

F. no. 73-5/2025-SU
Government of India
Ministry of Communications
Department of Telecommunications
(SU section)

Sanchar Bhawan, New Delhi – 110 001

Dated 09th April 2026

Office Memorandum

Subject: Constitution of a committee to recommend measures for human resource management in Bharat Sanchar Nigam Limited

The Government of India has approved substantial financial support to Bharat Sanchar Nigam Limited (BSNL) through a series of revival packages aimed at strengthening the company's financial viability, improving service delivery and enabling it to play a strategic role in India's telecommunications sector. These packages involve significant public funding and are accompanied by performance expectations relating to operational efficiency, financial sustainability and improved governance.

2. With a view to ensure that the human resource (HR) management framework in BSNL is appropriate for meeting the performance expectations in respect of the above, a committee consisting of the following officers from the Department, BSNL and outside expert is hereby constituted to examine HR related issues and recommend appropriate measures:

Department of Telecommunications:

- (a) Additional Secretary (Telecommunications) — Chairperson
- (b) Senior Deputy Director General (Personnel)
- (c) Deputy Director General (C&A) and Government nominee Director, BSNL

BSNL Board:

- (d) Chairman and Managing Director
- (e) Director (HR)

BSNL senior executives:

- (f) Mr Vijay Kumar Chhablani, Chief General Manager Chhattisgarh, BSNL, Raipur
- (g) Mr Sudhir Gupta, Chief General Manager (CN-Tx), BSNL, New Delhi

Outside expert:

- (h) Shri Joydeep Dutta Roy, Executive Director, Indian Overseas Bank

3. The terms of reference of the committee shall be as follows:

- (a) Governance and institutional strengthening:
 - (i) To recommend measures to strengthen corporate governance by—

- (1) instituting a system of Board-constituted committees consisting of Directors, senior executives and outside experts as required in key domains, including the HR management domain;
 - (2) delegating appropriately to committees, Directors and senior executives to institutionalise decision-making at the appropriate level; and
 - (3) putting in place a system of internal controls and, where necessary, inputs to the decision-making level in terms of recommendations or appraisals;
 - (ii) To recommend the structure and functions of a Strategy and Transformation Vertical,—
 - (1) to anchor the tracking, quality assurance and validation of business strategy across business verticals/functions; and
 - (2) to drive business strategy and ensure its execution through reporting to the Board; and
 - (iii) To recommend institutional arrangements and ICT systems for ensuring adherence to HR practices and for tech-enabling HR management;
 - (b) Performance management and accountability:
 - (i) To recommend the approach for the development of a robust and transparent performance management system covering all sources of HR to ensure alignment of the performance of individuals with business goals of BSNL; and
 - (ii) To recommend measures to link performance outcomes with incentives, career progression and assignment of roles and responsibilities;
 - (c) Framework for HR sourcing and development:
 - (i) To review and propose the appropriate mix for sourcing of HR and its mechanisms, and the framework for career progression and appropriate deployment to meet organisational requirements;
 - (ii) To recommend measures for succession planning and development of leadership and managerial capacity; and
 - (iii) To identify future HR needs in emerging and niche areas, while taking into account trends in the telecom sector and factoring in deployment of emerging technologies such as artificial intelligence;
 - (d) Management of ITS officers:
 - (i) To recommend the policy for deployment of members of the Indian Telecommunications Service (ITS) in BSNL; and
 - (ii) To recommend measures to recognise and reward performance of members of ITS deployed in BSNL.
4. The committee shall submit its recommendations within three weeks.
 5. This issues with the approval of competent authority.

(Raiti Madhava Rao)
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To:

1. Additional Secretary (Telecommunications)
2. Chairman and Managing Director, Bharat Sanchar Nigam Limited
3. Senior Deputy Director General (Personnel), Department of Telecommunications
4. Deputy Director General (C&A), Department of Telecommunications
5. Director (HR), Bharat Sanchar Nigam Limited
6. Mr Vijay Kumar Chhablani, CGM Chhattisgarh, BSNL, Raipur
7. Mr. Sudhir Gupta, CGM CN- Tx BSNL, New Delhi
8. Shri Joydeep Dutta Roy, Executive Director, Indian Overseas Bank

Copy to:

1. PS to HMoC
2. PS to HMoSC
3. PSO to Secretary, Department of Telecommunications