

A Study of Training and Development Practices Adopted by BSNL



Management

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ABSTRACT

Training is the act of increasing the knowledge and skill of an employee for doing particular job. The training is to acquire new skill, technical knowledge, problem-solving, etc. Training improves the performance of employees on present jobs and prepares them for taking up new assignments in the future. Training also helps in the development of the employees. The main objective of the study is to identify the Training & Development Practices adopted by a Public Sector Undertaking - BSNL that has an impact on employee performance.

Introduction:

The emergence, role and importance of public sector enterprises in India remains unparalleled as they contributed to the overall growth and development of various sectors of the economy. They spurred not only economic growth but also hastened social and regional developments. However, economic reforms initiated in the year 1991 exposed them to the winds of globalization making it mandatory for them to reestablish themselves in a new form/avatar. They faced a do or die situation against the competitive conditions of the global environment. Against this background, the paper attempts to examine the training and development practices as adopted by a public sector undertaking - Bharat Sanchar Nigam Ltd (BSNL).

Given the nature of PSEs which boasted of repository of knowledge and expertise of their human resources had no alternative but to sharpen their skills for survival. This necessitated the development of human resources and one of the ways to develop human resources was through training and development programmes. Training and development are not only important from enhancing the performance of the individual employees but also foster a culture of continual performance and increased productivity.

Bharat Sanchar Nigam Limited (abbreviated as BSNL) telecommunications company headquartered in New Delhi, India. It was incorporated on 15 September 2000. It took over the business of providing of telecom services and network management from the erstwhile Central Government Departments of Telecom Services (DTS) and Telecom Operations (DTO), with effect from 1 October 2000 on going concern basis. It is the largest provider of fixed telephony and fourth largest mobile telephony provider in India, and is also a provider of broadband services. However, in recent years the company's revenue and market share plunged into heavy losses due to intense competition in the Indian telecommunications sector.

Review of Literature:

Training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development.

An organization which aspires to grow must be in tune with the changing needs of the society. Training becomes relevant in the context since it is only through training that the gap between performance of the organization and the felt need of a changing society can be neutralized. Training reduces the gap by increasing employees' knowledge, skill, ability and attitude. Employees are motivated to attend the training programmes by the management for self development as well as organization develop-

ment Employees realize the importance of training needs of training to achieve the organizational goals.

Training and Development are terms which are sometimes used interchangeably. Development was seen as an activity associated with managers. In contrast training has a more immediate concern and has been associated with improving the knowledge and skill of non-managerial employees in the present job. In management education system, training system is a set of interdependent parts which together form a unitary whole that performs a well defined function. It essentially has an input, a processing or transforming unit, an output and a feedback.

Every organization needs the services of trained persons for performing the activities in a systematic way. The fast changing technological development makes the knowledge of employees obsolete. They require constant training to cope with the needs of jobs. After selecting the employees, the next task of management is to give them proper training. Training makes a very important contribution to the development of the organization human resource and hence to the achievement of its aims and objectives. To achieve its purpose training needs to be effectively managed so that right training is given to the right people in the right form at the right time and at the right cost.

Training is different from college education since management is relating experience to learning going from experience and concept. Training is purely vocational in contrast to education. The main purpose of which is the development of general culture.

The term training indicates the process involved in improving the aptitude, skills, and abilities of the employees to perform specific jobs.

Training is a vital phase of management control. It helps in reducing accidents, eliminating wastages and increases the quality of work. The training programmes must focus on interpersonal communication, team work, innovation and leadership most importantly the training has to be comprehensive, systematic and strategy with which the company is planning to fight the competition. In the future it is training that will act as between people, between strategy and between customers and the organization. The development of individual and teams through training is important for the achievement of long term goals of the organization.(3)

Importance of Training:

The benefits of training like Better performance, Employee Development, Personal Growth, Less Supervision and High morale clearly shows its importance.

Need of the Study:

Training is very important for employees in doing the job and it improves the performance or skills. Training strongly influences the productivity, efficiency, innovative ideas and complete knowledge about the job. Therefore, it is necessary to know the training given to the employees in the organization provide them level of acceptance, care and confidence after the training programme and their satisfaction about the training programme.

1. Training Policy at BSNL:

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. Training Infrastructure at BSNL:

The training set up of BSNL is represented through its:

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

The Apex training centers are headed by Chief General Managers while Regional centers by SAG/DGMs & Circle centers by DEs. BSNL / HR Manual / Section III - 2 -

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 nearby 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. ALTTTC, Ghaziabad
2. BRBRAITT, Jabalpur
3. NATFM, Hyderabad

REGIONAL TELECOM TRAINING CENTRES Sl. NO	TRAINING CENTRE	Sl. 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		

3. 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.

(i) Induction Trainings:

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

(ii) In-Service Trainings:

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

- **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.
- **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.
- **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.
- **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.
- **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.
- **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.
- **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 RGMTC Chennai, provide the necessary set up for imparting these trainings.

- **Miscellaneous Training:** BSNL 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.
- **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. Training Output

(i) In-service Training

In service/Refresher training are imparted to existing BSNL personnel to upgrade their knowledge/skill to meet the requirements of trained man power 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

(ii) Mandatory Training in online mode under execution Promotion Policy

As a part of the proposed Executive promotion policy, a mandatory training for executives, on their up gradation 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.

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

5. 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 belong 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 com-

petent 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. 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. 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. New /Current Initiatives:-

(i) 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.

(ii) 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.

(iii) 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.

(iv) 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.

(v) 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. Commercial Activities:-

(i) Summer Training to Engineering Students:

Around 90,000 engineering students have been imparted summer training during 2012-13 (Upto 31st Dec, 2012) summer training on payment basis in Electronics and Telecommunications at various Training Centres/Field offices across India.

(ii) 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 been decided to setup dedicated Field Telecom Labs where training centres are not available.

(iii) 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.

(iv) MoU with Institutes :

MoU between various institutes and Training Centres finalized/ being finalized to offer range of telecom courses on payment basis.

Conclusion:

The role of training and development programmes in unleashing the capacities and competencies of the human resources is a proven fact. The Training & Development practices adopted by BSNL are centralized with adequate infrastructure. The policies are well defined. However, in practice the satisfaction of employees w.r.t to training imparted remains provides a scope for future study.

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