

# **POST VRS - MANAGING MANPOWER**

# Issues - after POST VRS in HTD

- Scarcity of Employees (Manpower)  
(2280(X%) Gr. C & D opting for VRS)
- Problems in maintenance & operations
- Service interruption for customers
- Cannot provide quality of service in time
- Revenue decreases drastically
- Brand Image of the organisation will be lost
- Customer will loose faith in BSNL

# How to overcome the issues?

- Engaging the manpower on the basis of below categories
  - Skilled workers – like Diploma/ITI
  - Semi – Skilled workers – 8<sup>th</sup> to 12<sup>th</sup> standard
  - Unskilled labour

# Skilled and Semi-skilled workers

- These type of workers can be placed by the following sources:
  - ✓ Through Contractor (Job out sourcing)
  - ✓ Through Agency (Man power Outsourcing)
  - ✓ Through Organisation (Employed on Temporary/Contract basis)

# Job Out Sourcing- Advantages

- Work/Task is assigned to contractor on Tender/EOI basis
- According to the terms & conditions of EOI, contractor will perform the work/task on the basis of QOS parameters and KPI
- Payment will done to the contractor as per the EOI by organisation
- There is no risk factor of management of manpower

# Job Out Sourcing- Disadvantages

- Control over the employees will be by the contractor - No control on employees by the organisation
- No supervisory control by the organisation
- Employee will not listen/obey to organisation staff
- There is a huge gap between customers and organisation - interaction will not be there directly

# **Job Out Sourcing- Disadvantages**

- Out sourcing Company not only deploys less resources but also pay less wages to the employee than what is estimated while fixing revenue share to the company by BSNL.
- Therefore, the quality of resource may not be there hence we can not provide the better quality of service to the customer than what BSNL expects.

# **Through Agency (Man Power Outsourcing)**

- Agency will be identified as per the Tender/EOI to supply man power at the wages calculated by BSNL. Agency will be paid monthly service charges.
- Resources will be supplied by the agency and payment will be made to the agency based on invoice on monthly basis
- Resources will be work under control of organisation staff
- There is no risk involved in deployment of the resources

# **Man power outsourcing- Disadvantages**

- BSNL will pay per resource as per EOI but Agency may pay to the resource less than that.
- Recruitment will be done by agency, so quality of resources are may not be up to the mark .
- Organisation can not know the capabilities of resources so organisation cannot use the resource properly

# **Man power outsourcing- Disadvantages**

- Agency will provide the resources at field level directly.
- There is a chance of submitting/claiming wrong invoice –  
Ex: Agency may provide 2 resources in the filed and it may claim for 4 resources. There is a scope for misappropriation.

# Suggestions to overcome the Disadvantages of Man Power

## Outsourcing

- The bank account details of the employee and bank statement from the employer (Agency) showing transfer to the employee account on a monthly basis is insisted upon before settling the bills. Also EPF & ESI payments to the EPF account numbers of employee needs to be verified monthly.
- To insist the quality of the employee and also to select the employee of the required capability the field officers and one representative from area GM office should be included in the committee for selection of employees by the agency.

# Suggestions to overcome the Disadvantages of Man Power

## Outsourcing

- Bio-metric system at every OD office is required to have control on man power supplied as Agency is providing the resources at field level directly. This will also eliminate the chance of submitting/claiming wrong invoice.

# Through BSNL(Deployed on Temporary/Contract basis)

## Resources

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graph TD; Resources --> Consultant["Consultant (FTE) (Consolidated Pay) basis"]; Resources --> FixedTenure["Fixed Tenure Employees on Contract"]
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**Consultant  
(FTE)  
(Consolidated Pay)  
basis**

**Fixed Tenure Employees  
on Contract**

# Consultant (Consolidated Pay)

- Recruitment will be done by BSNL by a committee/Panel - quality and capability of the consultant will be known by the organisation. So organisation can utilise the consultant accordingly.
- Committee /Panel consist of
  - Admin Head, Technical Expert & Finance Head
- Recruitment will be done at higher level (GM level) - quality of the resource will be good
- No scope for misuse - Consultant can be monitored closely by the organisation

# Consultant Advantages

- The pay will be varied based on the profile and performance of the consultant
- Full control over the consultant
- Agreement will be executed between the consultant and organisation
- Consultant will work as per the terms & conditions mentioned in the agreement
- It is purely on temporary/contract basis mentioned in the agreement
- There is no scope for permanent
- Exit policy of consultant will be defined/mentioned in the agreement itself
- If the performance is not found satisfactory, the consultant can be terminated as per the Exit policy at any time - Easy to terminate

# Consultant Advantages

- The consultant feel secured compared to above categories
- Consultant work/contribute more towards organisation because, they think that, if they show better performance, their services can be extended for one more year
- Honorarium will be paid by the organisation
- **Ex: Govt. of Telangana (SERP, Stree Nidhi), NIRD, NFC, BECIL, Govt. of India**

# **Fixed Tenure Employees (FTE)**

## **on Contract basis**

- This is also purely on Temporary/Contract basis
- Recruitment will be done by the organisation by the committee/Panel – quality and capability of the Employee will be known by the organisation. So organisation can utilise the Employee accordingly.
- Committee /Panel consist of
  - Admin Head, Technical Expert & Finance Head
- Recruitment will be done at higher level (GM level)
  - quality of the resource will be good
- No scope for misuse - Employees can be monitored closely by the organisation
- For these Employees HR- policy has to be evolved (mentioning structure, benefits of the pay)

# FTE Advantages

- Employee feel more secure than above 3 categories, so Employee can contribute more towards the organisation and also we can extract the more work
- Full control over the consultant
- Agreement will be executed between the Employee and organisation
- Employee will work as per the terms & conditions mentioned in the agreement
- It is purely on temporary/contract basis mentioned in the agreement
- There is no scope for permanent
- Exit policy of the Employee will be defined/mentioned in the agreement itself
- If the performance is not found satisfactory, the Employee can be terminated as per the Exit policy at any time - Easy to terminate

# FTE Advantages

- In this category, Organisation can be provided with few benefits to the Employee to develop the organisation – like, PF, TA, Accident policy
- **Ex: Govt. of Telangana (SERP, Stree Nidhi), NREGS, Govt. of Telangana**

# Consultant Vs Employee (FTE)

Consultant (Consolidated Pay)	Fixed Tenure employee (FTE)
<b>Honorarium : Rs. 20000</b>	<b>Salary : Rs.20000</b>
Deductions: Income/Service Tax : 10% : Rs. 2,000	Basic : 50% of Salary : Rs. 10000 Other allowances : Rs. 10000 <b>Deductions:</b> PF : 12% Employer 12% Employee : Rs. 2400 Accidental Insurance : Rs. 105
In these two organisations, almost the net pay will be same but, in FTE category the employee will feel more secure and employee will feel their own organisation and they will contribute more towards development of organisation. So,	Rs. 2505 Net: Rs. 17,495
<b>Net: Rs. 18,000</b>	<b>Net: Rs. 17,495</b>

employee.

The risk factor will be less for the organisation as organisation is providing Accidental coverage. Employee also shows interest as they are getting PF.

# Committee Recommendations

1. Most of the outdoor works of BSNL w.r.t LL , BB & FTTH can be performed through semi skilled and with some unskilled workers. Outsourcing of man power through agency will be ideally suitable for this requirement when compared to other models as the requirement of the man power is very high and dynamic in nature. Here in this model the field staff can be part of selection.

# Committee

## Recommendations

2. Specific skilled jobs like Indoor, Splicing, PIJF cable Jointing, BB/BF related works need prior knowledge and expertise in the related field. Ideally FTE model is suited for this requirement however till the FTE process is completed this requirement can also be met through hiring of consultant by appropriate committee.

# Committee

## Recommendations

3. For the requirement of CSC and office related jobs skilled man power is required which can be ideally hired through FTE model. However till the FTE process is completed this requirement can also be met through the outsourcing of man power through agency.

# Committee Findings

- As per central government rates of wages including VDA as per letter 1/36(6)/2019-LS-II dated 29/09/2019 per day are as under.

Skilled - Rs.757/-

Semi Skilled - Rs.666/-

Unskilled - Rs.569/-

- Man power requirement worked out for HTD external plant w.r.t LL,BB & BF is enclosed

Assumed NORMs.

- For 600 LL 1 semiskilled, For 600 BB 1 Skilled and for 600 FTTH 1 Skilled and 1 semi skilled, for 10000 LL 4 Unskilled .
- With the above NORMs the expected man power will be 50% of existing line staff which is felt reasonable.
- The expenditure for outsourcing with the above norms works out to 9% of ABF. However the same works out to 15% of ABF as per the projections of Area GMs.

# Committee Findings

- A number of state government and central govt. organisations like **SERP, Stree Nidhi), NREGS, Govt. of Telangana, NIRD, NFC, BECIL, Govt. of India** are recruiting FTE on contract basis for fixed period since last two years & successfully managing.

**THANK**

**YOU**