CONCLUSIONS
AND
SUGGESTIONS

Ring out the old, ring in the new,
Ring happy bells, across the snow,
The year is going, let him go...
Ring out the false, ring in the true.

- Tennyson
CHAPTER - 7

CONCLUSION AND SUGGESTIONS

The objectives of New Telecom Policy namely, The National Telecom Policy 1999 has been well achieved with reference to Human Resource Development and Training for all fields related to telecommunications, after conversion of erstwhile Department of Telecommunications into Bharat Sanchar Nigam Limited. 'Cellone' is the GSM cellular mobile services BSNL which was launched only on 19\textsuperscript{th} October 2002 in a competitive environment when the private operators have covered almost all the cities and towns. A target was fixed for 4 million customers in two phases. Phase I was to cover about 1.5 million customers covering about 1000 cities during 2002-2003, which will be expanded to 4 million in phase II. But BSNL is capable of achieving the target well in advance and now it has crossed 12 million mobile connections throughout the country with the existing workforce by equipping them with new technology. Broad Band services is the latest telecommunication technology launched by BSNL on 14\textsuperscript{th} January 2005. Now it has 17 lakhs working broad band connections throughout the country. More than 5 lakhs Village Panchayat Telephones nearly 20 lakhs Local, STD, ISD Public call offices, more than 20 lakhs WLL connections are the achievements of BSNL.

The characteristics of Training and Development functions are unique and the effective strategic Human Resource Management in BSNL plays a vital role in that. The training programmes conducted by the training centres of
BSNL enhance the growth of the organisation in BSNL by improving the competencies of its employees. The In-service Training Programmes conducted in the training centres of BSNL are updating and upgrading the skills, knowledge and abilities of the employees to face the challenges in the competitive environment. It is very rare to find such inhouse training centres with well-equipped training infrastructure in any Indian Public Sector company as in the case of BSNL. The corporate training programmes of BSNLs can be considered as the best of its kind as compared to other competitors. The Recruitment Policy and training policy followed by BSNL is unique and effective in achieving the objectives of the organisation.

Being purely a technology based service organisation, it has managed successfully to excel over other competing organisations though it is manned by its existing working staff who are imparted technical knowledge skills and abilities only through its training centres. The secret behind this can only be the quality of training programme delivered by highly qualititative and competitive trainers.

Training system in BSNL is adequate and formed with designs being satisfied with the opportunities provided in the assessment system and consequent benefits in the areas of training at the study unit.
SUGGESTIONS

Training Centres and Trainers

BSNL is having excess number of training centres, which in purely unnecessary. This reduces the quality of training programme and as well uniform standards of training centres throughout the country. There should be limited training centres with ample facilities, which can deliver world-class training programs.

The trainers instructors should be provided with enough bases to improve their own skills, knowledge and graining abilities by conducting various seminars and training for them.

The training programmes would be more successful if it can be globalised, by inviting experts and professionals as trainers for the training programmes conducted in the training centres of BSNL.

Training Need Analysis

The most important part of the training process is training needs analysis, any training programme should be given in specified field to those who actually need. The performance appraisal of the prospective trainee should be reviewed for selection of the individual for training. The training programmes should not be treated as a more official tour and entertainment programme.
Training can and will produce positive results if it is based on clearly defined training needs specific to the performance. Imparting training to the employees is important to organisational development.

Every organisation needs to have well-trained and experienced people to perform the essential activities. Training should not be carried out as a reaction to immediate needs or a patch up operation. It should be a systematic and continual activity of the organisation.

Training by equipping the employees with requisite knowledge, skills and attitude empower and enables them to master the demands of their job condition that is not only of intrinsic value to the workers but also, in most cases, an imperative for success and survival of the organisation. Some employees who are nominated for training programmes do not seem to reciprocate the gesture with keenness. In some cases, nominations, particularly for local training programmes, are treated with levity.

Evaluation

Evaluation is concerned with the estimation of the learning effectiveness. Evaluation is a wide range of activities undertaken to determine the work of source thing. The evaluation procedure should be based on identification and appraisal. Efficiency of the training programmes should result in effectiveness of job performance in transfer of training. The trainer should be ready to answer questions as to the relevance of the training activities, considering the cost of employee training and development.
A systematic evaluation of training programmes involving an appropriate criterion is necessary to know how effective these training programmes have been implemented.

Training cost includes, the salary of the trainee, organisation benefits paid leave, holidays etc., replacement (cost while a person is on training—there should be somebody to replace this absence), cost production, overhead changes: (Training building, rent, class room, equipments, computers, stationerries and personal involved in training activities), instructor cost, course material cost, training department administration cost and TA/DA payable to the trainees.

At the end of the course, the trainees are asked to give their immediate reactions to the programme by filling a questionnaire or Evaluation form. Pre training and during the training evaluation should be done for improving the effectiveness of the training programmes. Post training evaluation should be concentrated on finding the impact generated by the training.

An instructor cannot evaluate the trainee behaviour without considering what the on-the-job performance. Trainees don't give their honest reactions on these forms. The reasons for this are infinite. Trainees don't rate poor instructors as low as they should. Trainees won't rate an instructor lower. What trainees normally feel is the instructor has tried his best and at least, deserves a fair rating. Sometimes high rating percentage is by "good instructors" who don't necessarily create learning or behaviour changes, but they entertain the trainees by tremendous stories and jokes.
The evaluation of training programmes should not only be done by the trainees but also outside professionals and that too at the work place on the performance after training. Strict rules and regulations in the training programme will give right direction to the organisation’s mission and vision.

Evaluation feedback of the previous training programme and its implementation should be discussed in the first session of the next programme on the same subject for effective utilisation of the feedback.

Training for Executives

The executives comprises of diverse occupational groups. These are the Engineers, Administrators, Account Officers etc. They realise the importance of training. They consider it a developmental process, which must be perceived vigorously in order to sustain high output. The Engineers dominate the management positions at all levels of the organisation.

Seminars should be organised for the Engineers to awaken their real interest in training and stress the contribution of training to the growth of the organisation. A higher technology industry like BSNL should not shy away from training its workforce, it is to meet the demands of its ever-changing environment and technology. Such seminars should be tailored to that needs so that they became aware that training is a sine qua non an industry.
Awareness of Training

Mere information about training programmes are not awareness of training system. The unwilling participation should be eliminated or minimised and interest in training in programmes should be developed and sustained. This will enable the organisation that provide training with the insights they receive, in order to maximise the resources by investing on training and development activities.

Awareness should be created generated among the employees to know the importance of training and development, courses to each individual's aspiration and the organisation in general.

The organisation can introduce course "menus" to create awareness and disseminate information on training programmes that are available. Informal channels to bridge communication gaps, informal discussions by the training department with the rank and file can break communication gap between the training department and staff. This will generate interest in staff, which will, in turn, open them up for training.

Transfer of Learning

To encourage transfer of learning, trainees should be given free hand to implement or use knowledge acquired during the training programmes. This will create a sense of belonging which will in turn enhance morale and increase efficiency.
Enhance statutes of training by making it a full-fledged development programme. Training should be an entirely separate division to speed up training plans and objectives as well as reduce bureaucratic delays. Higher officers should provide more training facilities and improve training environments and enforce their staff to attend training courses.

After training an employees should be put at right place where be can work after training. They should be given challenging jobs are higher responsibilities.

No matter how successful a training programme is in meeting its objectives, its effect will decline with time if reinforcement is not provided in the workplace on a regular and consistent basis.

The staff should be given free hand to implement use the knowledge he acquired during training programme. If an employee is recognised after training he will definitely like to perform better than before. If an employee is not allowed to implement some of the things he has acquired in the course of training programme be will be demoralised.

**E-Learning**

With the steady narrowing of the digital divide, decreasing hardware costs and given its software professionals, India stands an excellent chance for promoting e-learning in its corporate environment. Acute shortage of highly skilled talented instructors and trainers, the increased computerization, new job descriptions and roles, increased pressure to justify training and development
costs are the reasons that motivate organisations to implement e-learning in future.

**Other suggestions**

There is no doubt the staff are enthusiastic to be trained but their interest is not sustained. This could however be done by:

1. Recognising the importance of telecommunication as the pre-requisite for the development of other technologies, telecommunication technological Research and Development activities should be initiated and encouraged in apex training centres of the organisation.

2. The apex training institutes should be encouraged to undertake Research and Development activities on the training process and its various aspects of training system.

3. Making attendance of certain training programmes compulsory and a pre condition for advancement/promotion. Refusal to attend training programmes should attract disciplinary action. For example attendance of management skills development course should be a pre condition for promotion for managerial position.

4. Employees should be educated on the need for self-development.

5. Provision of adequate resources after training.

6. People should be oriented to realise that their job is an important as that of the Managing Director, since it forms part of the process. That job
can be improved upon no matter how little. When this is done there would be desire to improve and the trained for such improvement.

7. Training needs enumerated in appraisal forms should be met adequately to keep the enthusiasm alive.

8. There are people who do not have sound basic knowledge of one technology. They feel that going for training may expose their weakness. Such people may avoid attending training programmes should be taken into consideration and counseled.

9. Their is a need to overcome inherent dislike for training. Purpose of training should be made explicit encourage self-development.

10. Continuous updation and upgradation of syllabus is a critical factor in enhancing the effectiveness of the training programme syllabus has to be in frame with the changing technology needs.

11. Further researches may be carried out to study the importance of training required for trainers for effectiveness of the training programme and studies may be conducted on the training functions of the Government departments public sector enterprises, private limited companies and so on.

12. The researcher would like to close this study by stating that the incorporation of suggestions from workforce would further improve the training systems and enhance them effectively.