

## SECTION-III

### HR MANUAL FOR BSNL EMPLOYEES-TRAINING

#### 1. Preface

Bharat Sanchar Nigam Limited has a vision to become the largest telecom Service provider in South Asia. Its mission is to provide world class State-of-art technology telecom services on demand at affordable price and to provide world class telecom infrastructure to develop the country's economy.

BSNL considers Human Resource as the most prized asset of the organization. It strives for constant improvement of knowledge and skills through regular training programmes. This is enshrined in our corporate philosophy as given below:

##### **1.1 Vision Statement:**

Training for Dynamic & Need based value addition of Human Resources of BSNL and for other Institutions on related fields.

##### **1.2 Mission Statement:**

**Qualitative:** Training Centers be Centers of Excellence in Communications & Information Technology and Telecom Management, by adopting the best corporate practices.

**Quantitative:** To impart training as per signed annual MoU with DOT.

To meet the technological challenges, employees are trained for technology upgradation, management and softskills etc. primarily in BSNL's training centers spread across country. These centers are properly equipped with the requisite infrastructure facilities such as Labs, Lecture rooms, conference halls, modern audio-visual aids, libraries, hostels etc.

#### **2. General Administrative Set up:**

The training set up of BSNL is represented through its:

- 3 Apex Training Centers at ALTTC- Ghaziabad, BRBRAITT- Jabalpur & NATFM- Hyderabad
- 15 Regional Telecom Training Centers at various major cities
- 11 Circle Telecom Training Centers
- 6 District Telecom Training Centers.

The Apex training centers are headed by Chief General Managers while Regional centers by SAG/DGMs & Circle centers by DEs.

The Training centers at Regional & below levels, are under the administrative control of Circle Chief General Managers while the Technical control of these training centers has been assigned to geographically n RTTCs. However for all the RTTCs, their technical control rests with CGM, BRBRAITT, Jabalpur.

At the corporate level, Training Cell under on GM(Training) provides the central co-ordination & policy directions for all the training centers.

A compiled list of Training centers is given below.

#### **APEX LEVEL**

1. ALTTC, Ghaziabad
2. BRBRAITT, Jabalpur
3. NATFM, Hyderabad

#### **REGIONAL TELECOM TRAINING CENTRES**

SI. NO	TRAINING CENTRE	SI. NO	TRAINING CENTRE
1.	AHMEDABAD	9.	MYSORE
2.	BHUBANESHWAR	10.	NAGPUR
3.	CHENNAI	11.	RANCHI (Advanced)
4.	GUWAHATI	12.	PUNE
5.	HYDERABAD	13.	RAJPURA
6.	JAIPUR	14.	THIRUVANANTHAPURAM
7.	KALYANI	15.	RGMTTC Chennai
8.	LUCKNOW		

#### **CIRCLE TELECOM TRAINING CENTRES**

SI. NO	TRAINING CENTRE	SI. NO	TRAINING CENTRE
1	AHMEDABAD	7	MEERUT
2	INDORE	8	NASIK
3	KOLKATA	9	PATNA
4	JAMMU	10	SHILLONG
5	KURUKSHETRA	11	SUNDERNAGAR (HP)
6	LUCKNOW		

#### **DISTRICT TELECOM TRAINING CENTRES**

SI. NO	TRAINING CENTRE	SI. NO	TRAINING CENTRE
1	AHMEDABAD	4	CHENNAI
2	BANGALORE	5	HYDERABAD
3	KOLKATA	6	JETPUR

### **3.0 Types of Training in BSNL:**

In order to cater to the needs of the vast human resources of BSNL, various types of training activities are organized at various training centers, field units and other places.

✓ **3.1 Induction Trainings:**

These training are provided to our Direct Recruit employees in various cadres and at various levels. While for technical cadres we have DGMs, Junior Telecom Officers(JTOs) & Telecom Technical Assistants(TTAs) and for the Finance & Accounts wing we have Junior Account Officers(JAOs).

✓ **3.2 In-Service Trainings:**

These training are arranged at various training centers, as per the needs and requirements of the user circles.

- Ø **Long term O&M(Operations & Management) courses;** Designed for the technical staff to provide them hands-on practice and to upgrade their skills on the Training Model equipments provided at various training centers.
- Ø **Short Term in-service courses;** are arranged as Refresher Courses for the staff at all the training centers. All the subject areas- Switching, Transmission, Networks, Computers, Management, Mobile, Internet, Broadband, Satellite, Data Communications etc. are systematically covered at training centers. In addition to these, management topics, regulations, marketing, soft skills etc are also covered at these training centers.
- Ø **Seminars;** All the training centers up to RTTCs, especially the Apex training centers regularly arrange topical seminars inviting experts from the relevant field-areas. These seminars help our officers at various level to acclimatize themselves with the latest trends in the technology as well as in general management domain.
- Ø **Field Trainings;** In order to help our staff in their day-to-day activities, various Field Training Programmes are conducted outside the training centers. These programmes are being organized extensively, to take the training to the doors of the users.
- Ø **Workshops;** With such a huge network and that too in the most dynamic of the technical areas, it is imperative that workshops are conducted to help the staff exchange the ideas and work out solutions for their problems. These workshops are a regular feature at all the training centers and are conducted not only for the technical areas but also for the other administrative areas.
- Ø **Familiarization Courses;** These are the courses which are specially configured to meet the growing requirements in term of induction of new equipments in the organization. With the recent introduction of GSM & Broadband systems in our network, extensive familiarization courses were organized across the country for the benefit of our field staff.

- Ø **Trainings to ITU/APT participants:** These are the trainings sponsored by the world bodies for the participants from various countries. ALTTC-Ghaziabad, RTTC Hyderabad and RGMTTC Chennai, provide the necessary set up for imparting these trainings.
- Ø **Miscellaneous Training:** We also provide trainings to non-BSNL parties at our training centers. In addition to above as part of our corporate social responsibility, short terms summer trainings are provided to students at various places.
- Ø **Webinars/Oline training with lab demonstration:** Webinars through virtual classroom platform on latest topics are being *planned*/organized at frequent intervals to keep our trainees abreast without compromising the quality of training. Lab demo sessions are also organized to add value to the sessions.

#### 4.0 **Training Output**

##### **6.1 In-service Training**

In service/Refresher training are imparted to existing BSNL personnel to upgrade their knowledge/skill to meet the requirements of trained manpower to cope with fast technological & market change. A target is being assigned annually after signing of MoU with DOT and the target for FY 2012-13 is as below:

	Mandays
Executives	2,12,008
Non-Executives	2,12,818

Some of the courses which are being/to be conducted by Apex level and RTTCs may be accessed online at CTMS site of BSNL at [www.training.bsnl.co.in](http://www.training.bsnl.co.in).

##### **6.2 Mandatory Training in online mode under execution Promotion Policy**

As a part of the proposed Executive promotion policy, a mandatory training for our executives, on their upgradation to next higher scale has been planned. This will uniformly be made for all Executives helping them to upgrade their skill set for effective discharge of higher responsibility.

W.e.f. 01.04.2011, the required training is being provided through electronic media based learning for all types of upgradation courses followed by online examinations, being conducted at nearby associated Training Centres, to be successfully completed within two years from the date of upgradation order to the higher scale, within three attempts.

#### 5.0 **BSNL Distance Learning Scheme:**

BSNL Distance Learning Scheme 2010 was reviewed and made effective w.e.f. 01.10.2010. The scheme aims to fulfill BSNL's learning needs through the distance learning mode of education.

All working employees in the organization, which includes all executives and non-executives, with at least three years of experience, are encouraged to choose the programs as per their aptitude with the ultimate objective of its utility for the organization. The chosen program should necessarily be going to the areas of modern management/core domain knowledge practices. In addition, the expected completion date of the program (based on minimum allowable time to complete the program) should be at least 2 years prior to individual's superannuation.

The program shall be a correspondence program approved by Distance Education Council and offered by a National Open University/ State Open University that has the approval of Distance Education Council.

The competent authority to accord the sanction, up to JAG level of officers, would be the concerned CGM. For SAG & above officers concerned Board of Director (through the Training Cell) on the recommendations of the concerned circle would be the competent authority. For BSNL Corporate Office officers, the competent authority shall be the concerned Director of the Board through the Training Cell, BSNL Corporate Office Training Cell.

BSNL would support 75% of the course fees limited up to maximum contribution of one month emolument (Basic +IDA) of the officer at the time of joining the course, during a period/block of 5 years, starting from 01.10.2008.

However, the scheme has been currently put on hold temporarily.

#### **6.0 Summer trainings/short term assignments/Industrial attachments:-**

Students of recognized Engineering colleges/management institutes are allowed to undertake such trainings/projects in various fields as per the requirement of the students and the needs of company. In addition, short term familiarization courses to engineering students are also popular at various training centers.

#### **7.0 Staffing & Posting in Training Centers:-**

The posting of staff at training centers is being administered as per the established guidelines of merit and suitability. In order to ensure the perceived quality of imparted trainings and the availability of desired faculties, guidelines are issued by the corporate office.

#### **8.0 New /Current Initiatives:-**

**8.1 Launch of Employee Suggestion Scheme 2012:** Employee Suggestion Scheme 2012 was launched in the month of July, 2012 from BSNL Management with an intention to open direct channel of communication with employees on issues pertaining and growth and progress of BSNL in the area of delivery of telecom services. In response, the employees gave

their valuable suggestion for consideration of Management. The suggestions so received are being collated by CMD Secretariat under GM(C&M), BSNL CO for their further collaboration, examination and incorporation in our processes.

- 8.2 Upgradation of Computerized Training Management System (CTMS):** In addition to facilitating and monitoring of various training activities across country, the system has been upgraded to cover various types of reports.
- 8.3 Change in pedagogy:** Keeping in view of financial health of company, the huge expenditure incurred on the part of TA/DA while attending course at Training Centres has been suitably addressed by substituting online learnings i.e. Webinars and Field Training Programs without compromising the quality issues.
- 8.4 Faculty development:** Subject Matter Experts have been identified to contribute in a more focused way. They are catering internal as well external training needs of employees/external candidates respectively.
- 8.5 Training on IPv6:** Under the “National IPv6 Deployment Roadmap”, BSNL had been nominated as the lead organization to lead the Training and Awareness Working Group (WG-1). IPv6 lab has been commissioned at ALTTC and different level of training is being imparted to participants from Government and other organizations.
- 9.0 Commercial Activities:-**
- 9.1 **Summer Training to Engineering Students:** Around 90,000 engineering students have been imparted summer training during 2012-13 (Upto 31<sup>st</sup> Dec, 2012) summer training on payment basis in Electronics and Telecommunications at various Training Centres/Field offices across India.
- 9.2 **Launching of BSNL Online Certificate Programmes:** BSNL management has approved the proposal for launching of hands-on training focused seven online certificate courses across the country from our training centres as well as from field units. For launching from field units, it has also be decided to setup dedicated Field Telecom Labs where training centres are not available.
- 9.3 **Utilization of Training Infrastructure of BSNL Training Centres:** With a view to market the training services and infrastructure, it has been in practice to rent out the unutilized infrastructure viz. class rooms, premises etc. for commercial usage purpose.
- 9.4 **MoU with Institutes :** MoU between various institutes and Training Centres finalized/ being finalized to offer range of telecom courses on payment basis.