
1966	477	360	75.5	764	515	67.4	4488	3065	68.3	1614	948	58.7	31	15	48.4	7374	4903	66.5
1967	544	354	65.1	888	532	59.9	2950	1739	58.9	1246	568	45.6	27	14	51.9	5655	3207	56.7
1968	520	299	57.5	1033	543	52.6	1955	966	49.4	1115	396	35.5	23	5	21.7	4646	2209	47.5
1969	437	203	46.5	1057	465	44.0	1380	528	38.3	962	256	26.6	21	3	14.3	3857	1455	37.7
1970	27	7	25.9	92	30	32.6	150	40	26.7	122	21	17.2	7	0	0.0	398	98	24.6
Grand Tota	5661	4295	75.9	11971	9010	75.3	71007	54994	77.4	15302	9936	64.9	530	334	63.0	104471	78569	75.2

Table 3: VRS AP STATE DISTRICT WISE DATA

Row Labels	Group A	Group B	Group C	Group D	I/W	Grand Total
Andhra Pradesh Telecom Circle	142	453	4005	431		5031
Anantapur TD	9	21	298	15		343
Chittoor TD	13	33	270	22		338
CO Vijayawada	22	40	31	3		96
Cuddapah TD	6	14	138	13		171
East GodavariTD	18	66	505	46		635
Guntur TD	12	41	443	39		535
Kurnool TD	4	19	245	43		311
Nellore TD	3	20	192	22		237
Prakasam TD	5	28	242	26		301
Srikakulam TD	4	11	136	15		166
Vijayawada TD	14	43	551	44		652
VisakhapatnamTD	21	60	395	104		580
Vizianagaram TD	5	12	131	17		165
West GodavariTD	6	45	428	22		501

Table 4: ALL INDIA VRS STATE WISE DATA

Row Labels	Group A			Group B			Group C			Group D			I/W			Grand Total			
	Staff	Eligible	Opted	Staff	Eligible	Opted	Staff	Eligible	Opted	Staff	Eligible	Opted	Staff	Eligible	Opted	Staff	Eligible	Opted	%
ALTTC	25	21	9	62	15	8	26	22	19	20	18	17				133	76	53	69.7
Andaman & Nicobar Telecom	18	8	3	90	21	12	75	35	30	42	10	5				225	74	50	67.6
Andhra Pradesh Telecom Circle	245	199	142	2,012	584	453	5,754	4,979	4,005	852	678	431				8,863	6,440	5,031	78.1
Assam Telecom Circle	130	99	75	637	240	175	1,511	1,037	749	883	558	371				3,161	1,934	1,370	70.8
Bihar Telecom Circle	107	77	44	778	164	92	1,970	1,430	963	1,249	1,020	606				4,104	2,691	1,705	63.4
BRBRAITT	21	15	12	60	17	12	17	14	11	40	34	28				138	80	63	78.8
Broadband Networks	38	29	21	220	16	12	42	4	1	9	4	3				309	53	37	69.8
Calcutta Metro District	144	117	92	1,088	424	294	2,231	1,577	979	943	677	393				4,406	2,795	1,758	62.9
Chennai Metro District	264	232	198	902	352	293	3,246	2,796	2,019	571	359	161				4,983	3,739	2,671	71.4
Chhattisgarh Telecom Circle	53	37	27	439	106	82	618	493	385	186	128	95				1,296	764	589	77.1
Corporate Office	318	238	151	623	247	152	234	170	117	101	72	36				1,276	727	456	62.7
Eastern Telecom Project (ETP)	37	27	19	131	35	18	158	118	65	209	123	56				535	303	158	52.1
Eastern telecom Region (ETR)	105	81	51	404	109	71	679	427	278	407	327	206				1,595	944	606	64.2
Gujarat Telecom Circle	349	304	272	1,856	471	388	6,365	5,432	4,488	2,061	1,714	1,319				10,631	7,921	6,467	81.6
Haryana Telecom Circle	101	71	47	915	236	184	1,855	1,374	1,167	412	332	223				3,283	2,013	1,621	80.5
Himachal Pradesh Telecom Circle	95	63	37	580	200	99	1,414	852	695	380	121	65				2,469	1,236	896	72.5
Inspections	106	93	64	321	95	65	44	37	24	33	23	12				504	248	165	66.5
ITPC Pune	116	75	61	486	84	62	25	7	6	4	3	1				631	169	130	76.9
Jammu & Kashmir Telecom Circle	79	65	34	449	89	41	830	621	350	219	169	76				1,577	944	501	53.1
Jharkhand Telecom Circle	50	28	15	479	100	51	927	747	473	437	365	258				1,893	1,240	797	64.3
Karnataka Telecom Circle	468	394	302	2,089	914	771	6,876	5,898	4,768	878	523	322				10,311	7,729	6,163	79.7
Kerala Telecom Circle	550	469	378	2,657	913	647	5,830	4,961	3,417	421	328	154				9,458	6,671	4,596	68.9
Madhya Pradesh Telecom Circle	249	193	148	1,416	528	400	3,415	2,877	2,218	1,002	751	547				6,082	4,349	3,313	76.2
Maharashtra Telecom Circle	576	449	367	3,013	1,174	984	8,680	7,541	6,523	1,403	1,021	670				13,672	10,185	8,544	83.9
NATFM	4	4	4	12	5	5	1	1	1	0	0	0				17	10	10	100.0
NCNGN	44	27	22	141	19	13	24	5	3	4	1	0				213	52	38	73.1
NETF	18	14	12	82	33	21	95	62	39	96	42	19				291	151	91	60.3
Network For Spectrum Circle	4	2	1	10	6	2	2	2	1	6	6	5				22	16	9	56.3
North East - I Telecom Circle	66	51	31	319	67	39	608	330	191	373	152	73				1,366	600	334	55.7
North East - II Telecom Circle	54	38	31	233	73	49	601	314	230	278	110	80				1,166	535	390	72.9
NTP	81	51	30	178	54	32	194	150	106	211	197	143				664	452	311	68.8
NTR	180	139	97	771	197	113	914	677	497	410	350	236				2,275	1,363	943	69.2
Odisha Telecom Circle	184	144	97	823	276	181	1,421	1,216	986	306	200	139				2,734	1,836	1,403	76.4
Punjab Telecom Circle	238	183	118	1,865	561	411	3,087	2,257	1,799	595	439	254				5,785	3,440	2,582	75.1
Rajasthan Telecom Circle	254	181	143	1,825	504	406	3,803	3,101	2,675	988	758	539				6,870	4,544	3,763	82.8
STP	79	49	32	304	100	64	160	117	94	16	14	9				559	280	199	71.1
STR	229	185	159	663	142	106	731	551	416	61	51	34				1,684	929	715	77.0
Tamil Nadu Circle	506	437	363	2,354	950	776	6,615	5,699	3,972	707	412	197				10,182	7,498	5,308	70.8
Telangana Telecom circle	287	229	185	1,691	497	422	4,620	4,127	3,468	1,420	1,083	805				8,018	5,936	4,880	82.2
Telecom Factory Jabalpur	13	12	10	39	28	16	47	41	26	69	45	20	166	142	99	334	268	171	63.8
Telecom Factory Kolkata	9	8	2	47	36	21	44	34	10	55	39	16	262	201	96	417	318	145	45.6
Telecom Factory Mumbai	4	5	2	35	23	12	54	47	37	31	23	21	215	187	139	339	285	211	74.0
UP (E) Telecom Circle	202	137	102	1,649	325	241	4,275	3,504	2,697	1,158	764	524				7,284	4,730	3,564	75.3
UP (W) Telecom Circle	127	89	63	1,048	235	187	2,723	2,255	1,745	718	476	283				4,616	3,055	2,278	74.6
Uttaranchal Telecom Circle	72	44	36	300	81	64	791	613	518	160	114	75				1,323	852	693	81.3
West Bengal Telecom Circle	112	98	67	1,011	418	298	2,121	1,610	1,053	578	331	135				3,822	2,457	1,553	63.2
WTP	48	35	25	188	71	56	290	249	205	201	179	146				727	534	432	80.9
WTR	152	115	94	490	136	109	714	596	475	187	158	128				1,543	1,005	806	80.2
Grand Total	7211	5661	4295	37785	11971	9010	86757	71007	54994	21390	15302	9936	643	530	334	153786	104471	78569	75.2
		%	75.9			75.3			77.4			64.9			63.0				75.2

Reference:

1. Internal Data from BSNL portals www.intranet.bsnl.co.in; intranet AP BSNL; intranet Visakhapatnam SSA BSNL.
2. News paper coverage from The Hindu, Times of India etc.
3. BSNL executive Association web site www.sneachq.in.