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Bharat Sanchar Nigam Limited

(A Government of India Enterprise)

No. 32-1/2008-Trg

Dated: 29/04/2008

To:

All CGMs
Sr DDsG/DDsG

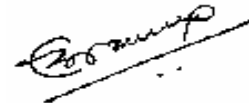
Sub: Specialized Trainings to Executives; development of 'Knowledge Support Pool'

The issue of provision of specialized trainings to our executives has been in discussions for some time. It has now been proposed that in this regard we should:

- Identify the strategic areas of our concern /relevance,
 - Shortlist officers out of the working lot who are considered fit to be developed /evolved in respective areas,
 - Design a time-bound methodology for impart of relevant trainings to chosen officers,
 - Put a system in place to deliver trainings to these officers &
 - Monitor the development of this 'Knowledge Support Pool' of our officers.
1. The plan of action on this issue has been prepared by the Training Cell, which is enclosed for reference and action.
 2. While the responsibility of driving this initiative would be with the Training Cell, the contribution from CGMs/DDsG in respect of further identification of learning areas and then recommending the nomination of the officers for getting such higher learnings in the respective areas would be the basic building block.
 3. The initial indicative list for these areas has been suggested. .CGMs/DDsG may suggest more areas if that be found relevant by them. The nomination of the officers shall be against the specific chosen area of specialization. There can be multiple nominations for single area, indicated in the mode of priority. The overall list for the current year would be prepared in consultation with concerned DDsG, for the company on rough proportional distribution.

4. The approximate number of officers (Group-A & B both) for each of the categories has been indicated at para-3 of the detailed plan. The other guidelines are also mentioned in this plan.
5. It would be noticed that the proposed specialized trainings are both in the Technical/core domain and Non-Technical/Management domain. The management trainings would be mostly at nearby IIMs, in the form of around one week duration Management Development courses, being offered by these institutes at various points of the year. Deputation of officers for conferences/workshops/seminars, as and when these are scheduled & announced by various bodies, would parallelly be done out of the finalized group of these officers.
6. No nominations for the SAG & above officers for the general advanced management program is to be done as there is an existing MoU with IIM-A for this group.
7. This being a strategic initiative having wide reaching implications, the passionate participation & involvement of all the concerned stakeholders at all the stages, is of paramount importance and is accordingly solicited. We strive for enhanced reputation of BSNL as a learning organization.
8. The desired information may please be sent to this cell by 15'th May-2008 positively, by mail on id: ddg_trg@bsnl.co.in

We will thankfully appreciate the co-operation from field units if we are saved from issuing reminders.



Neeraj Verma
DDG(Training)

Encl: The detailed plan

Copy for information pl.:

- 1. CMD, BSNL**
- 2. All Functional Directors of BSNL Board**

Training Plan for the Specialized Trainings for Executives

Training Cell has recently drawn and presented to the BSNL management, a detailed plan on the delivery of specialized trainings to BSNL officers. The salient points of this plan are as follows:

1.0 The Plan- Broad Outlines.

- It has been proposed that an expert pool of executives should be *developed in the technical/core domain as well as in the domain of management & soft-skills*. The suggestive initial list of topics has been worked out (at Annex IA, IB). The CGMs & DDsG would be requested to make further suggestions for the inclusion of areas which they consider to be part of this comprehensive list. The list would thus be finalized in consultation with concerned DDsG, and CGMs.
- For the technology/core areas, this expert pool will be created with the aid of vendor trainings, in-house trainings, workshops, conferences and seminars.
- For the management and soft-skills areas, it has been recommended that the expert pool would be created primarily with the aid of various Executives' Management Development programmes being offered by the chosen premier institutes of the country. A detailed list of such programmes is presented at Annex II. In addition to this, the supplementary avenues like workshops, conferences and seminars in the respective areas would also be made parallelly available to the chosen pool of officers, drawn and revised annually.
- The identified officers have been proposed to have a focused career progression preferably in those particular areas.

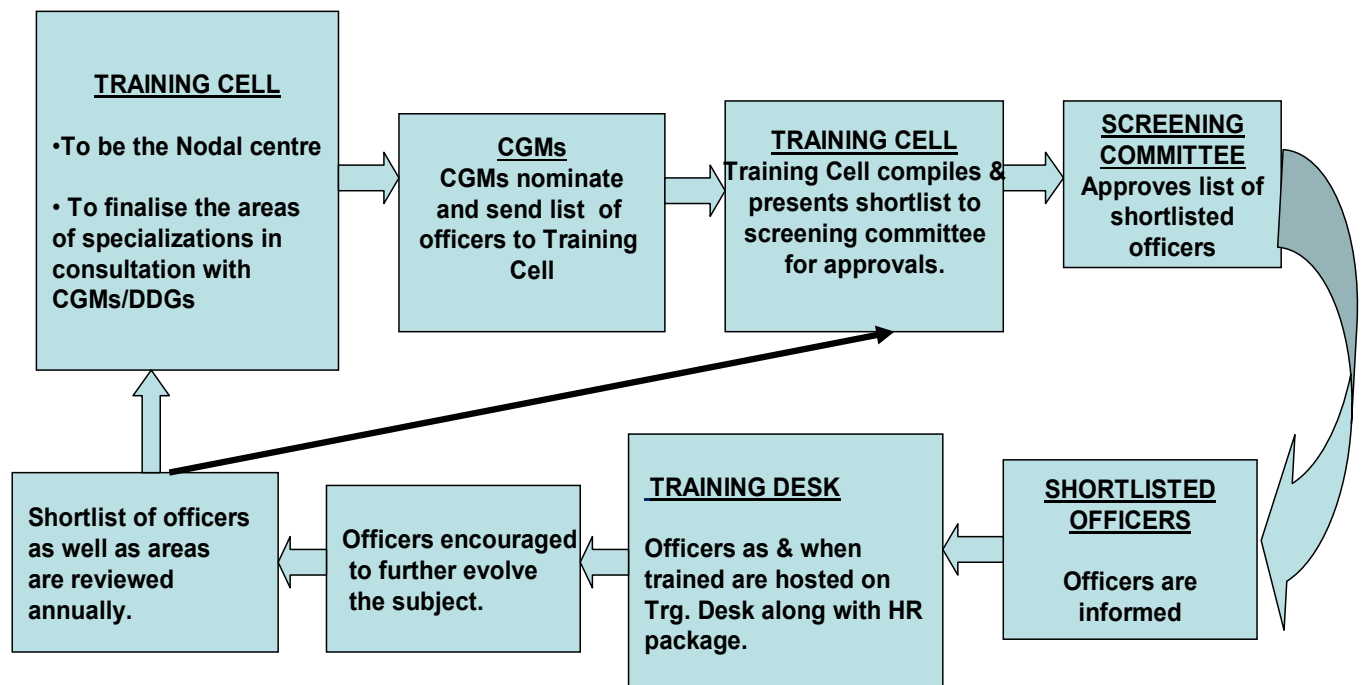
2.0 Procedural Flow for Specialized Trainings:

- The officers are to be chosen preferably as per their current areas of operations.
- Officers who are serving the tenures, are to be given preferences.
- Officers presently working as faculties in the specialization-areas in our various training centers would be preferentially picked up for these trainings so as to help them further disseminate the skills so learned.
- The list of specialization areas –Technical as well as Non-Technical, is to be given to all the concerned CGMs of the respective zones, requesting them to nominate their officers in each of the areas.
- DDG (Trg) along with the concerned DDGs of the specialization-area would be short listing the nominated officers for the various programmes.
- Approximately 60 officers from each of the zones are to be selected and deputed for the assigned specialized management programme. CGMs associated with their respective zones, can choose the management programme of the associated IIM.
- The broad categories of these programme would be:
 - Technical Trainings:
 - (i) Vendor Based Trainings
 - (ii) Seminar/Conferences/Workshops

Non-Technical Trainings:

- (i) Special MDP for Executives
- (ii) Seminar/Conferences/Workshops

- The list of the short listed officers would be presented by the Training Cell to screening committee of BSNL for its final concurrence.
- The Training Cell of the corporate office would be the nodal cell for co-ordinating the deputation of the selected officers.
- The Training Cell will also encourage the field units for suggesting the additional subjects and associated institutes, in the business of offering such courses, so as to make the list of areas dynamically relevant for the field units.
- Each of the trained officers would be encouraged to further evolve the subject area and develop a presentation for its delivery at some of our training centers. The content so developed will be hosted at the Digital library of BSNL.
- These trained officers, as & when trained, will be listed at the Training Desk portal on the BSNL-Intranet as well, for further references.
- The relevant data about such officers who would be undergoing such courses would also be made available in the HR package.



3.0 Level-wise projected break-up of officers in Specialized Trainings:

	<u>Total</u>	<u>Gp.</u>	<u>Gp.</u>
<u>Technical Trainings:</u>	<u>Officers</u>	<u>A</u>	<u>B</u>
Vendor Based –within country	1000	200	800
Seminar/Conferences/Workshops	300	250	50
<u>Non-Technical Trainings:</u>			
General Advanced Mgmt Prog: SAG & above	100	100	
General Advanced Mgmt Prog: JAG	100	100	
Special MDP for Executives	250	225	25
Seminar/Conferences/Workshops	300	275	25
<u>Total</u>	<u>2050</u>	<u>1150</u>	<u>900</u>

4.0 Total Final Expected Quantum of Specialized Trainings:

It is proposed that during the next one year, following numbers of officers would be covered under the 'Specialized Trainings':

	<u># of</u>	<u># of</u>
<u>Technical Trainings:</u>	<u>Officers</u>	<u>Man-days</u>
Vendor Based –within country	1000	7000
Seminar/Conferences/Workshops	300	400
<u>Non-Technical Trainings:</u>		
General Advanced Mgmt Prog: SAG & above	100	350
General Advanced Mgmt Prog: JAG	100	1200
Special MDP for Executives	250	1000
Seminar/Conferences/Workshops	300	400
<u>Total</u>	<u>2050</u>	<u>10350</u>

Suggested Areas of Specialization: Technical/Core

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Telecom:

- Broad Band-Multiplay
- Digital Satellite Phone Terminal (DSPT)
- SDH/DWDM
- NGN
- Mobile 2G/3G
- Convergence of Networks
- Convergence of Services
- Emerging Services

Computer/IT:

- Networking
- Security
- ERP

Finance:

- Portfolio Management
- Tax management
- Enterprise Finance management
- CDR Billing
- Costing of services

Civil:

- Infrastructure Utilization
- Emerging Green Building Practices

Electrical:

- Energy Efficient Operations

Telecom Factory:

- Manufacturing Techniques & Optimization

Note: Additional areas can be suggested.

Areas of Specialization-Non-Technical/Core

Business Development:

- Enterprise-Businesses: Models, Approaches & Implementation
- Approaches & Strategies in Business Diversification

Commercial:

- Modern Techniques of Costing & Tariff Policies

Marketing:

- Emerging Concepts & Practices
- Branding

Customer Services:

- Customer Relationship Management (CRM)
- Grievance Handling

Organizational Development:

- Business Process Re-engineering
- Global Practices in Standardization & Bench Marking

Human Resources:

Soft-Skills:

- Inter personal Communications
- Leadership
- Team Building
- Motivation
- Presenting Self
- Stress Management
- Emotional Intelligence
- Spiritual Intelligence
- Change Management
- Innovation & Creativity

Management-Oriented:

- Designing an Effective HR System
- Strategic HR Management
- HRM for Service Organization
- Approaches in Rewarding Employees

Note: Additional areas can be suggested.