ITI LIMITED
(A Government of India Undertaking)

ANNUAL CAPACITY BUILDING PLAN OF ITI LIMITED

UNDER MISSION KARMAYOGI

Background about Mission Karmayogi

On 2nd September 2020, Government of India has launched Mission Karmayogi a National Programme for Civil Services Capacity Building (NPCSCB). The programme aims at building a future-ready civil service with the right attitude, skills and knowledge, aligned to the vision of New India.

It also aims to prepare Indian Civil Servants for the future by making them more creative, constructive, imaginative, proactive, innovative, progressive, professional, energetic, transparent and technology-enabled.

The Mission envisages a comprehensive reform of the capacity building apparatus at the individual, institutional and process levels for efficient public service delivery. This will be achieved through a Competency Framework for Civil Services that will be totally indigenous to India.

Brief about ITI Limited and its Units

India's first Public Sector Unit (Post independence) - ITI Limited was established in 1948. Ever since, as a pioneering venture in the field of telecommunications, it has contributed significantly to the country's national telecom network. With state-of-the-art manufacturing facilities spread across five locations and a countrywide network of marketing/service outlets, the company offers a complete range of telecom products and total solutions covering the whole spectrum of Switching, Transmission, Access and Subscriber Premises Equipment.

ITI joined the league of world class vendors of Global System for Mobile (GSM) Technology with the setting up of mobile equipment manufacturing facilities at its Mankapur and Rae Bareli Plants in 2005-06. This ushered in a new era of indigenous mobile equipment production in the country.

The company is consolidating its diversification into Information and Communication Technology (ICT) to hone its competitive edge in the convergence market by deploying its rich telecom expertise and vast infrastructure. Company is diversifying towards IoT, Smart city, Smart cards, Solar, other allied telecom products and services including turnkey project execution to offer complete solutions in diversified fields. It is a major player in the execution of BharatNet project, a flagship programme of Government of India aimed at connecting all the villages in the country through high speed broadband network.

Secure communications are the Company's forte with a proven record of engineering strategic communication networks for India's Defence forces. Extensive in-house R&D work is devoted towards design and development of encryption solutions to Indian Defence forces.

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1. PROJECT BACKGROUND

1.1 Mission Karmayogi

The Mission Karmayogi - National Programme for Civil Services Capacity Building (NPCSCB) offers civil service officers the Karmayogi Bharat Portal, an online learning platform with the aim to create a competent civil service rooted in Indian ethos, with a shared understanding of India's priorities, working in harmonization for effective and efficient public service delivery.

Civil servants play a vital role in rendering a range of public services, welfare programs and core governance related functions formulating policy and executing delivery that enable the government to serve its citizens efficiently and effectively. The Government of India in September 2020 launched the National Programme for Civil Services Capacity Building (NPCSCB) referred to as "Mission Karmayogi".

Mission Karmayogi aspires to build a Future Ready Civil Service equipped with the right Attitude, Skills and Knowledge, aligned with the vision of New India. Karmayogi Bharat's vision is to transform the Indian civil services capacity-building landscape by establishing a robust digital ecosystem enabling continuous anytime-anywhere learning to make the officials future ready.

To fulfil the vision, the mission adopted the aim to guide civil service officials in their competency-based capacity building journey by enabling online, face-to-face, and blended learning, facilitating discussions through topical forums, managing career paths and enabling reliable assessments that credibly signal competencies of officials.

Its primary objective is governance improvement through enhancement of capability across the Civil Services pyramid of India. It intends to enable a citizen centric and future ready civil service with right attitude, skills and knowledge, aligned to the national vision. "Mission Karmayogi" envisages a paradigm shift towards the recognition that an 'agile and citizen-centric' civil service requires a well-defined competency framework as a key lever of a comprehensive capacity enhancement programme, meant for transition of officials from a rule-based to a role-based approach.

Broadly, Mission Karmayogi aims to deliver on its goals through:

- New National Architecture for Civil Services Capacity Building.
- Comprehensive reform of the capacity building apparatus at individual, institutional and process levels for efficient public service delivery.
- Prime Minister's HR Council to approve and monitor Civil Service Capacity Building Plans.
- Capacity Building Commission to harmonize training standards, create shared faculty and resources and have supervisory role over all Central Training Institutions
- Wholly owned Special Purpose Vehicle (SPV) to own and operate the online learning platform and facilitate world-class learning content market-place.

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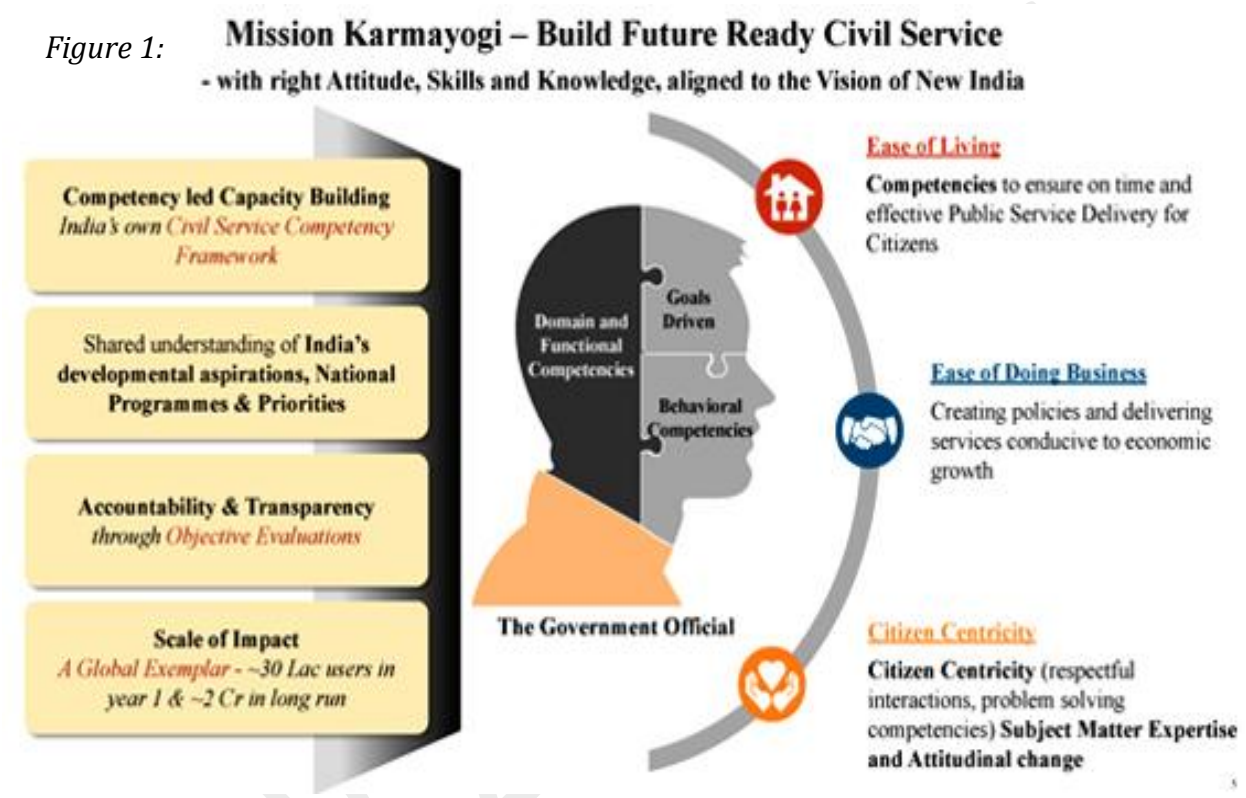
Citizen at the Centre of Mission Karmayogi

The focus of Mission Karmayogi is on enhancing the Government-Citizen interaction with officials becoming enablers for citizens and business, with development of Behavioural-Functional-Domain competencies leading to ease of living and ease of doing business. Thus, by design, Mission Karmayogi adopts a citizen-centric approach for civil service reforms.

Figure 1:



The framework for implementation and monitoring of the program would involve the following:

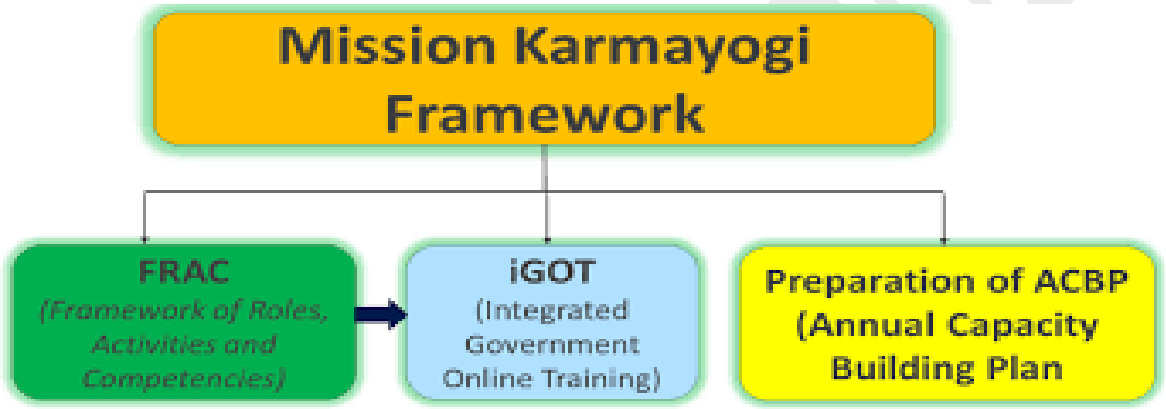
- **Prime Minister's Human Resource Council (PMHRC):** Apex body for the program.
- **Cabinet Secretariat Coordination Unit:** Under the apex body, the unit shall monitor the implementation of NPCSCB, align stakeholders and provide mechanism for overseeing capacity building plans.
- **Capacity Building Commission:** The commission is setup for functional supervision of training institutions and facilitate in preparation of the Annual Capacity Building Plans (ACBP).

Figure 2: Framework for implementation & monitoring

- **Karmayogi SPV (Special Purpose Vehicle):** The SPV shall operate the digital assets created for NPCSCB on behalf of the Government of India that owns and operates iGOT Karmayogi platform.
- **Integrated Government Online Training (iGOT):** It helps in instituting the shift from Rule to Role basis with the indigenous competency framework - FRAC, linked to personnel efficacy success.

  FRAC stands for Framework for Roles Activities & Competencies. For each unique position, FRAC defines the Roles, Activities and Competencies needed by an individual for effective performance.

Framework involved under Mission Karmayogi *(Figure 3):*



1.2 The FRACing Process

Implementation of Mission Karmayogi first start with creating a dictionary of positions, roles and actives, and documenting their linkage to competencies, which enables ministries/ departments to build an accurate picture of the relationships and the full list of position, roles, activities and competencies i.e., Behavioral, Domain and Functional (BDF) relevant to them. The repository of roles, activities and competencies for each position in the government is expected to improve the understanding of an official to pursue a career path of his/ her choice and do well in the current one.

1.3 iGoT Karmayogi - Onboarding and Enrolment for the Courses

iGOT Karmayogi is an online learning platform being developed as an integral part of the Digital India stack for capacity building of all government employees. It will provide 'anytime-anywhere-any device' learning to train around 2.0 crores users which was so far unachievable through traditional measures. The platform is envisioned to evolve into a vibrant and world class marketplace for content modelled on FRACs.

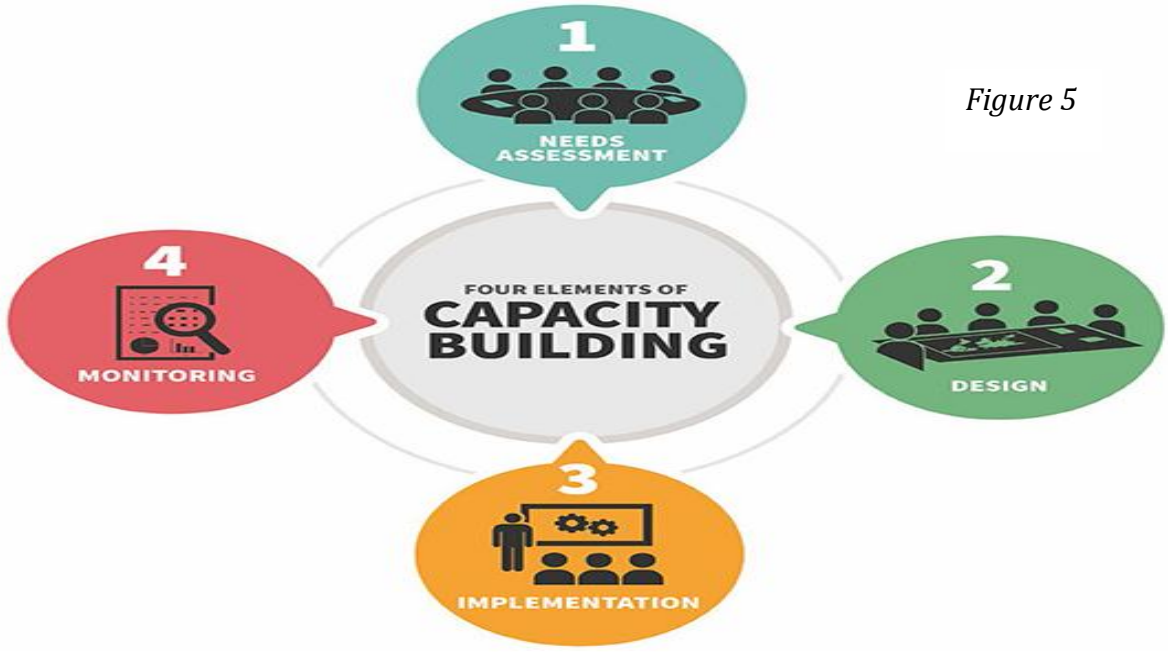
iGOT Karmayogi platform (https://portal.igotkarmayogi.gov.in/public/signup) presently hosts more than 300 courses under various broad themes such as Public Administration, e-Governance, Public Procurement Process, Government e-Marketplace (GeM), Information & Communication Technology (ICT), Economics, Digital Governance, Law, Management and Emerging technologies etc.

Figure 4

1.4 Annual Capacity Building Plan (ACBP)

Mission Karmayogi or the National Programme for Civil Services Capacity Building aims to bring comprehensive reform to the existing capacity building framework at both, the individual and organizational level for efficient public service delivery. To achieve this objective, the Capacity Building Commission (CBC) was constituted in April 2021. CBC aims to drive the standardization and harmonization of capacity building efforts across the Indian civil services landscape. One of the CBC's key mandates is to support the creation of Annual Capacity Building Plans for all MDOs, by first identifying the capacity needs of the MDO, and then recommending suitable interventions to bridge the identified needs.

Figure 5



Annual Capacity Building Plan (ACBP) is a document which entails Specific, Measurable, Attainable, Realistic and Time-bound capacity building interventions of the department. The capacity building exercise would be goal-driven and performance oriented. It shall indicate capacity building interventions at the Individual, Organizational and Institutional level.

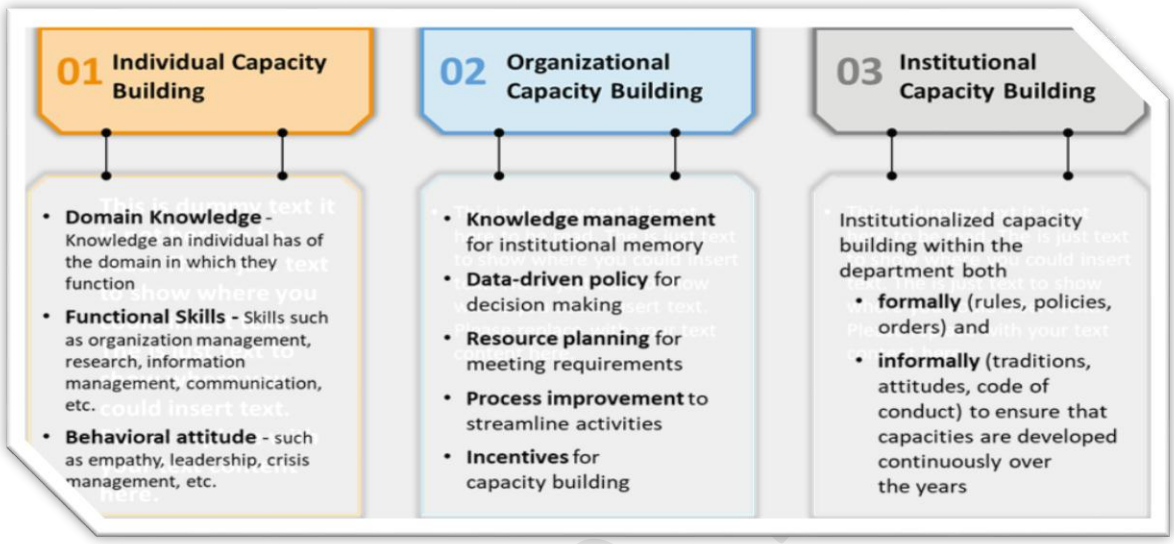


Figure 6: Capacity building interventions

Figure 6, the capacity is developed at three pillars: Individual, Organizational and Institutional. These are referred to as the three pillars of capacity building.

- **Pillar 1 – At the Individual Level**:

  Competencies form the basis of individual capacity building. A competency is defined as the combination of attitudes, knowledge and skills that enable an individual to perform a job or task effectively. Capacity building at the individual level refers to the process of equipping individual Government officials with the competencies required to effectively perform their assigned roles.

- **Pillar 2 – At the Organizational Level**:

  This refers to the process of building the capacity of collective and shared aspects of the organization such as existing processes, digital and physical infrastructure and technological capabilities that enable the organization to achieve its goals.

- **Pillar 3 – At the Institutional Level**:

  Institutional capacity building refers to change made in the norm, policies and regulations that guide the functioning of individuals and organizations (Note – Since institutional capacity building interventions affect all ministries/department of the Government, the scope of ACBP exercise for a specific MDO is not expected to cover institutional measures).

2. OVERVIEW OF ITI LIMITED

ITI Limited is a Public sector undertaking in the Telecommunications technology segment established as a departmental factory in 1948. Company is having Manufacturing Units in Bengaluru, Naini, Rae Bareli, Mankapur and Palakkad along with R&D Centre in Bengaluru along with various Marketing Offices located at all over India Basis.

The Company has a diverse suite of products including manufacturing products like Gigabit Passive Optical Network (GPON), Managed Leased Line Network (MLLN) products, Stand Alone Signaling Transfer Point (SSTP), Wi-fi Access Point, Radio Modem, SMPS, Set Top Box, Defence Products like multi – capacity encryption units, Bulk Encryption Units (BEU), Terminal End Secrecy Devices (TESD), Passive Infrastructure products like Optical Fiber Cable (OFC), HDPE Duct, Antenna, diversified products such as smart energy meters, smart cards, solar panels, mini personal computers.

Besides offering the telecom turnkey solutions and customized support, ITI has a dedicated Network System Unit for executing Turnkey Projects for installation and commissioning of Telecommunication networks. The company intends to upgrade and invest in the technology from strategic partners with a specific focus on high growth industry segments.

The Company is operating Data Centre at Bengaluru and currently expanding the same to offer cloud based services to Government institutions/departments, banks etc. The Company is manufacturing a diverse range of Information and Communication Technology (ICT) Products/solutions to hone its competitive edge in the convergence market by deploying its rich telecom expertise and vast infrastructure.

Company is diversifying towards Internet of Things (IoT), Smart City, other allies' telecom products and services including turnkey projects execution to offer solutions in diversified fields. Encryption products are the Company's forte. Extensive in-house R&D work is devotes towards design and development of encryption solutions to Indian Defence Forces.

2.1 Vision of ITI Limited

"To lead India's transformation towards self-reliance in the domain of Telecommunications, Electronics and ICT products, services and solutions that change lives for better".

2.2 Mission of ITI Limited

"To provide in-house developed convergence solutions, products and services to our clients in the area of Telecommunications, Electronics, Defence system, Space Technologies and smart connected technology".

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2.3 Values of ITI Limited

We aspire to achieve our goal by focusing on Innovation, continuous improvement and collaborating with strategic market players (partner/alliance) in transparent and responsible manner.

- **Innovation:** There is a constant want for Innovation through facilitation, resource provisions, encouragement & recognitions that drive our growth.
- **Continuous Improvement:** We focus on continuous improvements which leads to more sophisticated and overall more economically competitive offerings.
- **Collaboration with Strategic Partner:** We just don't do business but help our customers and other stakeholders to transform the lives we touch.
- **Transparency:** We will be fair, honest and ethical in our conduct; everything we do must stand the test of scrutiny.
- **Responsible Manner:** We will integrate environmental and social principles in our businesses, ensuring that what we generate goes back to the stakeholders.

2.4 Products, Projects and Services of ITI Limited

- **Turnkey Projects**: ITI Limited has executed Turnkey Projects viz., GujNet, MahaNet, NFS Project, ASCON Phase IV Project, IAF Project, Andaman & Nicobar Bharat Net Project, Airtel FTTH Rollout etc.
- **Products:** Manufacturing and supply of various products viz., HDPE Duct, OFC, Encryption Products, SMPS, Solar Panel, Mini PC, Fibre Distribution Management System, Banking products, Mini PDO, Smart Cards, Solar street lights etc.
- **Services**:
  - AMC for ASCON, Defence Equipment, NGN equipment, OCB, GSM-SZ & MLLN, Business from Data Centre, Upgradation of Data Centre for Indian Air Force, Upgradation of 3G Network to 4G/LTE for Indian Air Force, Services from Test labs, Reliability lab, 3D printing, Start-up Hub, VSSC Business, Skill Development, Third Party Audit Services (TPA) for implementation of BharatNet Phase II project in the states of Odisha, Jharkhand and various other states, business generated by Corporate, MSP etc.
  - During the year "Letter of Award (LOA)" received from Tamil Nadu Fibrenet Corporation Limited (TANFINET) was converted into work order of Rs 432.96 Crores for execution of BharatNet Phase-II in the state of Tamil Nadu. The project includes Planning, Survey, Supply, Installation, Commissioning, Testing, End-to-End Integration and Operation & Maintenance of Optical Fibre Network (OFN) and Electronics of Package-D from TANFINET for providing Broadband connectivity across the state of Tamil Nadu.

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- The Company has received a Letter of Intent (LOI) from Urban Development Department, Government of Maharashtra for the implementation of a centralized monitoring system based on Information and Communications Technology (ICT) for solid waste management procedures in all urban local bodies of Maharashtra. The expected value of this contract is Rs. 400 Crores, for a period of seven years.

- The Company has received a Purchase order worth Rs. 70 Crore from BSNL for AMC of GSM Network for South Zone.

- The Company has received a work order from BSNL worth Rs. 39.84 Crore for execution of Pilot Projects for last mile Broad band connectivity in uncovered villages under Universal Service Obligation Fund (USOF).

- The Company has received a Letter of Intent (LOI) worth Rs.10.50 Crore from Bangalore Electricity Supply Company Limited (BESCOM), Karnataka for establishing Grid- Connected Roof top Solar Plant of various capacities.

- The Company has received a Purchase order from C-DoT for manufacture and supply of 40,000 Nos of Optical Network Termination (ONT 23) of worth Rs. 7.22 Crore to M/s Railtel Corporation.

- It is of great pride for the Company to be associated with VSSC, ISRO country's space mission which on 14th February 2022 successfully placed three satellites PSLV C52 into their exact orbits and these carried five packages assembled at ITI.

- For the first time in the history of the Company, ITI has received an order from a Private operator for FTTH rollout worth around Rs. 34 Crore.

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2.4.1 Products / Projects of ITI Limited are as mentioned below:

Table 1:

Sl. No	Some of the Current Projects of ITI Limited under Implementation are mentioned below		Future Projects of ITI Limited under pipeline
	Production / Manufacturing	**Services Providing for**	
1	ASCON Phase 4 Project	AMC for ASCON	Mono Crystalline Solar Cells
2	4G / 5G Radios	Defence Equipment	Digital Mobile Radio
3	SMAASH PC / Laptops	NGN equipment	4G BBU Manufacturing
4	Smart Cards Manufacturing	Upgradation of Data Centre for Indian Air Force	Expansion of MSP / SOC
5	Solar Panel / Solar Street Light	Upgradation of 3G network to 4G/LTE for Indian Air Force	Router Manufacturing
6	3D Printing, Aadhaar based Business	Services from Test labs, Reliability lab	Electronic Voting Machine (EVM) and Voter Verifiable Paper Audit Trail – VVPAT Mfg.
7	Mini PC / Component Screening	MahaNet Project / BharatNet	OFC Manufacturing
8	Airtel FTTH	NFS Project	
9	OFC/ Trading	USOF Pilot Projects	
10	Switched Mode Power Supply (SMPS)	IAF Project	
11	Banking Products / Sanitary Napkin Vending Machine	TANFINET Project	
12	Wi-fi Hotspots	GSM-SZ AMC	
13	HDPE Duct Manufacturing	GujNet Project	
14	VSSC Business	Data Centre	
15		MLLN / AMC for MLLN / SSTP	
16		e-Governance projects/ Misc. Services	
17		GPON (ONT, OLT, SPV and I&C)	
18		NGN AMC	
19		OCB AMC Business	
20		BharatNet A&N	
21		Start-up Hub	
22		Third Party Audit Services (TPA) for implementation of BharatNet Phase II project in the states of Odisha, Jharkhand and various other states	

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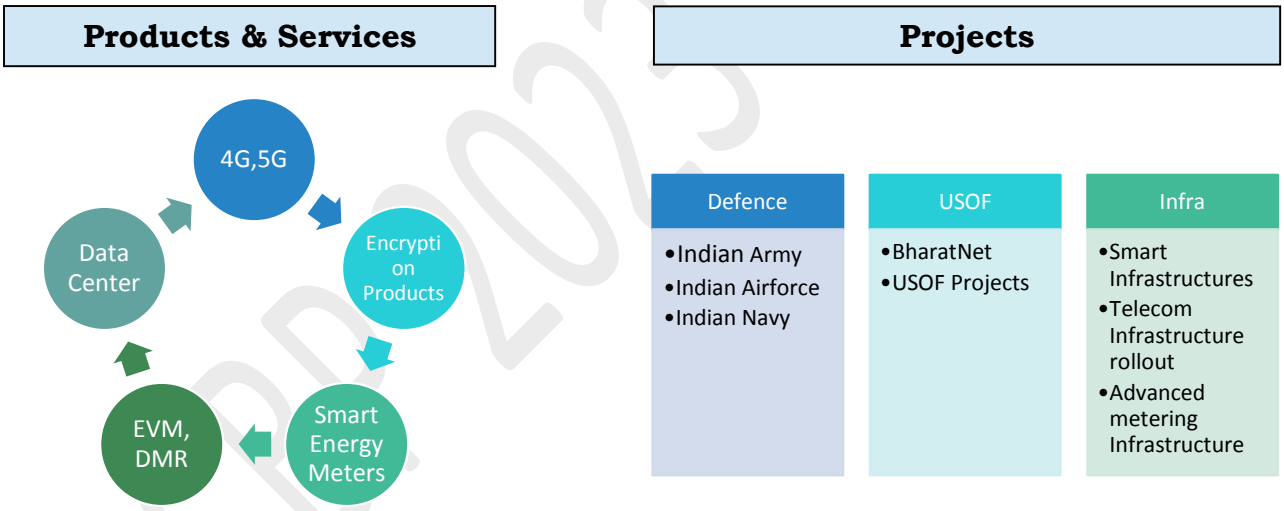
2.5 Goals / Focus Areas of ITI Limited

Goals: ITI is focused to provide in-house developed convergence solutions, products and services to our clients in the area of Telecommunications, Electronics, Defense system, Space technologies and smart connected technology to lead India's transformation towards self-reliance in the domain of Telecommunications and Electronics that changes lives for better.

Values of the Company are as follows:

1. Innovation : Through facilitation, resource provisions, encouragement and recognition
2. Improvement : Focused approach which leads to more sophisticated and overall more economically competitive offerings
3. Collaboration : Collaborating with strategic partners and other stake holders to transform
4. Transparency : Fair, honest and ethical in our conduct; everything we do must stand the test of scrutiny

Focused Area:



Product & Services

1. **4G, 5G**

   - CDOT 4G Technology:
     - Target to Develop Rapid Prototypes of 4G RAN.
     - MOU & TOT Agreement signed with C-DOT.

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- TCS 4G Technology:
    - Umbrella MOU signed with TCS covering 4G/5G.
    - Addressed BSNL Tender for supply of 4G Network in 1 Lakh Sites.
- Start Ups:
    - ITI has signed MoU with various Indian Start-ups.
    - ITI offers Contract Manufacturing of 4G Radios to all these Start-ups.

2. Data Centre

- ITI data centre is equipped with 1350 racks.
- Serving over 30+ customers since 2009.
- Successful Retention of 90% of customers.
- Tier 111 certified.
- Proposals are being sent to get new customers from other PSUs, Government and private organizations.
- Plan on optimization of energy consumed by Data centre.

3. EVM

- ITI is developing Multi Post EVM: Many Selections for One Post allowed, also configurable for election of many posts.
- Confirms to latest S3 EVM specifications.
- Enhanced Tamper proof and security features.
- Demonstration of prototype by standing committee of SEC is completed.
- Interactions with customers under process: State Election Commissions (SECs) for Local bodies (Gram Panchayat, Municipal Corporation etc.) and Election Commission of India (ECI).

DMR

- Radio system is one of the most efficient ways of one-to-one communication. DMR technology is Shift from Analog to Digital Radios.
- ITI to develop TIER-III based DMR System which includes: Handheld DMR, Handheld DMR Smart Phone, Base Station, Repeater and Network Management System.
- Our potential customers are Defence, Police, Railways, Public Safety, Traffic Control, disaster management, industrial security etc.

4. Smart Energy Meter

- ITI manufactured Smart Energy Meter aims to replace 25 Crore Conventional Meter with Smart Meter in India.

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- Security: Password protected user login and parameter settings.
- Contains algorithms for energy calculation and management, theft detection, data logging etc.

5. Encryption Products

- ITI encryptors are used in defence and other government organizations there are featured with secured communication over IP network, supports both IPv4 and IPv6, in-house Algorithm. Some of ITI encryptors are

  - IP Encryptors
  - Terminal End Secrecy Device (TESD)
  - Bulk Encryptors
  - Secure NIC Card

Projects:

ITI has already been executing Government projects such as ASCON, BharatNet, Network for Spectrum and also Indian Air Force projects.

1. ITI has executed and maintained all three phases of ASCON project and currently executing phase IV of ASCON.
2. ITI has delivered GPON equipment's for the phase I of the BharatNet Project, currently for the Phase II. ITI completed roll out of optical fibre in the parts of Gujarat and Andaman also executing in the states of Maharashtra and Tamil Nadu.
3. ITI has executed almost 99% of NFS project to develop army communications in the northern boarders.
4. Up gradation of IT Infrastructure in Data Centre of Air Force, Up gradation of 3G Network to 4G LTE/5G Network.
5. USOF has approved the following 4 Pilot Projects worth of Rs 40 Crore.
6. ITI is investing its CAPEX on smart infrastructures to optimize the resources and increase the manufacturing capabilities.

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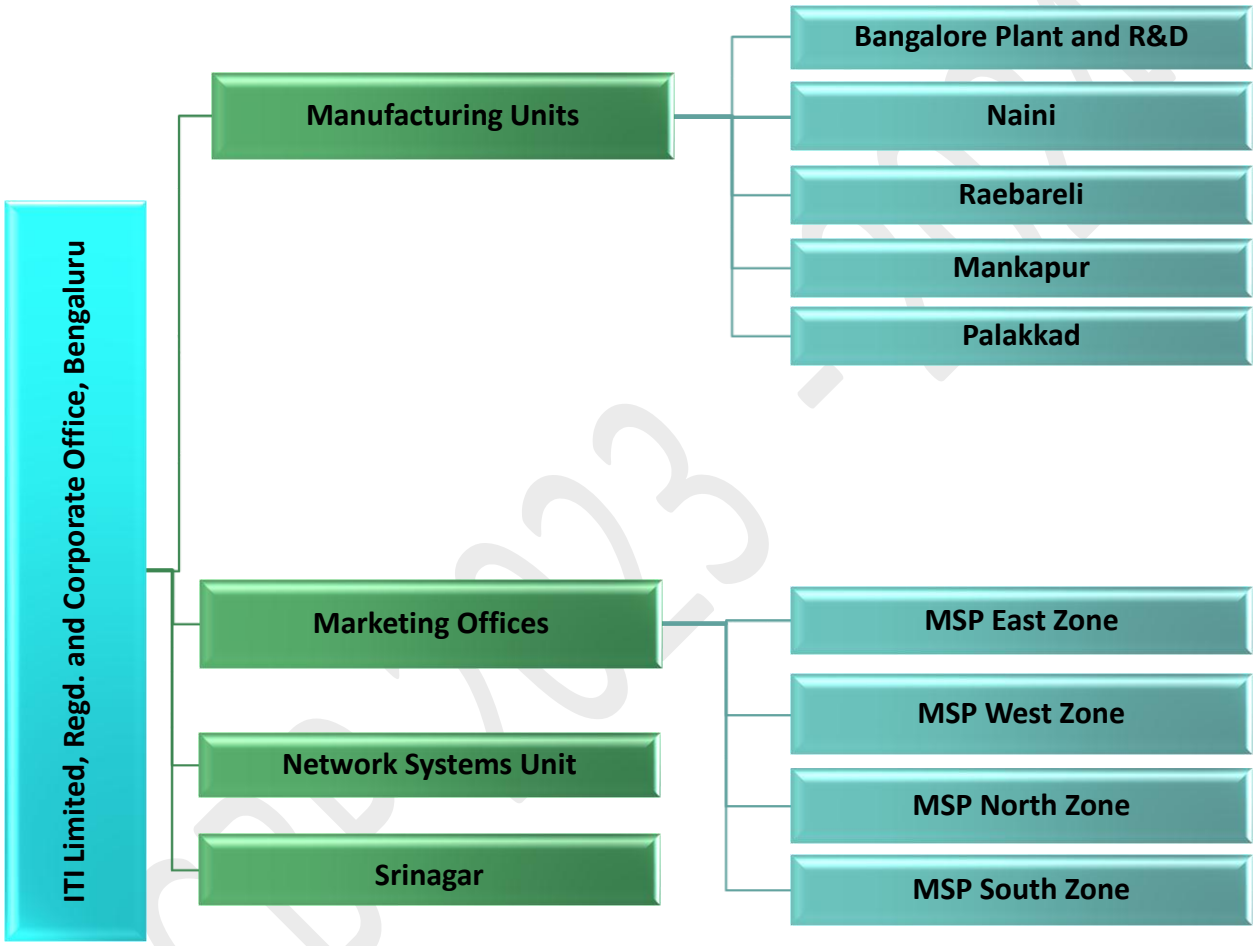
2.6 Vertical and attached Offices of ITI Limited

The Company has manufacturing facilities in Bengaluru, Naini, Rae Bareli, Mankapur and Palakkad along with an R&D Centre in Bengaluru and Service Units (Network Systems Unit & Srinagar) and various Marketing Offices located at all over India Basis.

Figure 7:



Unit Profile:

a) **Bangalore Plant:** Bangalore Unit is the first plant of ITI setup in 1948. With its, vertically integrated infrastructure, a vast range of telecom products are manufactured. They include next digital switches, next generation network equipment, Digital Microwave Equipment, Satellite Communication Equipment, Defence Secrecy Equipment, Access Products, Terminal Equipment.

b) Naini Plant: This Plant was setup in 1971 for the manufacture of transmission equipment. The major products supplied are optic fibre systems of SDH products, DWDM and telephone instruments of various types. Currently the plant manufactures Solar panels and offers SPV solutions.

c) Rae Bareli Plant: Rae Bareli manufacturing Unit was set up in 1973 and electronic manufacturing infrastructure. Presently, this Unit manufactures GPON (OLT &ONT) and SMPS. ITI Rae Bareli also manufactures Optical Fibre Cable (OFC) and HDPE pipes.

d) **Mankapur Plant:** ITI Limited, Mankapur was established in the year 1983 for manufacturing Electronic Switching System (E-10B). Mankapur started manufacturing OCB/CSN Exchanges from 1993-94 and supplied 3000 KL to BSNL / MTNL. The Plant started manufacturing Base Trans – receiver Station (BTS rack) for GSM equipment. To further diversification efforts, the plant has built up a new infrastructure for manufacturing of LED based products like LED Solar lantern and LED street lights for rural application and LED tube lights and decorative indoor lights for Grid Based urban applications.

e) Palakkad Plant: ITI Palakkad is one among the five manufacturing Plants of ITI Limited, established in 1976, primarily for catering to the manufacture of Electronic Switching products and services. It has and Electronic Switching System Manufacturing Unit, for large digital switches and trunk exchanges.

f) Srinagar Plant: Plant is offering Skill Training in various job roles in its Skill Development Centre.

g) Network System Unit: It is an Independent Business Unit of ITI Limited which is specialised in providing Telecom Network and Services. Major emphasis is given on Turnkey Telecommunication Solutions. The Employs professionals to comprehend and execute appropriate network configurations.

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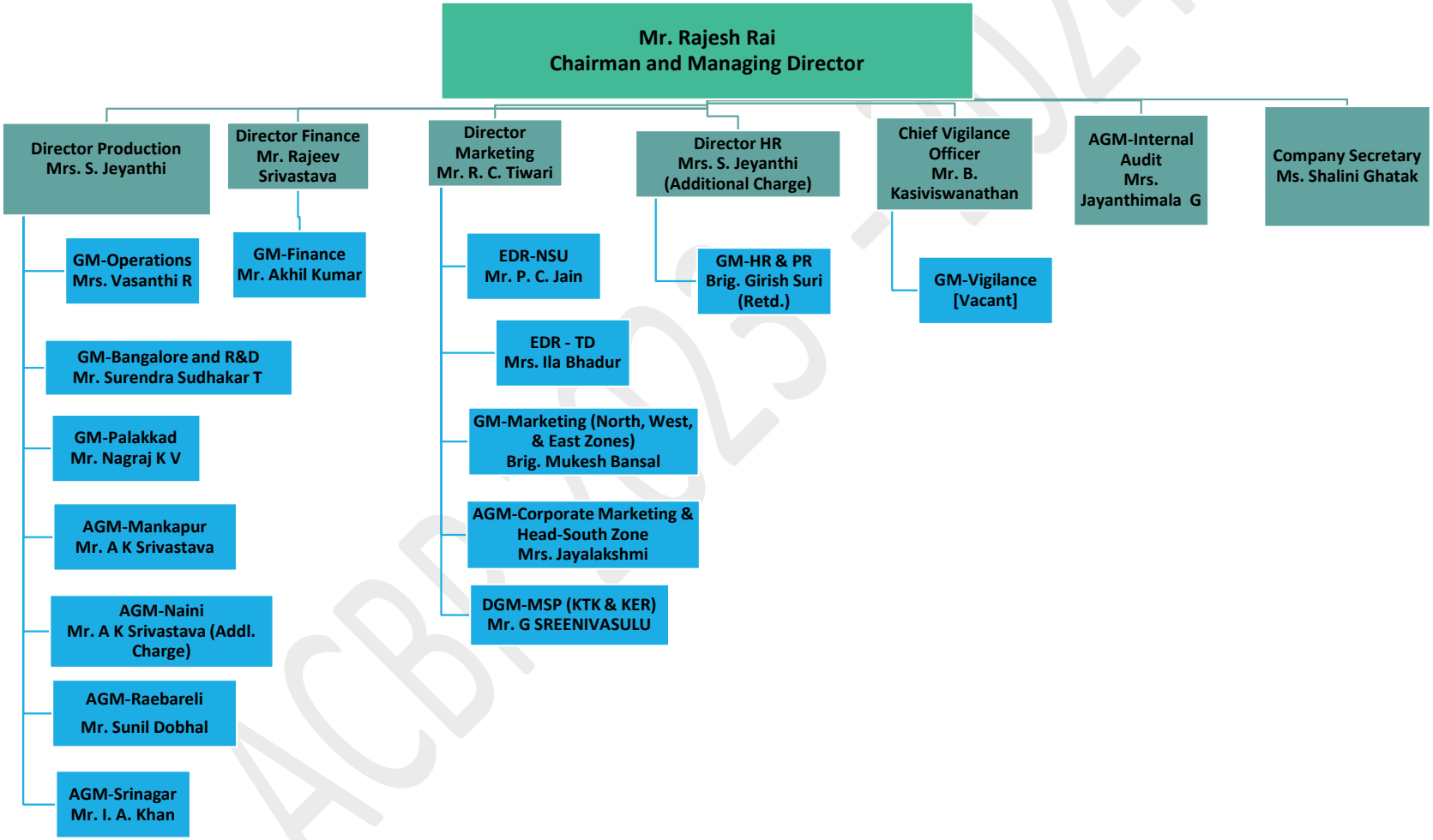
2.7 Organisation Structure

The following is a breakdown of the existing organizational structure of the ITI Limited throughout its several levels of hierarchy:

Figure 8: Organization structure across ITI Limited (As on July 2023)



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2.8 Responsibilities across Offices / Sub-vertical & Divisions:

Across ITI Limited, the Organization Structure is divided into 04 Verticals comprising of Corporate Office, 05 Manufacturing Units, 01 Marketing Office and 02 Service providers as Verticals.

Further the verticals are sub divided into different categories based on the several offices/ sub-verticals, departments and functions. Brief details about the separate Verticals are provided as below: (*Table 2)*

Vertical (1)	**Corporate**					
Sub Verticals	**Finance**	**HR**	**Vigilance**	**Operations**	**Products & Technology**	**Secretarial Department**
Functions	Application of Accounting Standards	Administrative and Establishment matters	Investigation/ enquiry of the complaints	Monitoring Capex and Capex related Project	Induction of New Technology in the Company	Stock Exchange Compliances
	Assets Monetization	Policy Formulations	Conduct departmental/ disciplinary proceedings in vigilance matters	Coordinating with Units in related to production	Coordination with DoT for Annual Reports	Convening of Board, Committee and Annual General Meetings
	Delegation of Financial Powers	Company's Rules and Regulations	Handling and issue of orders in appeal, review and revision petitions relating to vigilance matters	Licensing with Units/ Offices for replying to DoT	Coordination with Company's Partners	Handling Investors Grievances
	Demands for Grants	Performance Management	To put an end to corrupt practices in a planned manner including preventive vigilance/ system improvement	Preparing Company and MOU Plan	Project Monitoring	Preferential Issue of Equity Share to President of India
	Expenditure Budgeting & Budgetary Control	Conduct, Discipline and Appeal		Monitoring the progress of the Company		Appointment of Directors and related compliances

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Vertical (1)	Corporate					
Sub Verticals	**Finance**	**HR**	**Vigilance**	**Operations**	**Products & Technology**	**Secretarial Department**
Functions	Financial Management	Transfers		Maintain the Order Book Position		
	Bank Reconciliation related	Recruitment		Consolidation of Company's Turnover		
	Internal Audit	Employee Relations and Industrial Relations				
	Interest and Penalties for Non-Compliances	Public Relations				
	Maintenance of Telecom Bank Guarantees (BG)	Official Language				
	Outreach to Stake Holders	Estate Management and Civil				
	Tax Related Compliances	Legal Compliance				
	Understanding and Analysis of Financial Statement for Assessment Purpose					

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Table 3:

Vertical (2)	**Manufacturing**				
Sub Verticals	**Bangalore Plant**	**Naini Plant**	**Rae Bareli Plant**	**Palakkad Plant**	**Mankapur Plant**
Functions	Products manufactured by Bangalore Plant:	Products manufactured by Naini Plant:	The Products manufactured by Rae Bareli Plant:	The Products manufactured by Palakkad Plant:	The Products manufactured by Mankapur Plant:
	a)ASCON project solutions	a) Solar Panels	a) GPON OLT	a) Mini Personal Computers	a) Bundled Currency Counting Machine (Floor Model: NCM-01, 02 and NCMUVF-01, 02)
	b) Defence Products	b) LED Lights	b) GPON ONT	b) Smaash Laptop	b) HDPE
	c) 3D printing		c) HDPE pipes	c) Smart energy meters	c) Sanitary Napkin Vending Machine-35 (Model: FLORA 35, 70, FLORA M, D, FAUNA S, L
	d) Contract manufacturing		d) Electronic contract manufacturing services	d) Smart Cards, Banking Cards	d) Titli Home ONT (Optical Network Terminal) for Optical Broadband Service
	e) EMC and EMI testing services		e) Cable laying project management	e) Component screening services	e) ONT-11
	f) Printed Circuit Board (PCB) manufacturing		f) Optical Fiber Cable (OFC)	f) HDPE pipes	f) Broadband Wireless Terminal (Wi-Fi Access point, P2P & P2M Services)
	g) HDPE pipes		g) Switched Mode Power Supply(SMPS)	g) Electronic Manufacturing Services	
	h) Wi-Fi Access Point				
	i) 4G & 5G				

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Table 4:

Vertical (3)	Marketing			
Sub Verticals	**MSP North Zone**	**MSP East Zone**	**MSP West Zone**	**MSP South Zone**
Functions	a) Getting Business to the Company from Local Government. b) Address Regional Tenders. c) Execution of the projects through 3rd Party. d) Generating Bills and recovering payment dues from the party. e) Marketing of the Products and services. f) Providing maintenance support services. g) Floating EOI h) Realization of Sundry Debtors			

Table 5:

Vertical (4)	Services		
Sub Verticals	**Network System Unit**	**Other Services provided by Units**	**Srinagar Unit**
Functions	Specializes in providing Telecom Network and Services	Data Centre hosting	Plant is offering Skill Training in various job roles in its Skill Development Centre.
	Major emphasis is given on Turnkey Telecommunication Solutions	EMI/EMC and Environmental testing of electronic products	
	Employs professionals to comprehend and execute appropriate network configurations	Component Screening for mission critical components	
	Turnkey Telecom Projects involving the following are undertaken: - Network Planning - Network Engineering - Network Implementation - Related Civil works - Network Maintenance - Consultancy Services	Installation, Commissioning, Operation and Maintenance services for the supplied products	
		Reliability Engineering lab	
		Mechanical fabrication	
		3D Printing	
		Electronic Contract Manufacturing	

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3. CAPACITY NEEDS OF ITI LIMITED

As part of the process for preparing the Annual Capacity Building Plan (ACBP), the Department established a Capacity Building Unit (CBU) to effectively manage its capacity building initiatives. On the same, the Department undertook an initial level assessment using an exercise termed "Framework of Roles, Activities and Competencies (FRAC)". The requirements and data received as a part of this exercise was further analyzed and the following activities were performed to identify multiple competency requirements across vertical divisions, highlighting behavioral, functional and domain-level competencies.

- **Data gathering and compilation**: The data across FRACing exercise was collated through various divisions. The data included competencies requirements across 04 verticals namely Corporate Office of ITI Limited, Manufacturing Units, Marketing Units and Service Units.

The table 6 showcases the count of divisions across corresponding sub-verticals and vertical for which the FRAC exercises was conducted. (*Table 6)*

Vertical	Offices / Sub - Vertical	No. of Sections
Corporate Office	Finance	5
	HR	6
	Operations	3
	Product and Technology	1
	Vigilance	1
	Secretarial Department	1
Manufacturing Units	Bangalore Plant	6
	R&D	5
	Rae Bareli Plant	7
	Mankapur Plant	5
	Naini Plant	4
	Palakkad Plant	7
Marketing	MSP EZ / SZ / WZ / NZ	4
Services	Network System Unit	13
	Srinagar Plant	5
Total		**73**

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- **Identification and validation of competencies**: The consolidated FRAC data across sub-verticals/divisions was observed to have around 70 behavioural competencies, 79 functional competencies and 126 domain competencies. These competencies were defined across various division along with respective roles and responsibilities. Based on the existing competencies identified, several workshops and group discussions were held throughout the Organisation 68 numbers of departments / sections to validate the FRAC data. This led to the consolidation of recognised competencies along with those which were left unnoticed as well.

- **Data structuring and bucketing:** Upon the completion of validation and consolidation process, the data was reviewed, analysed and were organised into logical buckets across the afore-mentioned competency categories. Since the FRAC data consisted of duplicates, redundant competencies and several repetitions, some of the competencies in the afore-mentioned data were eliminated. As a result, the data was cleansed and condensed to arrive at specific competencies. The table 7 shows the revised competencies against each category. The details of the revised category-based competencies – behavioural, functional and domain, across the Department are attached as part of **Annexure 3** of this report.

  Table 7: Revised count of competencies against each category

Competency	FRAC Data	Unique Competencies
Behavioural	70	17
Functional	79	34
Domain	126	47

- **Assessment of competencies:** As per the defined buckets, top competences for ITI Limited have been determined through a step-by-step approach. Key competencies required for each position across the offices/sub-verticals are expected to ascertain and gather information regarding the type of capacity need that an individual may want to acquire within their respective offices/ sub-vertical. Moreover, these inputs might help in determining the type of training that need to be implemented by the Department.

The key competencies across ITI Limited have been identified and addressed below across behavioral, functional and domain category.

Behavioural Related Competencies:

1. Values & Ethics
2. Disciplinary Proceeding
3. Leadership & Supervisory Skills
4. Skill Development & Entrepreneurship
5. Behavioural Skills
6. Neuro Linguistic Programming (NLP) for Business & Functional Leaders

7. Problem Analysis & Decision Making
8. Innovation and Creative / Analytical Thinking
9. Communication and Presentation Skills
10. Inter-Personal Relationship skills etc.
11. Negotiation
12. Networking Skills
13. Organizational Awareness
14. Customer Focus
15. Team / People Management
16. Time Management
17. Ownership and Accountability

Functional Related Competencies:

1. HR Policies i.e., Recruitment Policy and Reservation Rules, CDA Rules, E-Samiksha etc.
2. HR for Non-Technical
3. HR Management Domain Training/Organizational Behaviour/PCMM/PMS Training etc.
4. Material Management Domain Training/ GeM Procurement and Selling, E-Procurement/IMM etc.
5. HR and Administration related topics
6. Internal Audit Training for QMS & EMS and IA Role
7. Billing & Realisation, Import/Export/Entry Permits of Goods/Excise Rules/Customs Duty Rules/CENVAT
8. Right to Information Act (RTI)
9. ISO 9001 & 14001 with focus on Internal Auditing
10. New Trends in Telecom/IT
11. General Awareness on CDA Rules and Rules of the Company
12. Environmental, Fire and Safety
13. Legal and Labour Laws
14. Other Business related Strategy
15. Change Management
16. Public Relations / Communication
17. Enterprise Risk Management (ERM)
18. Vigilance Administration
19. Digital Platforms
20. Finance for Non-Technical
21. Finance domain Training, INCO Terms & International Trade
22. Marketing Management domain Training
23. Finance Function of Payroll, Pay Fixation, Income Tax etc.
24. Taxation & GST / Latest Updates on Taxation
25. INCO Terms & International Trade
26. Civil / Estate Management
27. Government New Initiatives / Policies (Eg. Start-Up Hub, Digitalisation etc.)

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28. Retention / Scrapping and Other Policies.
29. Compliances with SEBI
30. Convening of Board, Committee and Annual General Meetings
31. Stock Exchange Compliances
32. Handling Investors Grievances
33. Preferential Issue of Equity Share to President of India
34. Appointment of Directors and related compliances

Domain Related Competencies: (*Table 8*)

S. No.	Production / Manufacturing Areas	Sub Verticals under the Production / Manufacturing Areas	S. No.	Production / Manufacturing Areas	Sub Verticals under the Production / Manufacturing Areas
1	4G/5G/ LTE/New Emerging Technologies in Telecom/ Network Technologies / Telecom Testing	Access Network - 4G	25	Data Centre/ Information Technology (Eg. Digitilsation, E - Waste Management etc.)/Outers and Networking / Network Security/ Internet Protocol/ ERP etc.	IT & Security - Database Management System, Data Backup & Protection
2		Access Network - 5G	26		IT & Security - Digital evidence seizure, File imaging & system capture
3		Access Network Antenna Systems	27	Data Analytics/ Data Science	Machine Learning (AI/ML)
4		Access Network Fixed Access Technologies	28	Electronic Manufacturing/ any Emerging Technology in Electronics	
5		Access Network Frequency Measurement	29	Project Management domain/PMMM Advanced Training	
6		Emerging Areas Open RAN	30	Quality domain Training (like Kaizen, Six Sigma, Lean etc.) and ISO related (9001, 14001), EMS & QMS (Latest Version)	

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S. No.	Production / Manufacturing Areas	Sub Verticals under the Production / Manufacturing Areas	S. No.	Production / Manufacturing Areas	Sub Verticals under the Production / Manufacturing Areas
7	Cloud Computing / Emerging Technology in Telecom	Emerging Technologies in Artificial intelligence	31	Software Define Radio (SDR)	
8	Cyber Security- Basic & Advance Courses/ Emerging Technology	Emerging Technologies in Data Structures, Data Analytics, Data Mining, Data base Management	32	Technology Awareness on PLB and HDPE Pipes	
9		Emerging Technologies in Internet of Things	33	Emerging Technologies related to Optical Fibre Cable	
10		Information Technology (IT) in Computer Network/ Data Network	34	Installation, Testing & Commissioning of SPV Power Plant	
11		Information Technology (IT) in Operating System	35	Supply Chain Management	
12		Information Technology (IT) & Security - Biometric Application	36	Emerging Technologies related to HDPE	
13		Information Technology (IT) & Security Cryptography	37	Advanced PCB Manufacturing Techniques / Latest Trends in PCB Manufacturing	
14		Information Technology (IT) & Security - Encryption & Hashing	38	Banking Card Project	

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S. No.	Production / Manufacturing Areas	Sub Verticals under the Production / Manufacturing Areas	S. No.	Production / Manufacturing Areas	Sub Verticals under the Production / Manufacturing Areas
15	Cyber Security- Basic & Advance Courses/ Emerging Technology	Information Technology (IT) & Security - Ethical Hacking, Vulnerability Analysis and Penetration Testing	39	New Telecom Technologies	
16		Information Technology (IT) & Security - Firewalls, Antivirus	40	Training on New Technologies like GSM, WLL, 5G, IoT & IP based products	
17		Information Technology (IT) & Security - Information Security Management System (ISMS)	41	Secretarial Domain	
18		Information Technology (IT) & Security - Malware Analysis Protection	42	Research and Product Development	
19		Information Technology (IT) & Security - Software/ Platform as a Service (SaaS & PaaS)	43	Project/ Program Management / Project Management Maturity Model (PMMM)	
20		Information Technology (IT) & Security - Traffic segregation to identify Network Attacks like scanning, Sniffing, Spoofing, Trojans, and DoS Attacks	44	Material & Service Management	
21		Information Technology (IT) & Security Wi-Fi Security	45	Service Management/ Operations & Maintenance	

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S. No.	Production / Manufacturing Areas	Sub Verticals under the Production / Manufacturing Areas	S. No.	Production / Manufacturing Areas	Sub Verticals under the Production / Manufacturing Areas
22	Cyber Security- Basic & Advance Courses/ Emerging Technology	Market Landscape - Strength & Weakness of Organization & Market Opportunities	46	Space Communication Related	
23		Computer Coding Languages and other software's, Computer Applications like MS Office, MS Access and etc.	47	Electronic Voting Machine (EVM) related Technology	
24		Programming Languages - Understanding of Algorithms, Logic Design, Statistical Models			

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3.1 Corporate Office:

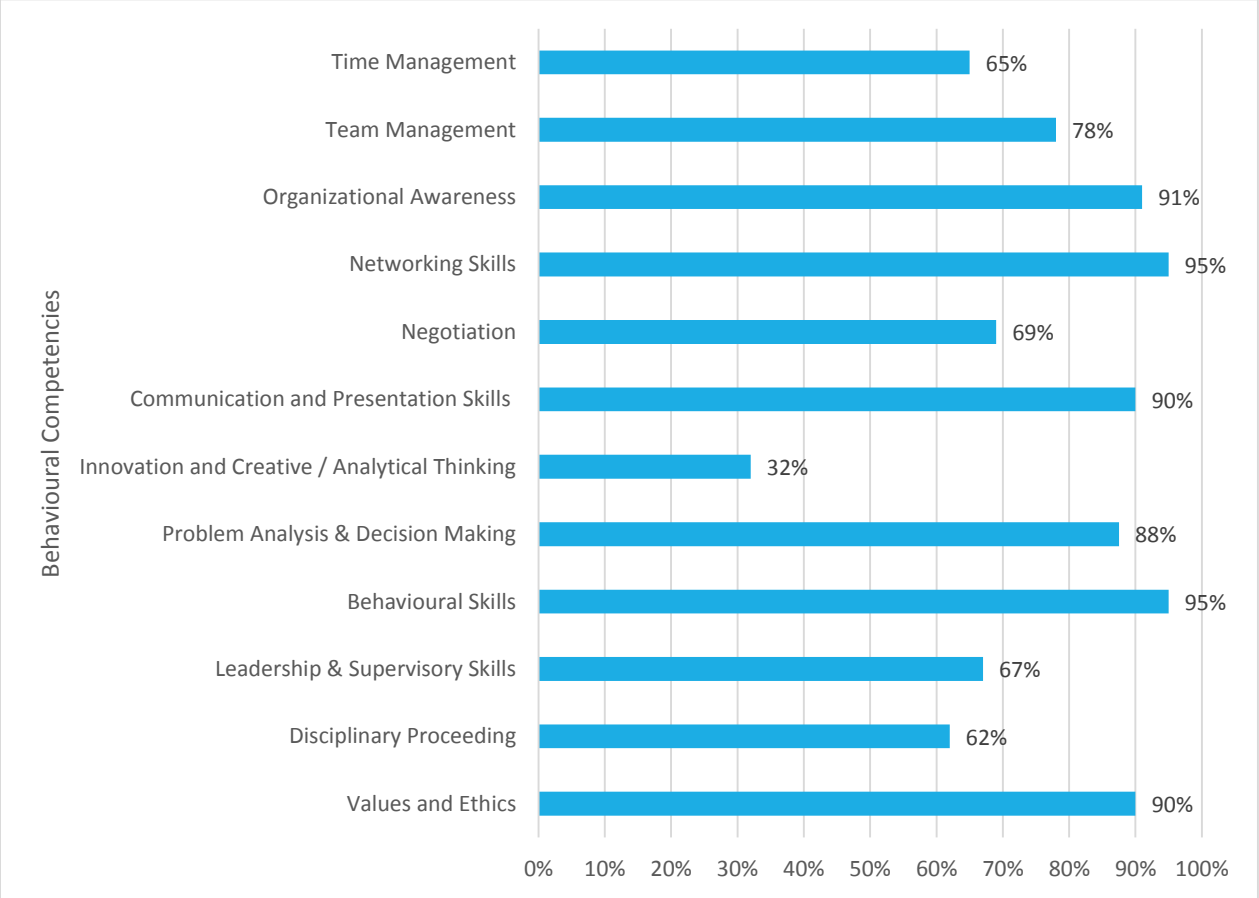
3.1.1 Corporate Finance Department:

Corporate Finance Department is having Overall in charge of finance, accounts and funds management of the organization. They supervise the cash flows, setting Financial Targets and Implement Fund Raising Strategies. The Corporate Finance Department also assess financial markets and make important decisions about future investments or budgets accordingly for the Company. Corporate Finance Department is having 5 Sections with 21 Unique Designations as on June 2023.

No. of Sections	No. of Unique Designations	No. of Employees
5	21	21

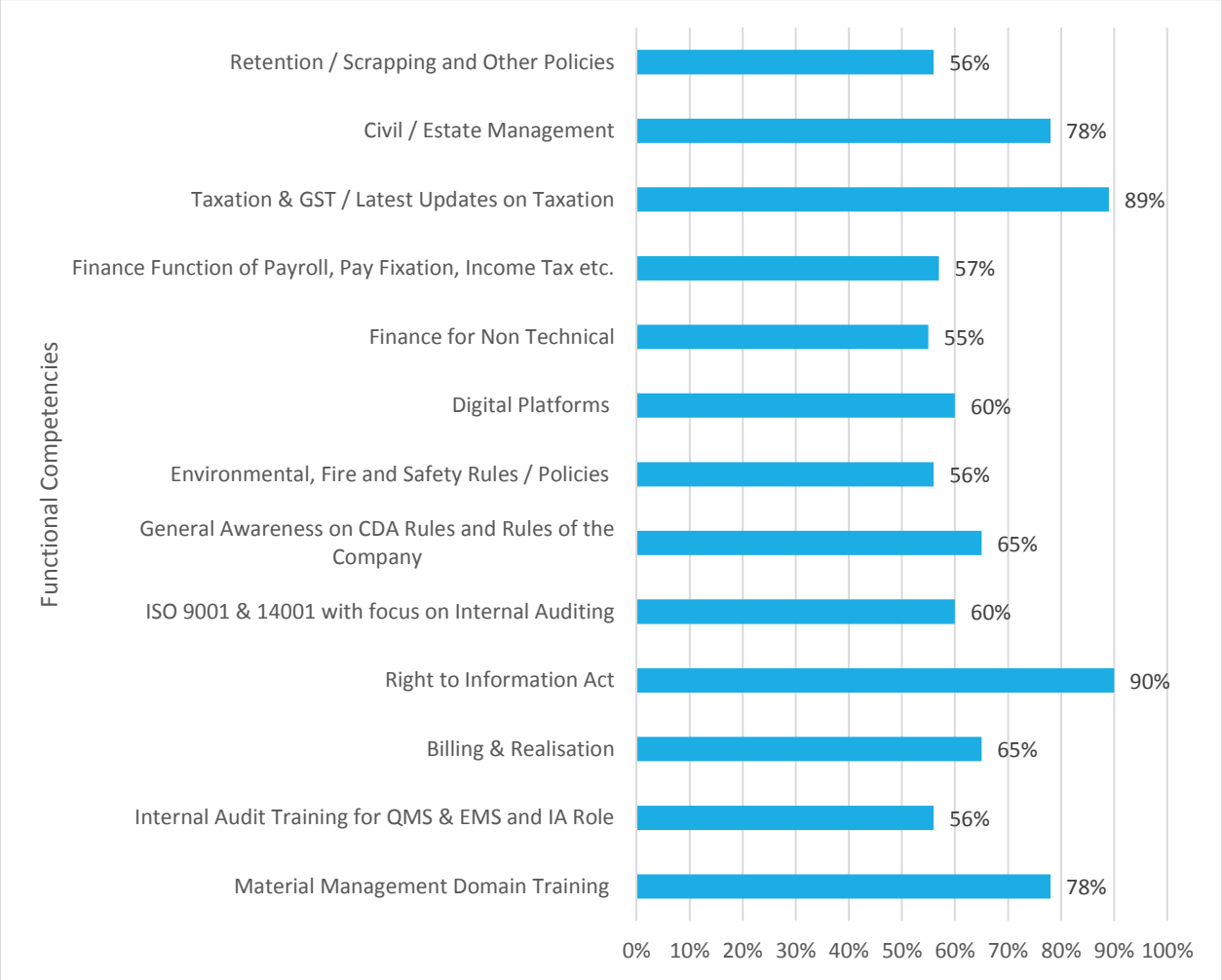
Behavioural Competency Needs: Out of the total Unique Behavioural Competencies, the required competencies for Corporate Finance Department are as mentioned below.

Figure 9: Behavioural Competencies



Functional Competency Needs: Out of the total Unique Functional Competencies, the competency required for Corporate Finance Department are as mentioned below:

Figure 10: Functional Competencies



3.1.2 Corporate HR Department:

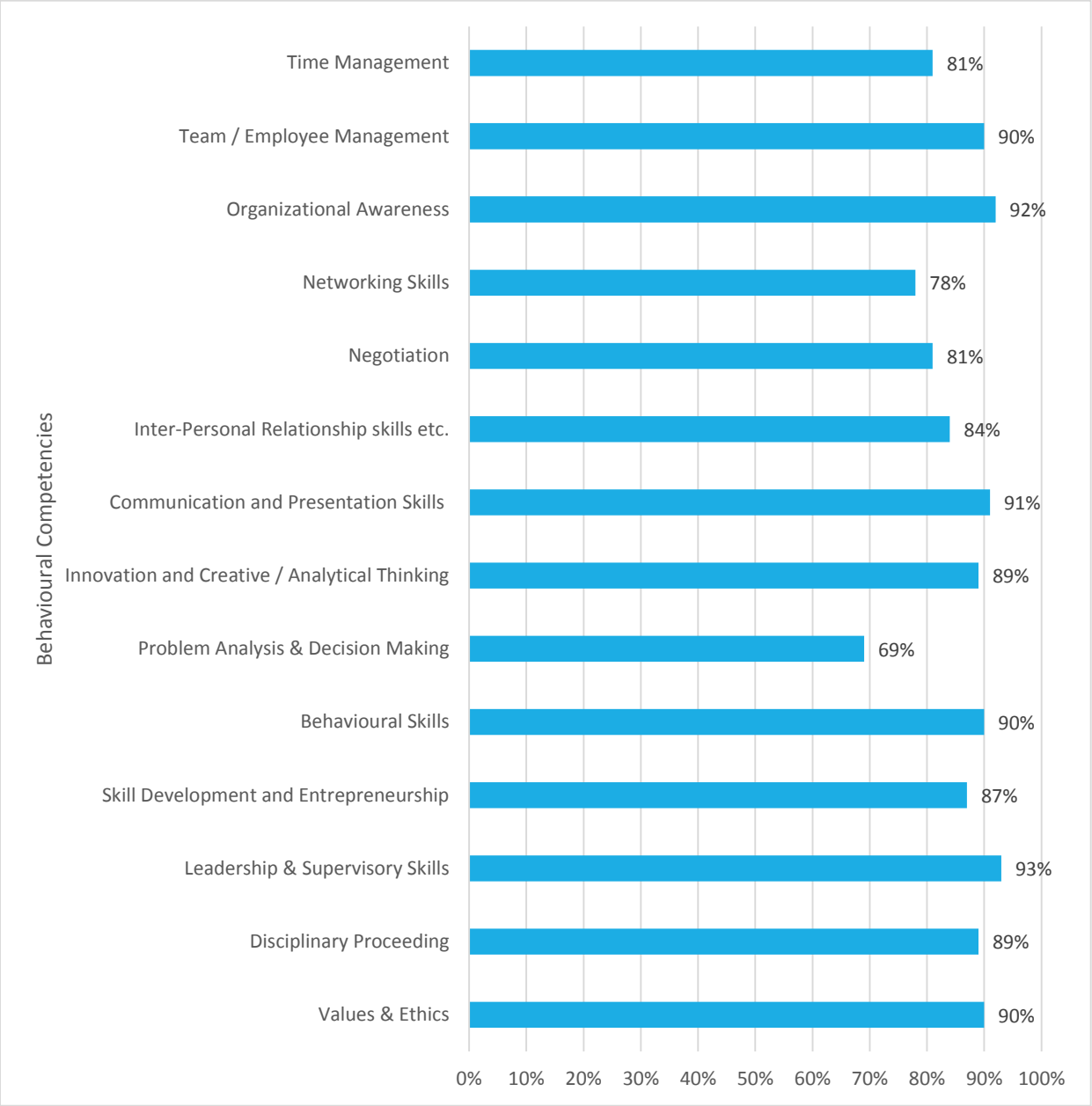
HR Department of Corporate Office is developing corporate plans and policies for variety of HR matters such as compensation, benefits, health and safety etc. The department also plans, lead, direct, develop and coordinate the policies, activities, and recruitment for the staffs of the Human Resource (HR) department. Overseeing all HR initiatives, systems and tactics. Corporate Finance Department is having 6 Sections with 25 Unique Designations as on June 2023.

No. of Sections	No. of Unique Designations	No. of Employees
6	25	25

Behavioural Competency Needs:

Out of the total Unique Behavioural Competencies, the required competencies for Corporate HR Department are as mentioned below:

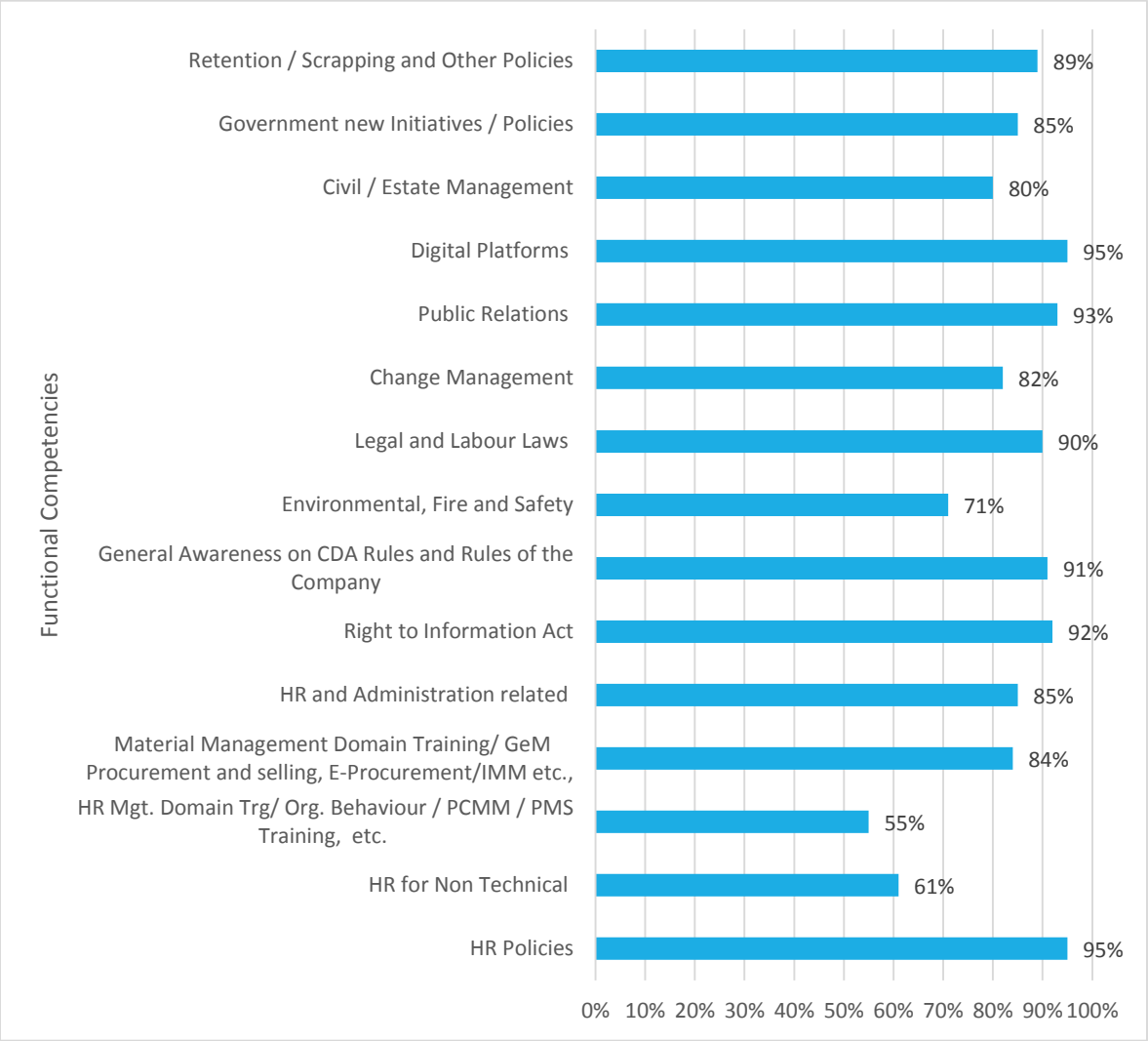
Figure 11: Behavioural Competencies



Functional Competency needs:

Out of the total Unique Functional Competencies, the required competencies for Corporate HR Department are as mentioned below:

Figure 12: Functional Competencies



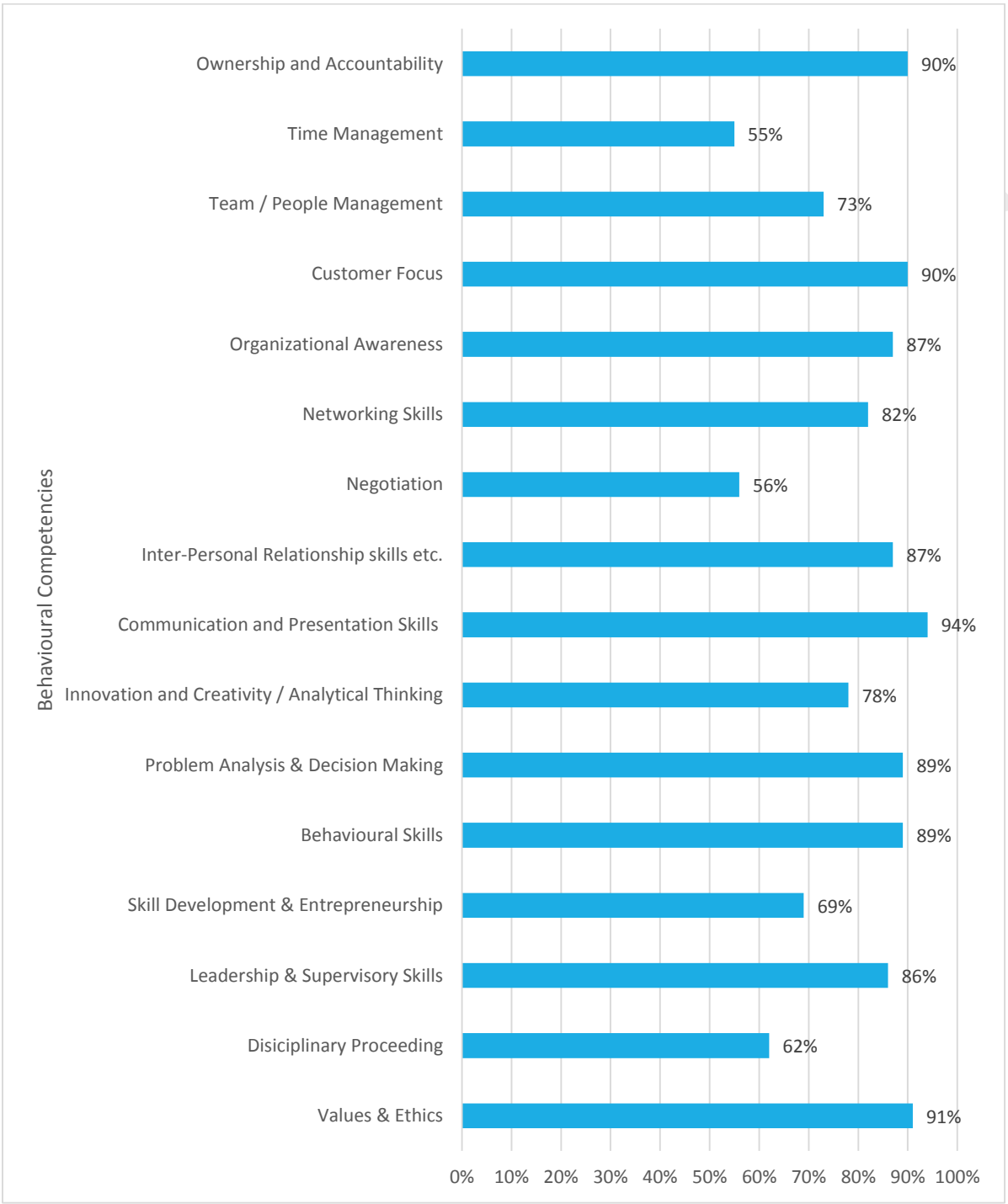
3.1.3 Corporate Operations Department:

Corporate Operations formulate business strategy with others in the executive team and design policies that align with overall strategy. They coordinate customer service operations and find ways to ensure customer retention. It also oversee the implementation of technology solutions throughout the organization. Corporate Operations Department is having 3 Section with 15 Unique Designations as on June 2023.

No. of Sections	No. of Unique Designations	No. of Employees
3	15	15

Behavioural Competency needs: Out of the total Unique Behavioural Competencies, the required competencies for Corporate Operations Department Employees are as mentioned below:

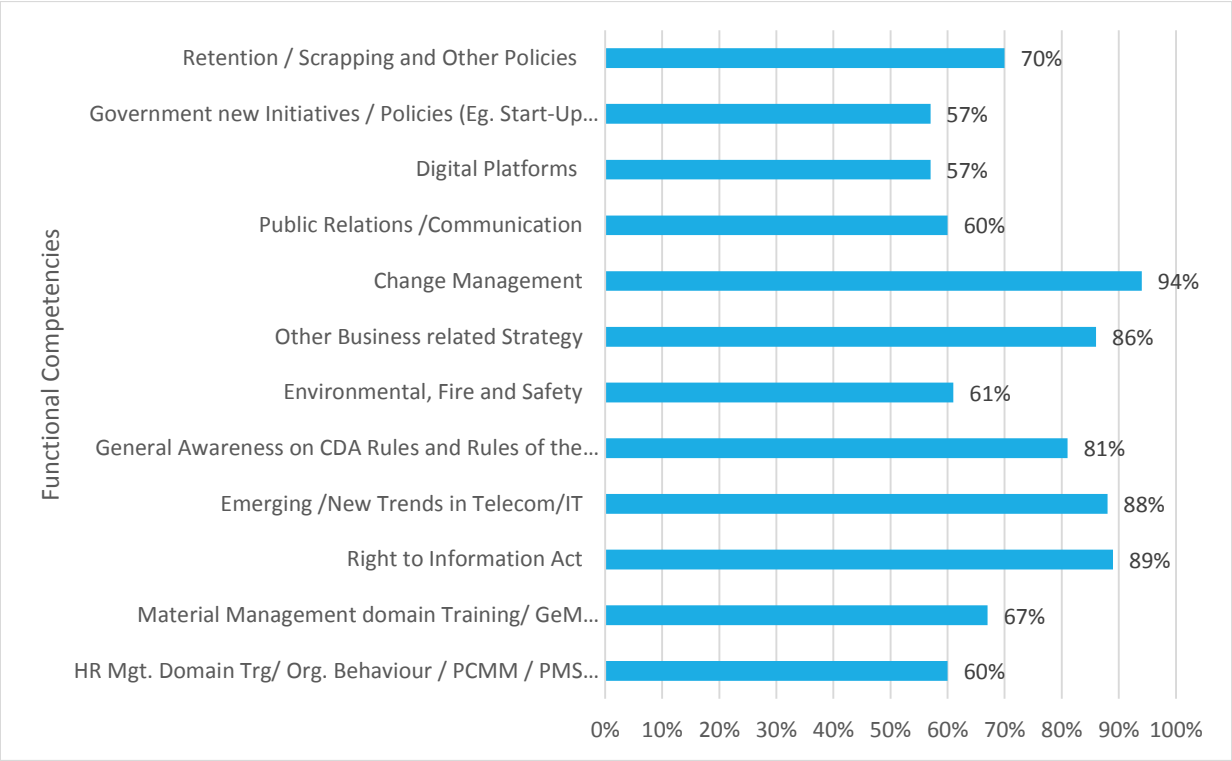
Figure 13: Behavioural Competencies



Functional Competency Needs:

Out of the total Unique Functional Competencies, the required competencies for Corporate Operations Department Employees are as mentioned below:

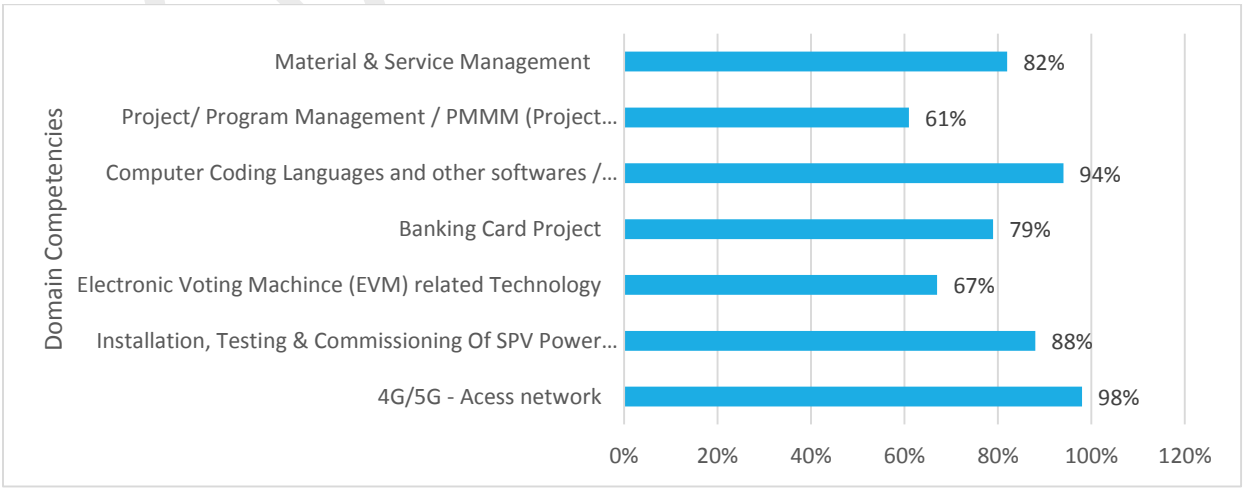
Figure 14: Functional Competencies



Domain Competency Needs:

Out of the total Unique Domain Competencies, the required competencies for Corporate Operations Department Employees are as mentioned below:

Figure 15: Domain Competencies



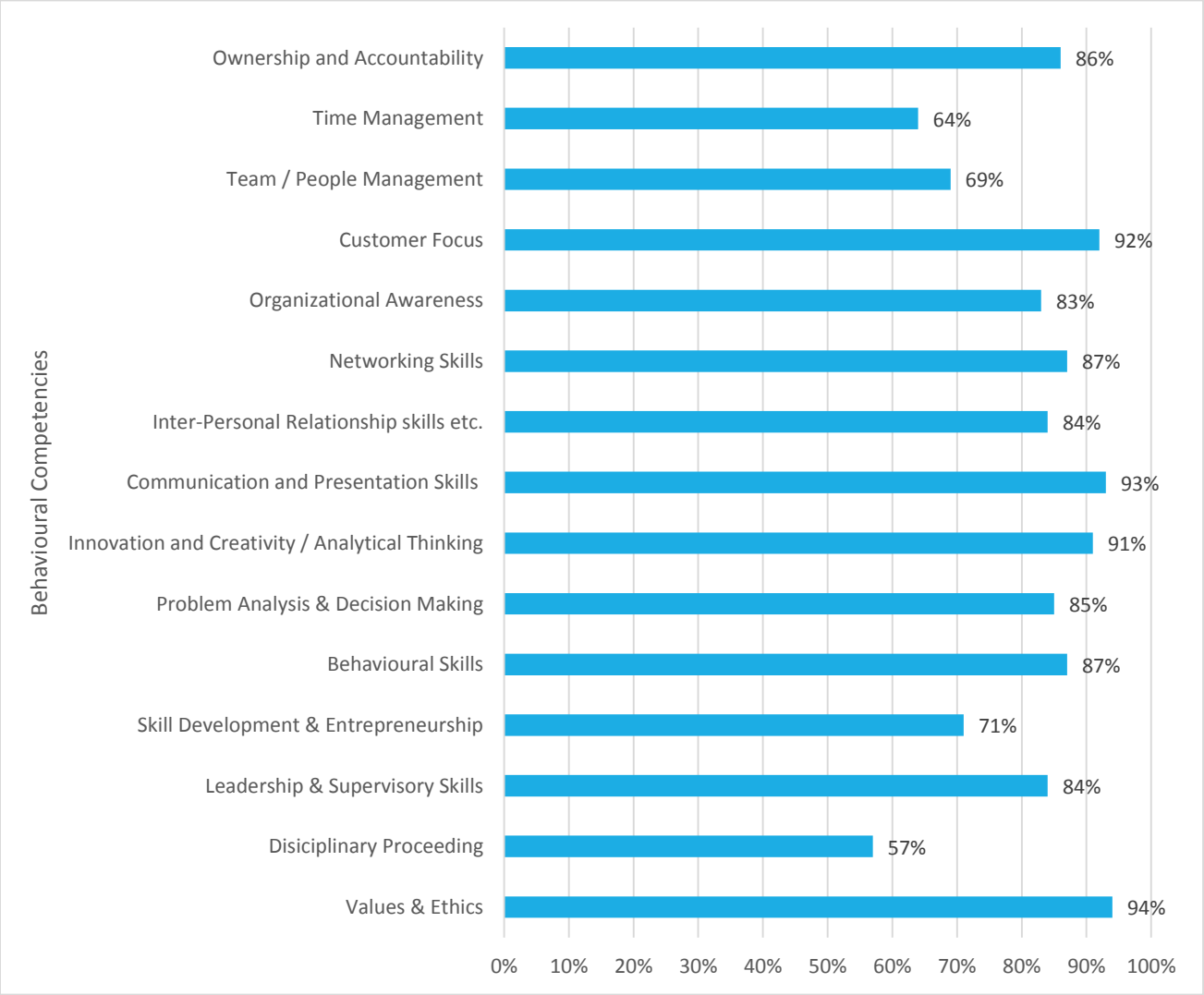
3.1.4 Corporate Products & Technology Department:

Corporate Products and Technology manages and advises on all matters pertaining to production productivity and technology. They are responsible for Estimating, negotiating and agreeing budgets and timescales with clients and vendors. Corporate Products & Technology Department is having 1 Section with 7 Unique Designations as on June 2023.

No. of Sections	No. of Unique Designations	No. of Employees
1	7	7

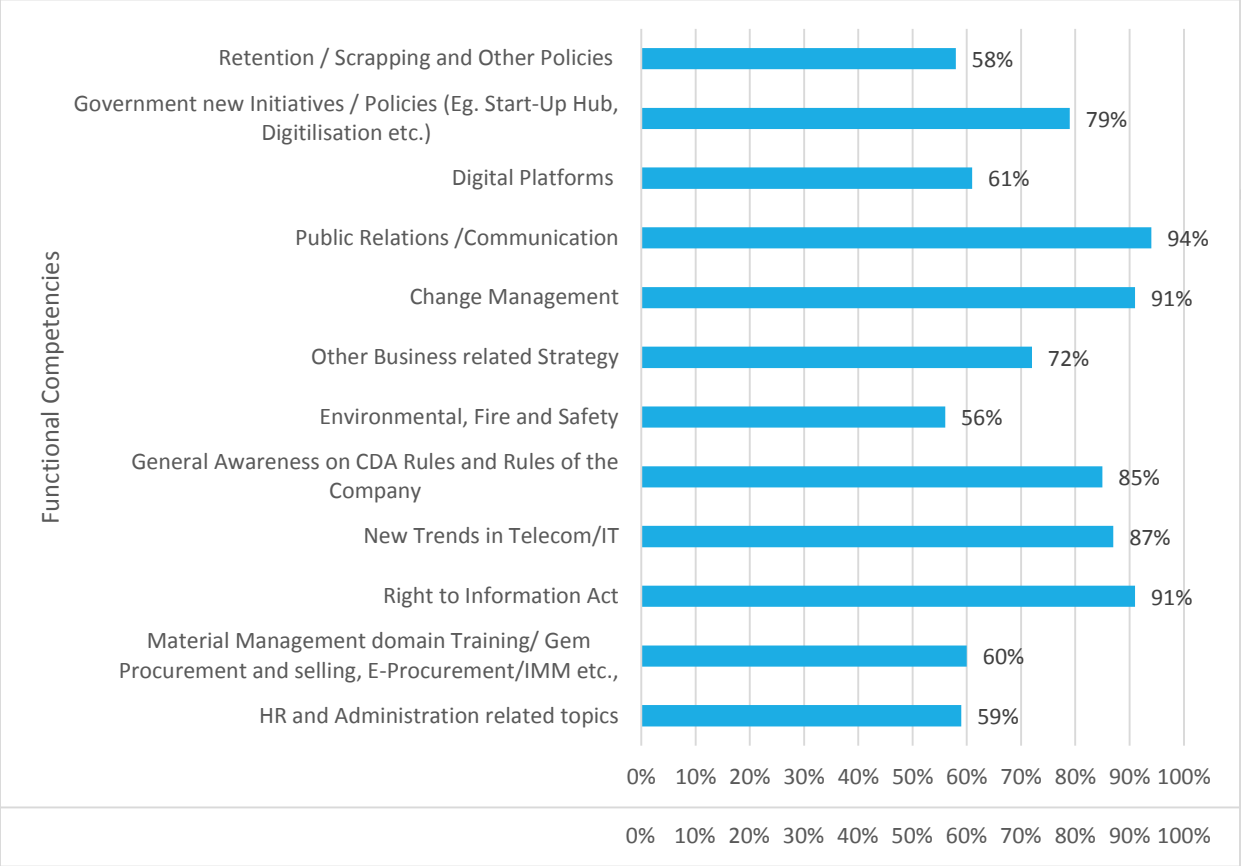
Behavioural Competency Needs: Out of the total Unique Behavioural Competencies, the required competencies for Corporate P&T Department Employees are as mentioned below:

Figure 16: Behavioral Competencies



Functional Competency Needs: Out of the total Unique Functional Competencies, the required competencies for Corporate P&T Department Employees are as mentioned below:

Figure 17: Functional Competencies



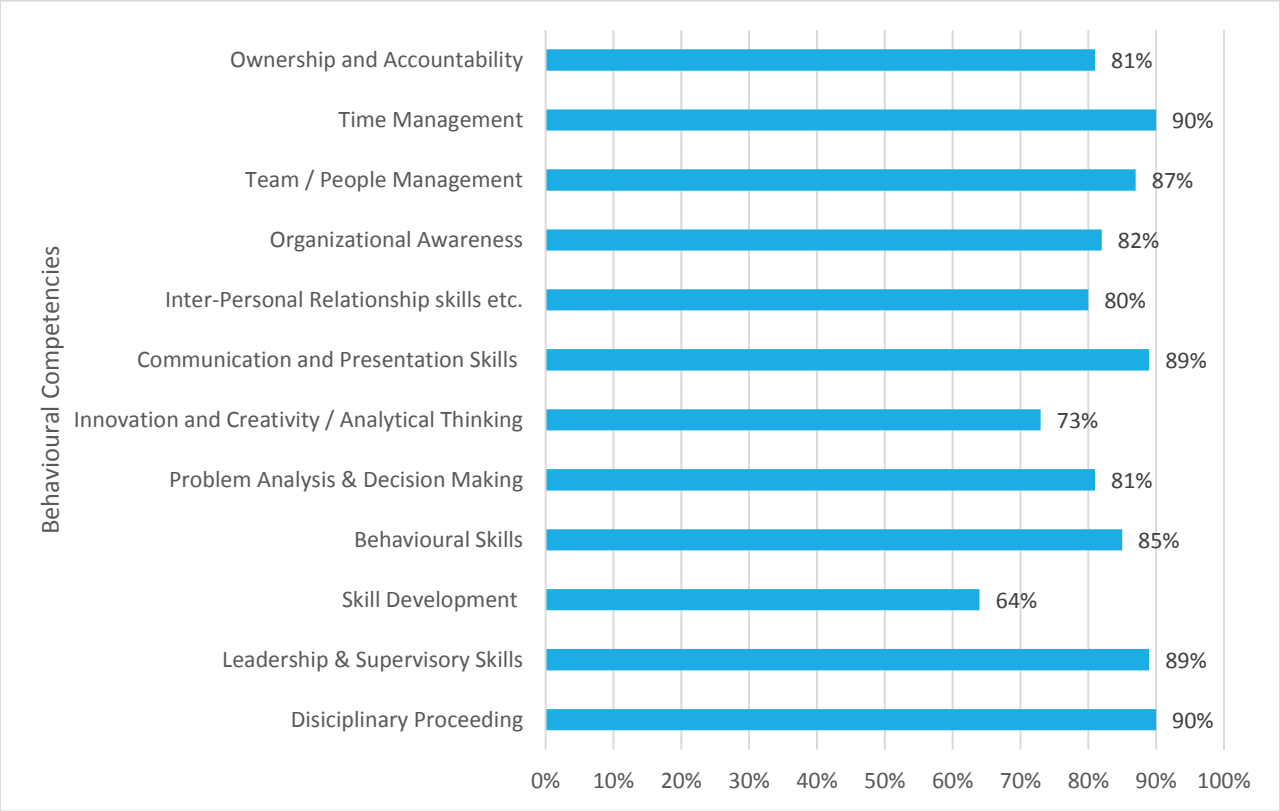
3.1.5 Corporate Vigilance Department:

Corporate Vigilance Department examine in detail the existing Rules and Procedures of the Organization with a view to eliminate or minimize the scope for corruption or malpractices. It also maintain proper surveillance on officers of doubtful integrity. Accordingly, it also helps to ensure speedy processing of Vigilance cases at all stages. Corporate Vigilance Department is having 1 Section with 9 Unique Designations as on June 2023.

No. of Sections	No. of Unique Designations	No. of Employees
1	9	9

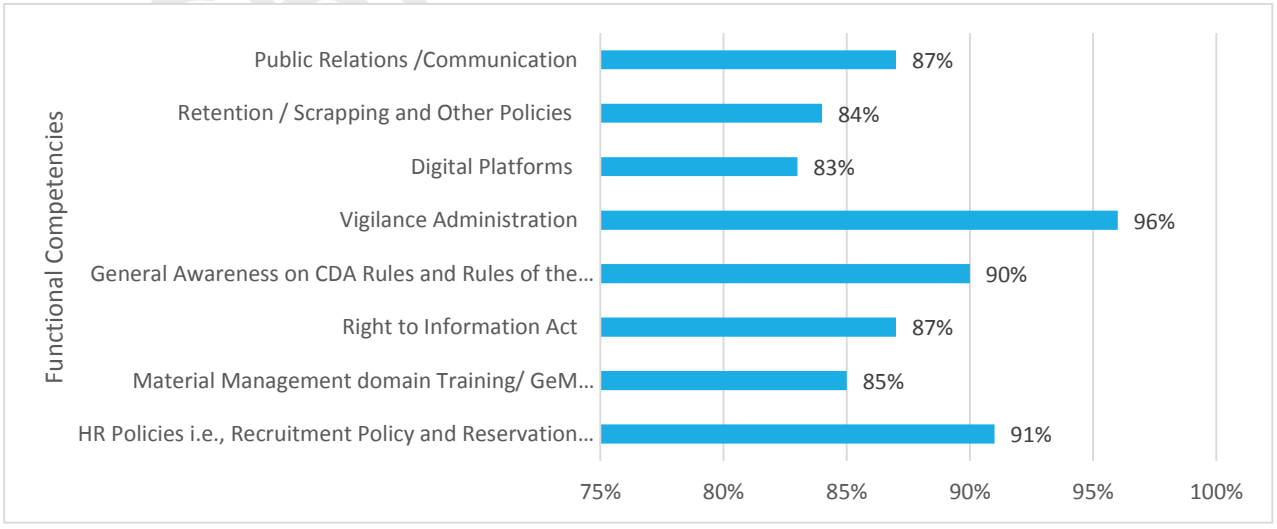
Behavioural Competency Needs: Out of the total Unique Behavioural Competencies, the required competencies for Corporate Vigilance Department Employees are as mentioned below:

Figure 18: Behavioural Competencies



Functional Competency Needs: Out of the total Unique Functional Competencies, the required competencies for Corporate Vigilance Department Employees are as mentioned below:

Figure 19: Functional Competencies



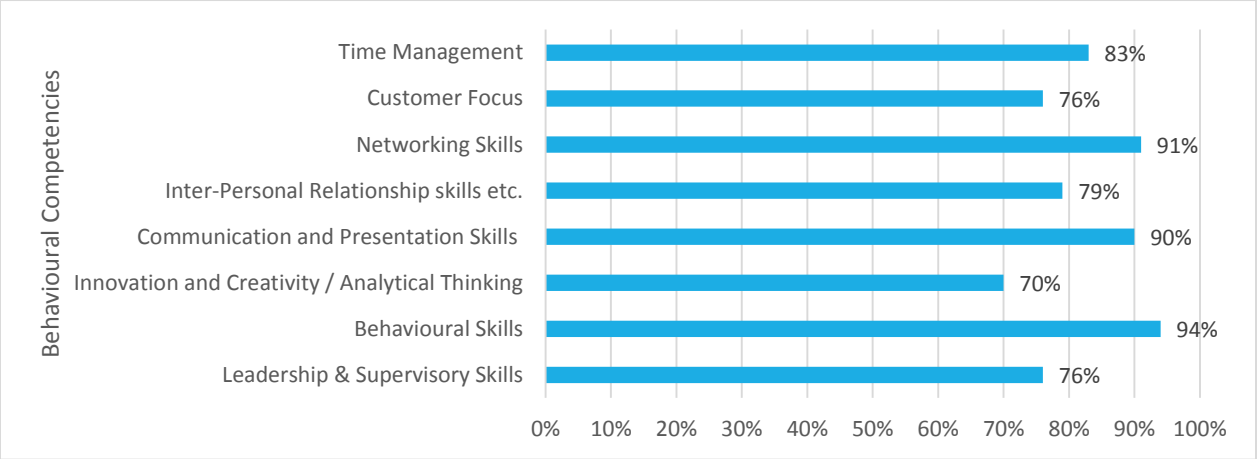
3.1.6 Corporate Secretarial Department:

Corporate Secretarial Department is responsible for the efficient administration of the Company. They are involved in issuing the board meetings and general meetings notes, listing and delisting of securities with the recognized stock. Corporate Secretarial Department is having 1 Section with 3 Unique Designations as on June 2023.

No. of Sections	No. of Unique Designations	No. of Employees
1	3	3

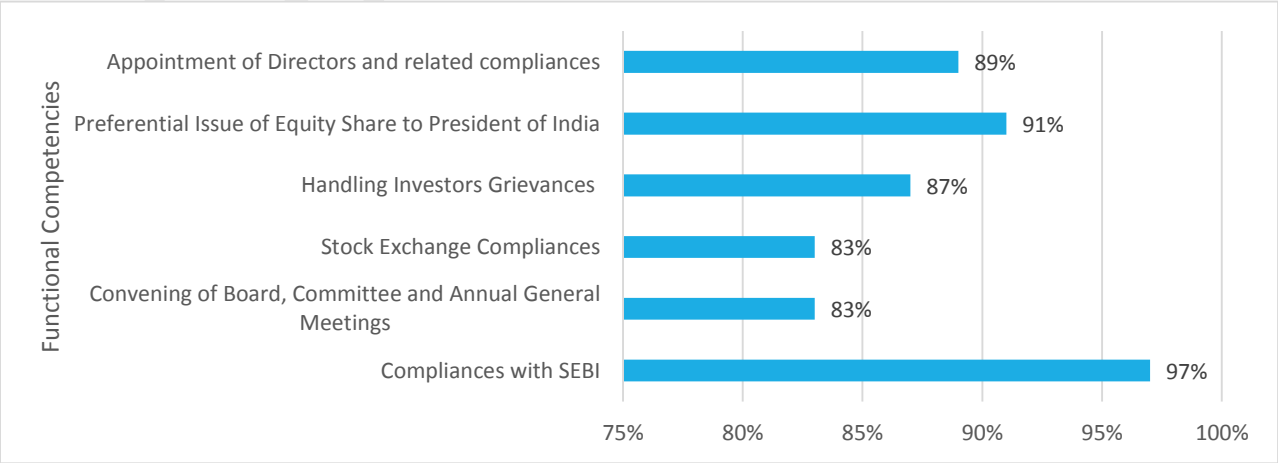
Behavioural Competency Needs: Out of the total Unique Behavioural Competencies, the required competencies for Corporate Secretarial Department Employees are as mentioned below:

Figure 20: Behavioural Competencies



Functional Competency Needs: Out of the total Unique Functional Competencies, the required competencies for Corporate Secretarial Department Employees are as mentioned below:

Figure 21: Functional Competencies



3.2 Manufacturing Units (Verticals)

3.2.1 Bangalore Plant:

Bangalore Unit is the first Plant of ITI set up in 1948. With its, vertically integrated, infrastructure a vast range of telecom products are manufactured as mentioned below:

- Defense Products
- 3D printing
- Printed Circuit Board Manufacturing
- HDPE pipes
- Wi-Fi Access Point
- 4G / 5G – Access Networks
- Digital switches
- Next Generation Network and etc.

Manufacturing Unit of Bangalore Plant is having 7 Section with 280 Unique Designations as on June 2023.

No. of Sections	No. of Unique Designations	No. of Employees
7	280	280

R&D:

Research and Development division is located at Bangalore. The below mentioned products are manufacturing by Research & Development Division:

- Encryption equipment
  - ✓ E1, E3, STM-I & STM-4 for various media wired & wireless
  - ✓ IP Encryptor
- Digital Access Products
- Consumer Premises Equipment

Research & Development division is having 5 Sections with 43 Unique Designations as on June 2023.

No. of Sections	No. of Unique Designations	No. of Employees
5	43	43

3.2.2 Rae Bareli Plant:

Rae Bareli Manufacturing Unit was setup in 1973 and has electronic manufacturing infrastructure. Currently Rae Bareli Unit manufacturing below mentioned products:

- GPON [OLT&ONT]
- Optical Fibre Cable (OFC)
- HDPE pipes
- Switched Mode Power Supply (SMPS) etc.

Manufacturing Unit of Rae Bareli Plant is having 7 Sections with 289 Unique Designations as on June 2023.

No. of Sections	No. of Unique Designations	No. of Employees
7	289	289

3.2.3 Mankapur Plant:

Mankapur Plant was established in the year 1983 for Manufacturing Electronic Switching System (E-10B) Mankapur started manufacturing OCB/CSN Exchanges from 1993-94 and supplied 3000 KL to BSNL/ MTNL. The plant started manufacturing Base Trans-receiver Station (BTS rack) for GSM equipment. To further diversification efforts, the plant has built up a new infrastructure for manufacturing of LED based Products like LED Solar lantern & LED street lights for rural applications and LED tube lights & decorative indoor lights for Grid Based urban applications.

Plant has the facilities for assembly & automatic testing with SMT Line, Environmental Test Labs, PCB Manufacturing and Sophisticated Powder Coating Line. Projects of national importance like Network for Spectrum (NFS) and National Population Register (NPR-40) are being executed by ITI Mankapur plant.

The Unit is ISO 9001-2008 certified and also accredited with ISO 14001: 2004 Certification for Environment Management System.

Below mentioned products are manufacturing by Mankapur Plant:

- Bundled Currency Counting Machine
- HDPE Pipe
- Sanitary Napkin Vending Machine
- Sanitary Napkin Pad Disposal Machine
- ONT- 11

Manufacturing Unit of Mankapur Plant is having 5 Sections with 391 Unique Designations as on June 2023.

No. of Sections	No. of Unique Designations	No. of Employees
5	391	391

3.2.4 Naini Plant:

Naini Plant was set up in 1971 for the manufacture of transmission equipment. The major products supplied are Optic Fibre Systems of SDH products, DWDM and telephone instruments of various types. Currently Naini Plant manufacturing below mentioned products:

- Solar Panels
- LED Lights

Manufacturing Unit of Naini Plant is having 4 Sections with 116 Unique Designations as on June 2023.

No. of Sections	No. of Unique Designations	No. of Employees
4	116	116

3.2.5 Palakkad Plant:

Palakkad Plant is established in 1976, primarily for catering to the manufacture of Electronic Switching Products and Services. It has an Electronic Switching System Manufacturing Unit, for large digital switches and trunk exchanges. It is located in Kerala. The Unit is accredited with ISO 9001 and 14001 certification. Engaged in the manufacture of Electronic Equipment's & Smart Cards.

The Unit has executed the National Population Register (NPR) for Home Ministry, Govt. of India and Socio Economic & Caste Census (SECC) for Ministry of Rural Development, Govt. of India projects. Besides conventional manufacturing of electronic exchanges, the Unit is executing turnkey projects like Managed Leased Line Network (MLLN), Stand-alone Signal Transfer Point (SSTP). A Smart Card manufacturing Centre has been setup for manufacturing smart cards including banking cards. The Plant has a Multi-layer PCB manufacturing plant (up-to 10 layers) as a separate business Centre that caters to the captive as well as external market requirements.

The products manufactured and deployed are provided with technical support and repair services by the Customer Support Centre. The in-house developed CRM, a Web based application package, is used for rendering and monitoring the above services. Currently Palakkad Plant manufacturing below mentioned products:

- Mini personal computers
- Smaash Laptop
- Smart energy meters
- Smart cards, banking cards
- HDPE pipes etc.

Manufacturing Unit of Palakkad Plant is having 7 Section with 168 Unique Designations as on June 2023.

No. of Sections	No. of Unique Designations	No. of Employees
7	168	168

3.3 Marketing Vertical

Marketing/ROs:

Marketing/ROs are having 4 Sections with 161 Unique Designations as on June 2023.

No. of Sections	No. of Unique Designations	No. of Employees
4	161	161

3.4 Services Vertical

3.4.1 Network Systems Unit:

An Independent Business Unit of ITI Limited. Specializes in providing Telecom Network and Services. Major emphasis is given on Turnkey Telecommunication Solutions. Employs professionals to comprehend and execute appropriate network configurations. Turnkey Telecom Projects involving the following are undertaken:

- Network Planning
- Network Engineering
- Network Implementation
- Related Civil Works
- Network Maintenance
- Consultancy Services
- Telesolutions

Projects:

- ASCON Project for Ministry of Defence
- VSAT Based Broadband Access Network In Ku-Band and Extended C-Band
- WAN (Wide Area Network) Project for PGCIL
- Installation/Commissioning/Maintenance of OCB-283 AMC for BSNL and MTNL
- Outdoor Cable Plant Installation
- Indian Railway Projects
- Offshore Communication Network for ONGC

Network Systems Unit is having 13 Sections with 203 Unique Designations as on June 2023.

No. of Sections	No. of Unique Designations	No. of Employees
13	203	203

3.4.2 Srinagar Plant:

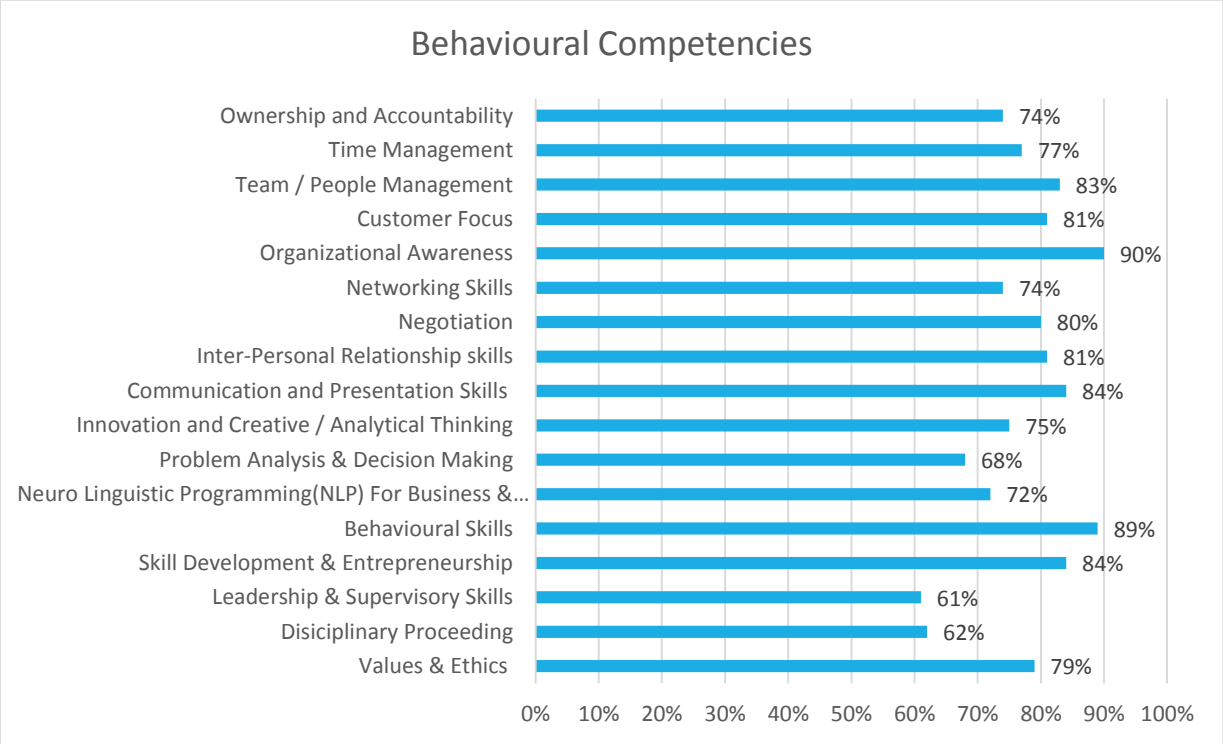
The Plant is offering Skill Training in various Job roles in its Skill Development Centre.

No. of Sections	No. of Unique Designations	No. of Employees
05	21	21

3.5 Competencies requirement for Manufacturing Units/Services Units/ Marketing Offices

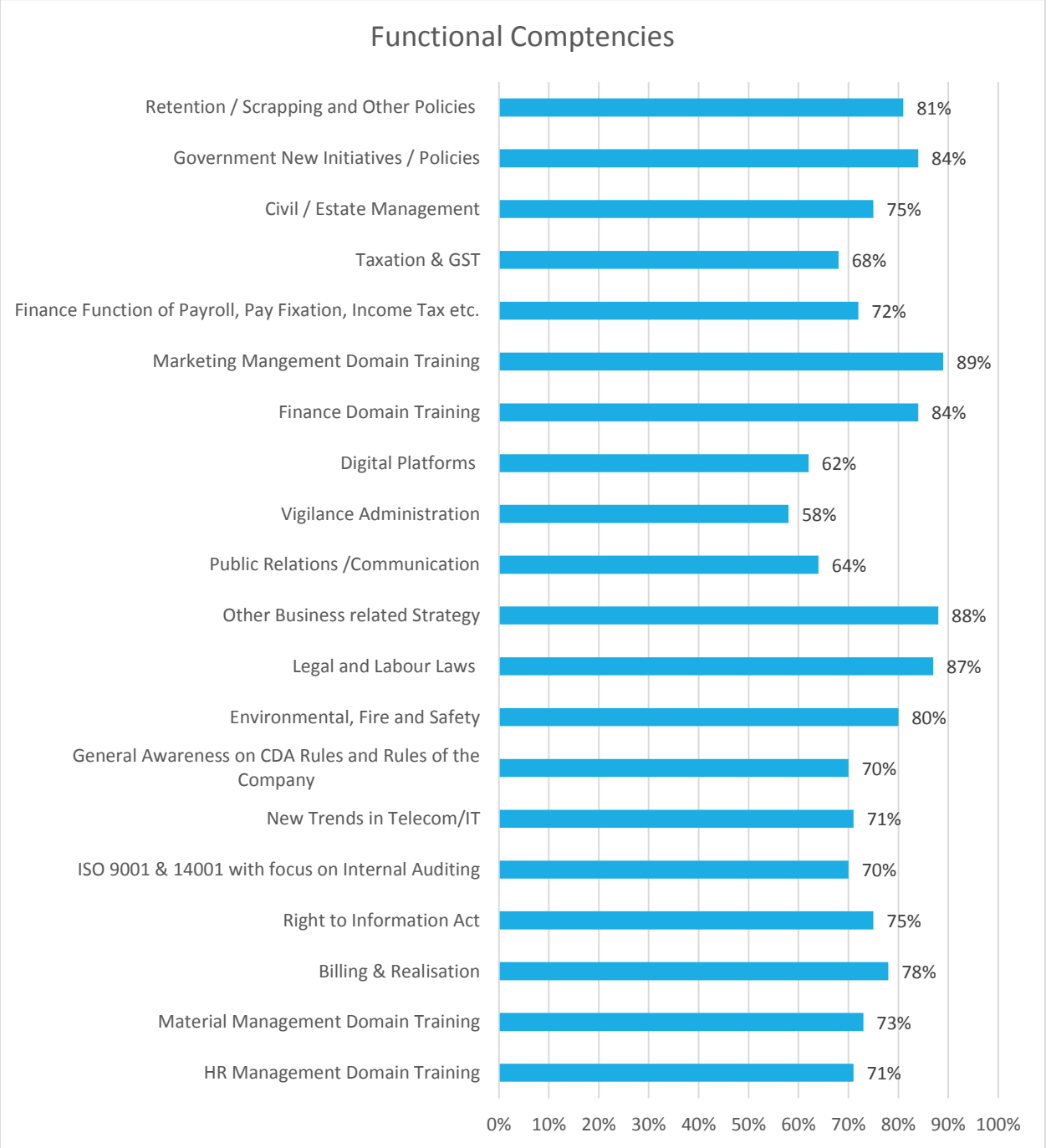
Behavioural Competency Needs: Though the products manufactured are different, but the manufacturing needs have common competency framework for all the Units / Offices. Hence, out of the total Unique Behavioral Competencies, the required competencies for Manufacturing Units Verticals, Services Verticals and Marketing Office Verticals (Bangalore Plant, R&D, Naini Plant, Mankapur Plant, Rae Bareli Plant and Palakkad Plant, Srinagar Plant, NS Unit, Marketing Offices) are mentioned below:

Figure 22: Behavioural Competencies



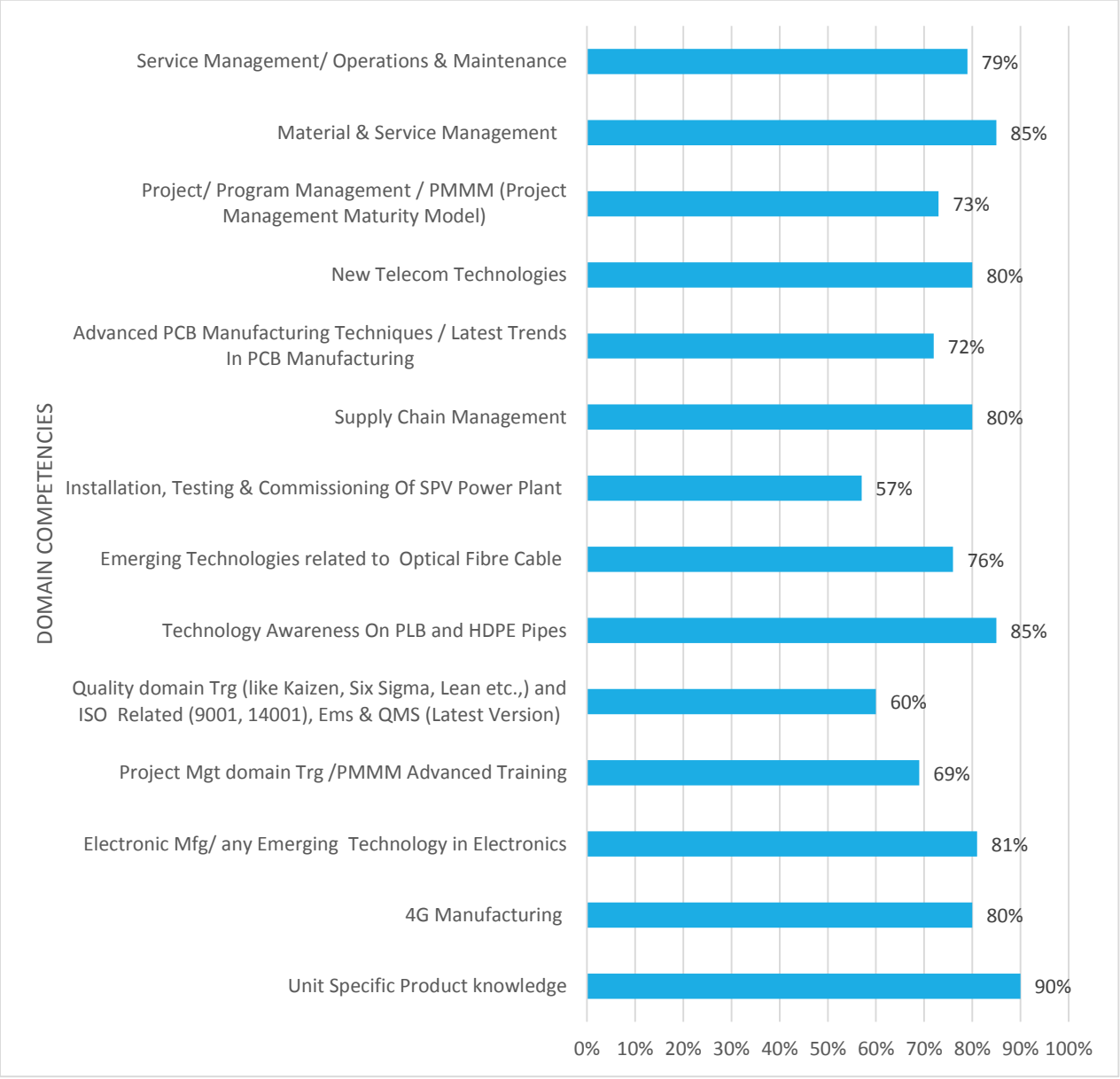
Functional Competency Needs: Though the products manufactured are different, but the manufacturing needs have common competency framework for all the Units / Offices. Hence, out of the total Unique Functional Competencies, the required competencies for Manufacturing Units Verticals Services Verticals and Marketing Office Verticals (Bangalore Plant, R&D, Naini Plant, Mankapur Plant, Rae Bareli Plant and Palakkad Plant, Srinagar Plant, NS Unit, Marketing Offices) are mentioned below:

Figure 23: Functional Competencies



Domain Competency Needs: Though the products manufactured are different, but the manufacturing needs have common competency framework for all the Units/Offices. Hence, out of the total Unique Domain Competencies, the required competencies for Manufacturing Units Verticals, Services Verticals and Marketing Office Verticals (Bangalore Plant, R&D, Naini Plant, Mankapur Plant, Rae Bareli Plant and Palakkad Plant, Srinagar Plant, NS Unit, Marketing Offices) are mentioned below:

Figure 24: Domain Competencies



4 CAPACITY BUILDING PLAN DRAFT

The competencies Identified are required to strengthen the effective functioning of the Company. This section majorly, covers the elements on capacity building plan and initiatives, which can be considered for strengthening the various competencies of the divisions under the Department.

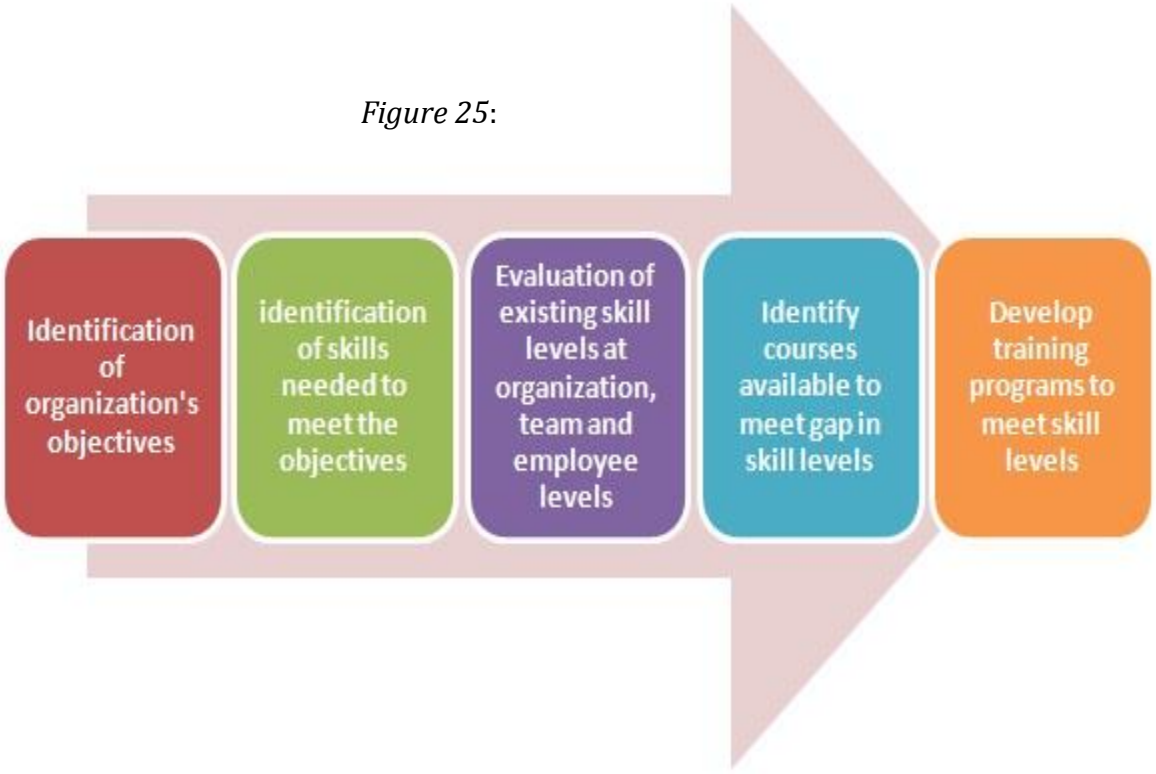
4.1 Individual Capacity Building Initiative (Training Intervention)

Based on the capacity need assessment exercise, competencies are identified in the areas like behavioural, functional and domain revised as per groups.

Furthermore, the training needs were identified based on the organization objectives and skills needed to meet the objectives, evaluate existing skill gap/level. Competencies/skill gap are fulfilled through proper training with the courses available in different platforms like online and offline training platforms through different Government agencies like NTIPRIT, NICF, DPE, ISTM etc., and private training agencies and develop the programmes internally/externally to meet the skill levels.

Below figure shows the priority taken to identify training needs in the organization:

Figure 25:



- The Capacity Building Unit (CBU) of the organization may recommend any internal/external programs across the domain to fulfill competency/training needs.
- Proficiency level for the suggestive competencies mentioned in section 4.1.1 is defined by Human Resource Development (HRD) training centres in consultation with CBU and subject matter experts.
- Availability of courses on the iGOT platform may not be in the same context as per the training requirement of the concern training centres. In that case HRD training centres may suggest/recommend another course to fulfil the competency requirement.

4.2 Immediate, Mid-term and Long term priority Initiatives

Learning initiatives are categorized in three modules like immediate, mid-term and long term initiatives. The immediate initiatives have been identified in this section based on the domain, functional and behavioral competencies identified in section 3.

The immediate initiatives can be taken up on an urgent basis *through digital training platform like iGOT Karmayogi* and any other external platforms if required.

Mid-term to long-term training initiatives may include training initiatives that are curated/ scheduled according to need and delivered in partnership with Government/Commercial institutes, to provide such training. The HRD department may collaborate with Government or private institutions like ISTM, NTIPRIT, NICF, NITs, IITs, NPC India, IICA and IIMs etc.

Based on the ease of implementation (ease of modifying existing programs to specific needs, cost and time requirements), the training courses need to be evaluated by the CBU.

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*Also, the detailed competency to training mapping is mentioned in **Annexure 3** (Table 9*)

Sl. No.	Behavioural Competencies	Short Term	Mid Term/ Long Term	Name of the Institutes (Internal/External)
1	Values & Ethics	✓	✓	ITI, iGOT
2	Disciplinary Proceeding	✓	✓	ITI, NICF, ISTM
3	Leadership & Supervisory Skills	✓	✓	NICF , IIM
4	Skill Development & Entrepreneurship	✓	✓	ISTM
5	Behavioural Skills	✓	✓	ISTM, NICF
6	Critical Thinking and Analysis	✓	✓	DPE
7	Problem Analysis & Decision Making	✓	✓	DPE
8	Innovation and Creative / Analytical Thinking		✓	ISTM
9	Communication and Presentation Skills	✓	✓	NICF, DPE, iGOT
10	Inter-Personal Relationship Skills etc.	✓	✓	iGOT
11	Negotiation		✓	DPE
12	Networking Skills	✓	✓	ISTM, iGOT
13	Organizational Awareness	✓	✓	ITI (External Experts)
14	Customer Focus	✓	✓	ITI (External Experts)
15	Team / People Management	✓	✓	ITI (External Experts)
16	Time Management	✓	✓	ITI (External Experts)
17	Ownership and Accountability	✓	✓	ITI (External Experts)

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Sl. No.	Functional Competencies	Short Term	Mid Term/ Long Term	Name of the institutes (Internal/External)
1	HR Policies i.e., Recruitment Policy and Reservation Rules and Policy, CDA Rules, E-Samiksha etc.	✓	✓	ITI
2	HR for Non-Technical	✓	✓	ITI
3	HR Management Domain Training/ Organization Behaviour / PCMM / PMS Training etc.	✓	✓	ITI
4	Material Management Domain Training/ GeM Procurement and selling, E-Procurement/IMM etc.	✓	✓	ITI, NICF, DPE
5	HR and Administration related topics	✓	✓	ITI, DPE
6	Internal Audit Training for QMS & EMS and IA Role	✓	✓	ITI
7	Billing & Realisation, Import/Export/Entry Permits of Goods/Excise Rules/Customs Duty Rules/ CENVAT	✓	✓	ITI
8	Right to Information Act	✓	✓	NICF, DPE, iGOT
9	ISO 9001 & 14001 with focus on Internal Auditing	✓	✓	ITI
10	New Trends in Telecom/IT	✓	✓	ITI (External Experts)
11	General Awareness on CDA Rules and Rules of the Company	✓	✓	ITI
12	Environmental, Fire and Safety	✓	✓	ITI (External Experts)
13	Legal and Labour Laws		✓	DPE
14	Other Business related Strategy		✓	DPE

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Sl. No.	Functional Competencies	Short Term	Mid Term/ Long Term	Name of the institutes (Internal/External)
15	Change Management		✓	IIM
16	Public Relations /Communication	✓	✓	ISTM
17	Enterprise Risk Management		✓	ITI, DPE
18	Vigilance Administration	✓	✓	ITI, DPE
19	Digital Platforms		✓	DPE, iGOT
20	Finance for Non-Technical	✓	✓	DPE
21	Finance Domain, INCO Terms & International Trade		✓	NICF
22	Marketing Management Domain Training		✓	ITI
23	Finance Function of Payroll, Pay Fixation, Income Tax etc.		✓	NICF
24	Taxation & GST / Latest Updates on Taxation	✓	✓	NICF, NPC India, External Experts
25	INCO Terms & International Trade		✓	IFD
26	Civil / Estate Management		✓	NICF
27	Government New Initiatives / Policies (Eg. Start-Up Hub, Digitalisation etc.)	✓	✓	External Experts
28	Retention / Scrapping and Other Policies		✓	External Experts

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Sl. No.	Domain Competencies	Short Term	Mid Term/ Long Term	Name of the institutes (Internal/External)
1	4G/5G/Telecom Testing/LTE/New Technology in Telecom/Network Technologies a) Access Network - 4G / 5G b) Access Network - Antenna Systems / Fixed Access Technologies / Frequency Measurement c) Emerging Areas - Open RAN	✓	✓	iGOT, NIT, IIT, NTIPRIT
2	Cloud Computing/New Technology in Telecom a) Emerging Technologies in Artificial Intelligence (AI)		✓	NTIPRIT
3	Cyber Security - Basic & Advance Courses/ New Technology	✓	✓	ITI, iGOT, IISC
4	IoT/IoT Smart Devices/ New Technology in IoT		✓	C-DAC
5	Electronic Manufacturing/ any New Technology in Electronics	✓	✓	External Experts
6	Data Analytics/Data Science a) Machine Learning (AI/ML)		✓	DPE
7	Data Centre / Information Technology (Eg. Digitisation, E Waste Management etc.)/outers and Networking /Network Security/Internet Protocol/ ERP etc. a) Information Technology (IT) & Security - Database Management System, Data Backup & Protection	✓	✓	NTIPRIT
8	Project Management Domain/PMMM Advanced Training	✓	✓	External Experts

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Sl. No.	Domain Competencies	Short Term	Mid Term/ Long Term	Name of the institutes (Internal/External)
9	Deep Learning/AI/ Emerging Technology a) Emerging Technologies in Data Structures, Data analytics, Data Mining, Database Management b) Emerging Technologies in Internet of Things c) Information Technology (IT) in Computer Network/ Data Network d) IT in Operating System (OS) e) IT & Security – Cryptography f) Information Technology (IT) & Security - Encryption & Hashing g) Information Technology (IT) & Security - Ethical Hacking, Vulnerability Analysis and Penetration Testing h) Information Technology (IT) & Security - Information Security Management System i) IT & Security - Malware Analysis Protection j) Information Technology (IT) & Security - Software/ Platform as a Service (SaaS & PaaS) k) Information Technology (IT) & Security - Traffic segregation to identify Network Attacks like scanning, Sniffing, Spoofing, Trojans, and DoS Attacks l) IT & Security – Wi-Fi Security m) Market Landscape - Strength & Weakness of Organization & Market Opportunities n) Computer Coding Languages and other software's, Computer Applications like MS Office, MS Access and etc. o) Programming Languages - Understanding of Algorithms, Logic Design, Statistical Models		✓	ASCI

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Sl. No.	Domain Competencies	Short Term	Mid Term/ Long Term	Name of the institutes (Internal/External)
10	Quality Domain (like Kaizen, Six Sigma, Lean etc.) and ISO Related (9001, 14001), EMS & QMS (Latest Version)		✓	NTIPRIT
11	Software Define Radio (SDR)		✓	NTIPRIT
12	New Technology Awareness on PLB	✓	✓	ITI
13	OFC	✓	✓	NTIPRIT
14	Installation, Testing & Commissioning of SPV Power Plant	✓	✓	ITI
15	Supply Chain Management		✓	IIT, Kharagpur, DPE
16	Training on HDPE		✓	ITI Limited
17	Training on Medical Electronics		✓	ITI Limited
18	Advanced PCB Manufacturing Techniques / Latest Trends In PCB Manufacturing	✓	✓	ITI (External Experts)
19	Banking Card Project		✓	ITI (External Experts)
20	New Telecom Technologies		✓	NTIPRIT, NIT, iGOT, other external agencies etc.
21	Training on New Technologies like GSM, WLL, 5G, IoT & IP based products		✓	NTIPRIT, iGOT
22	Computer Coding Languages and other software's , Computer Applications like MS Office, MS Access and etc.	✓	✓	iGOT

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Sl. No.	Domain Competencies	Short Term	Mid Term/ Long Term	Name of the institutes (Internal/External)
23	Secretarial Domain		✓	ISTM, IICA
24	Research and Product Development	✓	✓	External Experts
25	Project / Program Management / Project Management Maturity Model (PMMM)	✓	✓	IIT, Kharagpur, External Experts
26	Material & Service Management		✓	IIM, NPC India
27	Service Management/ Operations & Maintenance	✓	✓	ISTM, IIM, NPC India
28	Space Communication Related	✓	✓	External Experts
29	Electronic Voting Machine (EVM) related Technology		✓	External Experts

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Institute Name (in Full Form):

- NTIPRIT - National Telecommunications Institute for Policy Research, Innovation and Training
- NICF - National Institute of Communication Finance
- ISTM - Institute of Secretariat Training and Management
- IIT - Indian Institute of Technology
- NIT - National Institute of Technology
- DPE - Department of Public Enterprises
- IIM - The Indian Institutes of Management
- NPC India - National Productivity Council India
- IFD – Integrated Finance Division
- ASCI - Administrative Staff College of India
- IISc - Indian Institute of Science
- C-DAC – Centre of Development of Advanced Computing
- IICA – Indian Institute of Corporate Affairs

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4.3 Organizational Intervention (Non-Training)

To support capacity building plan, organizational interventions are imperative. Therefore, to improve the capacity building across the company, some of the non-training interventions are also helpful to fulfill needs of the Company. To kick start with some of the non-training interventions like Human Resource Development, System/Processes, technology & data.

Below mentioned table showcases key potential organizational interventions to formalize non-training intervention action plans.

The Company has constituted a high level committee for organizational non-training interventions, constituted committee comprising of CMD, Director HR, Director Finance, Director Marketing and Director Production to discuss the nature of these interventions, further in-depth study may be required to develop an implementation strategy for the same.

Table 10: Potential Organizational Interventions

Intervention Type	Category	Recommendation
Human Resource Development Management	Training and Development	• Continues support of Capacity Building Unit (CBU) for leading the T&D function for ITI Limited. Continuous training and developmental activities will help employees to gain/enhance the knowledge. • Deploying of a web based online portal for tracking the training courses to be taken up by ITI Limited officials in online/offline mode. • Hiring/appointing/bringing onboard Subject Matter Experts (non-trainers) either on a part-time or full-time basis.
Process	Knowledge generation and management	• Process and output documentation: Documenting all processes and related outputs of ITI Limited such that they are easily accessible to the employees. • Knowledge Transfer: Knowledge transfer sessions between the officials at peer level shall be conducted for sharing the work experiences. • Knowledge Management Portal: ITI Limited has developed a dedicated knowledge management portal, which helps to share the knowledge with others. Employees can also share/upload the knowledge sharing documents through this platform.
Technology and data	Data and Asset Management	• A centralized repository may be created for all assets of ITI Limited. • Organizational data such as GoI & DoT queries, vigilance matters, reply to parliament queries etc. (but not limited to) shall be centrally stored in a repository to facilitate preventive measures.

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4.4 Action plan for Non-Training and Training Intervention (under progress)

Based on the above mentioned non-training and training interventions, actionable plan to address the capacity need is expected to be jointly developed with the CBU of the Company including the training calendar. Moreover, 17 behavioral, 34 functional and 47 domain trainings for the employees of the Company are planned for upcoming financial year by HRD. Also, detailed tentative calendar for FY 2023-24 is provided in **Annexure 4.**

Table 11: Summary of Interim Training Calendar (2022-23)

Training Institute	Quarter 1		
	No. of Participants	No. of Man-days created	No. of training topics
ITI LTD	1523	2201	70
NTIPRIT	96	48	7
NICF	508	488	29
DPE	53	205	30
iGOT	79	202	59
Others Institutions	71	200	13

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Table 12: Summary of Interim Training Calendar – scheduled trainings 2023 – 24.

Institute	Competency Type	Competency Trainings	Tentative Participants (no.)	Man-days Created
ITI Limited (Internal Trainings)	Behavioural	HR Values & Ethics and Business Ethics	25	50
		Workshop on Disciplinary Proceeding	25	25
		Leadership Programme	25	100
		Special Programme for Women	25	50
		Management Development Programmes	25	50
		Prevention of Sexual Harassment at Work Place	40	40
		Skill Development & Entrepreneurship	25	12.5
		Behavioural Skills/ Leadership & Supervisory Skills/ Inter-Personal Relations etc.	25	50
		Neuro Linguistic Programming (NLP) for Business & Functional Leaders	8	8
		Supervisory Development Program	25	25
		Management Development - Leadership, Management & Motivational Skills	8	16
		Problem Analysis & Decision Making	8	8
		Creative Thinking for Managers	4	4

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Institute	Competency Type	Competency Trainings	Tentative Participants (no.)	Man-days Created
ITI Limited (Internal Trainings)	Functional	Workshop on HR Policies i.e., Recruitment Policy and Reservation Rules, CDA Rules	25	125
		HR for Non HR	25	50
		HR Management Domain Training/ Organization Behaviour / PCMM Advanced Training	25	50
		SC/ST/OBC/PwD Reservation Policy Implementation	25	50
		Material Management Domain Training/Procurement etc.	50	100
		Training on TA/DA Rules	30	30
		Rules Governing forwarding of Applications for Outside Employment	20	20
		HR related topics	30	30
		Internal Audit Training for QMS & EMS	40	40
		GeM Procurement and Selling	9	9
		Marketing Fundamental	8	8
		E-Procurement/IMM	20	20
		Role of Internal Audit	24	12
		HR Policies, Standing Order & CDA Rules	24	12
		Role of Vigilance	20	10

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Annexures

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Annexure 1 – Details of Competencies involved in ITI Limited

Sl. No.	Behavioural Competencies		
1	Values & Ethics	11	Negotiation
2	Disciplinary Proceeding	12	Networking Skills
3	Leadership & Supervisory Skills	13	Organizational Awareness
4	Skill Development & Entrepreneurship	14	Customer Focus
5	Behavioural Skills	15	Team / People Management
6	Neuro Linguistic Programming (NLP) for Business & Functional Leaders	16	Time Management
7	Problem Analysis & Decision Making	17	Ownership and Accountability
8	Innovation and Creative / Analytical Thinking		
9	Communication and Presentation Skills		
10	Inter-Personal Relationship skills etc.		

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Sl. No.	Functional Competencies				
1	HR Policies i.e., Recruitment Policy and Reservation Rules and Policy, CDA Rules, E-Samiksha , etc.	13	Legal and Labour Laws	25	INCO Terms & International Trade
2	HR for Non-Technical	14	Other Business related Strategy	26	Civil / Estate Management
3	HR Management Domain Training/ Organization Behaviour / PCMM / PMS Training etc.	15	Change Management	27	Government New Initiatives / Policies (Eg. Start-Up Hub, Digitalization etc.)
4	Material Management Domain Training/ GeM Procurement and Selling, E-Procurement/IMM etc.	16	Public Relations/ Communication	28	Retention / Scrapping and Other Policies
5	HR and Administration related topics	17	Enterprise Risk Management	29	Compliances with SEBI
6	Internal Audit Training for QMS & EMS and IA Role	18	Vigilance Administration	30	Convening of Board, Committee and Annual General Meetings
7	Billing & Realization, Import/Export/Entry Permits of Goods/Excise Rules/Customs Duty Rules/CENVAT	19	Digital Platforms	31	Stock Exchange Compliances

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Sl. No.	Functional Competencies				
8	Right to Information Act	20	Finance for Non-Technical	32	Handling Investors Grievances
9	ISO 9001 & 14001 with focus on Internal Auditing	21	Finance domain Training INCO Terms & International Trade	33	Preferential Issue of Equity Share to President of India
10	New Trends in Telecom/IT	22	Marketing Management Domain Training	34	Appointment of Directors and related compliances
11	General Awareness on CDA Rules and Rules of the Company	23	Finance Function of Payroll, Pay Fixation, Income Tax etc.		
12	Environmental, Fire and Safety	24	Taxation & GST / Latest Updates on Taxation		

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Domain Competencies					
Sl. No.	**Production / Manufacturing Areas**	**Sub Verticals under the Production / Manufacturing Areas**	**Sl. No.**	**Production / Manufacturing Areas**	**Sub Verticals under the Production / Manufacturing Areas**
1	4G/5G/LTE/New Emerging Technologies in Telecom/Network Technologies/ Telecom Testing	Access Network - 4G	25	Data Centre / Information Technology (Eg. Digitilsation, E Waste Management and etc.)/outers and Networking / Network Security / Internet Protocol (IP) / ERP etc.	Information Technology (IT) & Security - Database Management System, Data Backup & Protection
2		Access Network - 5G	26		Information Technology (IT) & Security - Digital evidence seizure, File imaging & system capture
3		Access Network - Antenna Systems	27	Data Analytics/Data Science	Machine Learning (AI/ML)
4		Access Network - Fixed Access Technologies	28	Electronic Manufacturing/ any Emerging Technology in Electronics	
5		Access Network - Frequency Measurement	29	Project Management Domain Training/PMMM Advanced Training	
6		Emerging Areas - Open RAN	30	Quality domain Training (like Kaizen, Six Sigma, Lean etc.,) and ISO Related (9001, 14001), EMS & QMS (Latest Version)	

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Domain Competencies					
Sl. No.	**Production / Manufacturing Areas**	**Sub Verticals under the Production / Manufacturing Areas**	**Sl. No.**	**Production / Manufacturing Areas**	**Sub Verticals under the Production / Manufacturing Areas**
7	Cloud Computing / Emerging Technology in Telecom	Emerging Technologies in Artificial Intelligence	31	Software Define Radio (SDR)	
8	Cyber Security Basic & Advance Courses/ Emerging Technology	Emerging Technologies in Data Structures, Data analytics, Data Mining, Data base Management, Hadoop	32	Technology Awareness on PLB and HDPE Pipes	
9		Emerging Technologies in Internet of Things (IoT)	33	Emerging Technologies related to Optical Fibre Cable	
10		Information Technology (IT) in Computer Network/ Data Network	34	Installation, Testing & Commissioning of SPV Power Plant	
11		Information Technology (IT) in Operating System (OS)	35	Supply Chain Management	
12		Information Technology (IT) & Security - Biometric Application	36	Emerging Technologies related to HDPE	
13		Information Technology (IT) & Security - Cryptography	37	Advanced PCB Manufacturing Techniques / Latest Trends in PCB Manufacturing	

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Domain Competencies					
Sl. No.	**Production / Manufacturing Areas**	**Sub Verticals under the Production / Manufacturing Areas**	**Sl. No.**	**Production / Manufacturing Areas**	**Sub Verticals under the Production / Manufacturing Areas**
14	Cyber Security Basic & Advance Courses/ Emerging Technology	Information Technology (IT) & Security - Encryption & Hashing	38	Banking Card Project	
15		Information Technology (IT) & Security - Ethical Hacking, Vulnerability Analysis and Penetration Testing	39	New Telecom Technologies	
16		Information Technology (IT) & Security - Firewalls, Antivirus	40	Training on New Technologies like GSM, WLL, 5G, IoT & IP based products	
17		Information Technology (IT) & Security - Information Security Management System (ISMS)	41	Secretarial Domain	
18		Information Technology (IT) & Security - Malware Analysis Protection	42	Research and Product Development	
19		Information Technology (IT) & Security - Software/ Platform as a Service (SaaS & PaaS)	43	Project/Program Management /Project Management Maturity Model (PMMM)	
20		Information Technology (IT) & Security - Traffic segregation to identify Network Attacks like scanning, Sniffing, Spoofing, Trojans, and DoS Attacks	44	Material & Service Management	

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Domain Competencies					
Sl. No.	**Production / Manufacturing Areas**	**Sub Verticals under the Production / Manufacturing Areas**	**Sl. No.**	**Production / Manufacturing Areas**	**Sub Verticals under the Production / Manufacturing Areas**
21	Cyber Security Basic & Advance Courses/ Emerging Technology	Information Technology (IT) & Security - Wi-Fi Security	45	Service Management/ Operations & Maintenance	
22		Market Landscape - Strength & Weakness of Organization & Market Opportunities	46	Space Communication Related	
23		Computer Coding Languages and other software's, Computer Applications like MS Office, MS Access and etc.	47	Electronic Voting Machine (EVM) related Technology	
24		Programming Languages - Understanding of Algorithms, Logic Design, Statistical Models			

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Annexure 2 – Details of the trainings conducted in ITI Limited for employees

Category	Institutions	Comments
In-house Programmes (Online/Offline)	i) 50 trainings and workshops conducted by ITI Limited (Corporate HRED and Bangalore Plant, Palakkad Plant, Naini Plant, Mankapur Plant, Rae Bareli Plant) using External Faculty offline mode. ii) 20 trainings, MANAS and Wellness sessions conducted by ITI Limited (Corporate HRED) using Internal and External faculty both online and offline modes.	70 Programmes conducted internally by ITI Limited
External Trainings (Online/Offline)	i) 29 External webinars, workshops and capacity building programmes conducted by NICF online mode. ii) 7 External Webinars conducted by NTIPRIT online mode. iii) 30 External trainings, webinars, workshops conducted by DPE coordinating with different institutions by offline and online mode. iv) 59 Online trainings different topics attended by ITI Limited participants through iGOT Portal under Mission Karmayogi. v) 13 trainings, workshops, webinars and seminars conducted by different institutions like MSDE, ISTM, C-DAC, C-DoT, IFD, IISC offline and online modes.	NICF - 29 NTIPRIT - 7 DPE - 30 iGOT – 59 Others - 13

Behavioural Competency Trainings	• HR Ethics, Business Ethics & Values • Implementation of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 • Communication and Presentation Skills • Professional Ethics and Integrity • Ethics & Leadership • Building Competencies for Personal Excellence • Gandhian Leadership, Ethical Governance, Good Governance • Ethics and Values in Public Services / Public Governance, Attitude & Behaviour Skills • Gender sensitization and women empowerment of CPSEs/SLPEs • Strategic Leadership Program for Public Sector Enterprises • Leadership Development Programme for Professionalizing below board level officials • Ethics in Governance and Preventive Vigilance

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Functional Competency Trainings	• ISO 14001:2015 & ISO 9001:2015 standard and process of internal audit / document preparation • ISO 9001 & 14001 Internal Auditor Training • Right to Information (RTI) Act, 2005 • Material Management • Procurement Guidelines • Disciplinary Proceedings and Domestic Enquiry • Government e-Marketplace (GeM) • Strategic Marketing Management Experience Design and Technology Management Approach in Digital Era • General/ Office Administration and HR related issues like RTI Act, Establishment Rules, Review under FR (56)j, Enquiry & Disciplinary Proceedings, Vigilance etc., Contract Management Safeguards to be taken in tendering, procurement and contracting in CPSEs • Human Resource Management & Organizational Behaviour • Cyber Frauds, Threats & Best Practices • Effectiveness of Compliance Management focusing DPE Guidelines, Companies Act 2013 and SEBI regulation for better Governance and Responsible Business for New India • Contract Management/Safeguards in tendering, public procurement and contracting with special focus to Public Procurement Policy for Micro and Small Enterprises (MSEs) vide Order, 2018 and public procurement (Preference to Make in India) order 2017 • Corporate Branding in Digital Era • Communication Skills & Noting and Drafting • Noting and Drafting (Hindi) • Overview of GST for Postal and Telecom Department • General Provident Fund Rules (GPF Rules) • MACP, APAR, Promotion, DPC Procedure • Industry 4.0 : The New Age Digital Technologies • Green Buildings and Energy Efficiency • Tax Planning for salaried individuals, Income from House Property & relevant provision of clubbing of Income and Filing of ITR Forms along with precaution to minimize CASS Scrutiny Selection

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Domain Competency Trainings	• Interoperability in Cloud Computing: Opportunities and Challenges • 5G use cases in Manufacturing and Logistics sectors • Train the Trainers – Advance Programme on IoT • E-Waste Management • Income Tax Calculation through Employees Information System of PFMS • Communication and Persuasion in the Digital Age • Project Planning and Monitoring • New Labour Codes for employers and professionals of CPSEs/ SLPEs • Leveraging Space to Power Next-Gen Communication & Businesses • Technologies in 5G Advanced: Non-Terrestrial Network, Device to Device Communication and Time Sensitive Networking • Registration; E- Invoicing; Returns; TDS & TCS under GST Law and Advance Ruling under GST Law by ICMAI • Empowering Decision Making with Data Analytics • Industrial Artificial Intelligence in Industry 4.0 • Supply Chain Management • Indigenous Telecom Solutions • Renewable Energy for Telecom Applications • GST-Updates and filling of various GST returns on NSDL platform • Basis of Artificial Intelligence • Capacity Building through iGOT (Integrated Government Online Training) • Telecom Infrastructure Development – Issues and Challenges • Cyber Security R&D and Innovation Roadshow • Bank Reconciliation, preparation of TE on the basis of RBI Statements, Submission of Account on E Lekha
Other Aspects	• Refreshers training of Security Guards • Training on Emergency Mock Drill & Fire Fighting • Hindi Workshop, Typing and Comment & Note Writing • Computer Awareness Training • Awareness programme on Hypertension • Training on NIELIT • Training program for Managers and Entrepreneurs • Fire Diction and Alarm System • Health and Hygiene, Health related wellness training and awareness programmes • Preparation of Roster • Capital Market Reforms • Corporate Social Responsibility (CSR)

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Annexure 3 – Competencies to Training Institute Mapping

Sl. No.	Behavioural Competencies	Short Term	Mid Term/ Long Term	Name of the institutes (Internal/External)
1	HR Values & Ethics and Business Ethics	✓	✓	ITI, iGOT
2	Disciplinary Proceeding	✓	✓	ITI, NICF, ISTM
3	Leadership & Supervisory Skills	✓	✓	NICF , IIM
4	Skill Development & Entrepreneurship	✓	✓	ISTM
5	Behavioural Skills	✓	✓	ISTM, NICF
6	Critical Thinking and Analysis	✓	✓	DPE
7	Problem Analysis & Decision Making	✓	✓	DPE
8	Innovation and Creative / Analytical Thinking	✓	✓	ISTM
9	Communication and Presentation Skills	✓	✓	NICF, DPE, iGOT
10	Inter-Personal Relationship skills etc.	✓	✓	iGOT
11	Negotiation	✓	✓	DPE
12	Networking Skills	✓	✓	ISTM, iGOT
13	Organizational Awareness	✓	✓	ITI (External Experts)
14	Customer Focus	✓	✓	ITI (External Experts)
15	Team / People Management	✓	✓	ITI (External Experts)
16	Time Management	✓	✓	ITI (External Experts)
17	Ownership and Accountability	✓	✓	ITI (External Experts)

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Sl. No.	Functional Competencies	Short Term	Mid Term/ Long Term	Name of the institutes (Internal/External)
1	HR Policies i.e., Recruitment Policy and Reservation Rules and Policy, CDA Rules , E-Samiksha etc.	✓	✓	ITI
2	HR for Non-Technical	✓	✓	ITI
3	HR Management Domain Training/Organization Behaviour / PCMM / PMS Training etc.	✓	✓	ITI
4	Material Management Domain Training/ GeM Procurement and Selling, E-Procurement/ IMM etc.	✓	✓	ITI, NICF, DPE
5	HR and Administration related topics	✓	✓	ITI, DPE
6	Internal Audit Training for QMS & EMS and IA Role	✓	✓	ITI
7	Billing & Realisation, Import/Export/Entry Permits of Goods/Excise Rules/Customs Duty Rules/CENVAT	✓	✓	ITI
8	Right to Information Act (RTI)	✓	✓	NICF, DPE, iGOT
9	ISO 9001 & 14001 with focus on Internal Auditing	✓	✓	ITI
10	New Trends in Telecom/IT	✓	✓	ITI (External Experts)
11	General Awareness on CDA Rules and Rules of the Company	✓	✓	ITI
12	Environmental, Fire and Safety	✓	✓	ITI (External Experts)
13	Legal and Labour Laws	✓	✓	DPE
14	Other Business related Strategy	✓	✓	DPE

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Sl. No.	Functional Competencies	Short Term	Mid Term/ Long Term	Name of the institutes (Internal/External)
15	Change Management	✓	✓	IIM
16	Public Relations /Communication	✓	✓	ISTM
17	Enterprise Risk Management		✓	ITI, DPE
18	Vigilance Administration	✓	✓	ITI, DPE
19	Digital Platforms		✓	DPE, iGOT
20	Finance for Non-Technical	✓	✓	DPE
21	Finance domain, INCO Terms & International Trade		✓	NICF
22	Marketing Management Domain Training		✓	ITI
23	Finance Function of Payroll, Pay Fixation, Income Tax etc.		✓	NICF
24	Taxation & GST / Latest Updates on Taxation	✓	✓	NICF, NPC India, External Experts
25	INCO Terms & International Trade		✓	IFD
26	Civil / Estate Management		✓	NICF
27	Government New Initiatives / Policies (Eg. Start-Up Hub, Digitalisation etc.)	✓	✓	External Experts
28	Retention / Scrapping and Other Policies		✓	External Experts

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Sl. No.	Domain Competencies	Short Term	Mid Term/ Long Term	Name of the institutes (Internal/External)
1	4G/5G/Telecom Testing/ LTE/New Tech. in Telecom/ Network Technologies	✓	✓	iGOT, NIT, IIT, NTIPRIT
2	Cloud Computing / New Technology in Telecom		✓	NTIPRIT
3	Deep Learning / AI & Robotics / New Technology		✓	ASCI
4	Cyber Security- Basic & Advance Courses/ New Technology	✓	✓	ITI Limited, iGOT, IISc
5	IoT/IoT Smart Devices/ New Technology in IoT		✓	C-DAC
6	Electronic Manufacturing/ any New Technology in Electronics	✓	✓	External Experts
7	Data Analytics/Data Science		✓	DPE
8	Data Centre / Information Technology (Eg. Digitisation, E Waste Management etc.)/ outers and Networking / Network Security / Internet Protocol (IP) / ERP etc.	✓	✓	NTIPRIT
9	Project Management Domain / PMMM Advanced Training	✓	✓	External Experts
10	Quality Domain (like Kaizen, Six Sigma, Lean etc.) and ISO related (9001, 14001), EMS & QMS (Latest Version)		✓	NTIPRIT
11	Software Define Radio (SDR)		✓	NTIPRIT
12	New Technology Awareness on PLB	✓	✓	ITI
13	OFC	✓	✓	NTIPRIT
14	Installation, Testing & Commissioning of SPV Power Plant	✓	✓	ITI

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Sl. No.	Domain Competencies	Short Term	Mid Term/ Long Term	Name of the institutes (Internal/External)
15	Supply Chain Management		✓	IIT, Kharagpur, DPE
16	Training on HDPE		✓	ITI
17	Training on Medical Electronics		✓	ITI
18	Advanced PCB Manufacturing Techniques / Latest Trends in PCB Manufacturing	✓	✓	ITI (External Experts)
19	Banking Card Project		✓	ITI (External Experts)
20	New Telecom Technologies		✓	NTIPRIT, NIT, iGOT, other external agencies etc.
21	Training on New Technologies like GSM, WLL, 5G, IoT & IP based products		✓	NTIPRIT, iGOT
22	Computer Coding Languages and other software's, Computer Applications like MS Office, MS Access and etc.	✓	✓	iGOT
23	Secretarial Domain		✓	ISTM, IICA
24	Research and Product Development	✓	✓	External Experts
25	Project/ Program Management / Project Management Maturity Model (PMMM)	✓	✓	IIT, Kharagpur, External Experts
26	Material & Service Management		✓	IIM, NPC India
27	Service Management/ Operations & Maintenance	✓	✓	ISTM, IIM, NPC India
28	Space Communication Related	✓	✓	External Experts
29	Electronic Voting Machine (EVM) related Technology		✓	External Experts

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Annexure 4 – Detailed training Calendar

Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
ITI Limited (Internal Trainings)	Behavioural	Special Programme for Women	Physical	23-Aug	25	2	50
		Management Development Programmes	Physical	23-Sep	25	2	50
		Prevention of Sexual Harassment at Work Place	Physical	23-Oct	40	1	40
		Skill Development & Entrepreneurship	Physical	24-Jan	25	0.5	12.5
		Supervisory Development Program	Physical	23-Nov	25	1	25
		Management Development - Leadership, Management & Motivational Skills	Physical	23-Dec	8	2	16
		Problem Analysis & Decision Making	Physical	24-Jan	8	1	8
		Creative Thinking for Managers	Physical	24-Feb	4	1	4

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Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
ITI Limited (Internal Trainings)	Functional	HR Management Domain / Organizational Behaviour / PCMM Advanced Training	Physical	23-Oct	25	2	50
		SC/ST/OBC/PwD Reservation Policy Implementation	Physical	23-Oct	25	2	50
		Material Management Domain Training/ Procurement etc.	Physical	23-Dec	50	2	100
		GeM Procurement and Selling	Physical	23-Aug	9	1	9
		Marketing Fundamental	Physical	23-Sep	8	1	8
		E-Procurement/IMM	Physical	23-Nov	20	1	20
		Role of Internal Audit	Physical	23-Sep	24	0.5	12
		HR Policies, Standing Order & CDA Rules	Physical	23-Oct	24	0.5	12
		Role of Vigilance	Physical	23-Dec	20	0.5	10
		Marketing Initiative	Physical	23-Aug	15	1	15

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Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
ITI Limited (Internal Trainings)	Functional	Awareness Programme on ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018	Physical	23-Oct	20	2	40
		MS Office (Theory + Practical)	Physical	23-Dec	20	2	40
		General Awareness on Standing Orders of the Company / Policies of the Company	Physical	23-Aug	25	2	50
		Billing & Realisation, Import/Export/ Entry Permits of Goods/Excise Rules/ Customs Duty Rules/CENVAT	Physical	23-Sep	25	1	25
		Balanced Score Card	Physical	23-Sep	8	1	8
		Training on Right to Information Act	Physical	23-Nov	25	1	25
		Programme on PCMM & PMMM	Physical	23-Dec	25	2	50
		ISO 9001 & 14001 with focus on Internal Auditing	Physical	24-Jan	25	1	25
		New Trends in Telecom/IT	Physical	24-Mar	4	1	4
		General Awareness on CDA Rules and Rules of the Company	Physical	24-Mar	25	1	25

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Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
ITI Limited (Internal Trainings)	Domain	IoT / IoT Smart Devices/ New Technology in IoT	Physical	23-Aug	25	5	125
		Electronic Manufacturing / any New Technology in Electronics	Physical	23-Sep	25	2	50
		Data Analytics/ Data Science	Physical	23-Oct	25	2	50
		Data Centre / Information Technology / outers and Networking / Network Security / Internet Protocol (IP) / ERP etc.	Physical	23-Nov	25	2	50
		Finance Domain Training	Physical	23-Sep	25	2	50
		Project Management Domain / PMMM Advanced Training	Physical	23-Nov	25	2	50
		Quality domain (like Kaizen, Six Sigma, Lean etc.)	Physical	23-Nov	25	2	50
		Marketing Management Domain Training	Physical	23-Dec	25	2	50
		Quality Circles and Technical know-how of ISO 9001	Physical	23-Oct	50	1	50
		Environment Awareness (Technical Know-how of ISO 14001)	Physical	23-Oct	50	1	50

ADP 2023 - 2024

Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
ITI Limited (Internal Trainings)	Domain	Finance Function of Payroll, Pay Fixation, Income Tax etc.	Physical	23-Aug	25	0.5	12.5
		Taxation	Physical	23-Nov	24	0.5	12
		ISO - EMS & QMS (Latest Version)	Physical	24-Mar	25	1	25
		Introduction Of 4G & 5G	Physical	23-Sep	10	2	20
		Internet of Things (IoT)	Physical	23-Nov	10	1	10
		Training on HDPE (New Project)	Physical	23-Aug	25	2	50
		Training on Medical Electronics	Physical	23-Aug	25	2	50
		Artificial Intelligence (AI) & Machine Learning (ML) Batch I	Physical	23-Aug	8	1	8
		Advanced PCB Manufacturing Techniques / Latest Trends in PCB Manufacturing	Physical	23-Sep	25	1	25
		Banking Card Project	Physical	23-Oct	25	2	50
		New Telecom Technologies	Physical	23-Nov	6	1	6

AOP 2023-24

Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
ITI Limited (Internal Trainings)	Domain	INCO Terms & International Trade	Physical	24-Jan	4	1	4
		Training on New Technologies like GSM, WLL, 5G, IoT & IP based products	Physical	24-Feb	25	2	50
		Programme on Artificial Intelligence (AI) & Machine Learning (ML) Batch II	Physical	24-Mar	25	2	50
ITI Limited (Internal Trainings)	Other Aspects	Orientation Training for Employees Promoted from Cat H To Gr- I	Physical	23-Sep	10	1	10
		Training on Computer Basics and MS Office	Physical	23-Sep	50	5	250
		Health and Stress Management	Physical	23-Nov	50	0.5	25
		Awareness of Safety	Physical	24-Feb	20	0.5	10
		Awareness Programme on Fire Fighting Extinguishers & Industrial Safety	Physical	24-Jan	15	1	15
		Programme on "NABL" Accreditation	Physical	23-Oct	25	1	25
		Environmental Laws In India	Physical	23-Oct	3	2	6
		Training Program on LPG Safety / Safety & Emergency Preparedness (2 Batches)	Physical	23-Dec	25	1	25
		Energy Conservation	Physical	24-Jan	25	1	25
		General Awareness Programme on Health / Safety & Occupational Hazards	Physical	24-Feb	25	1	25

ABR 2023-2024

Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
NTIPRIT	Functional	Cyber Frauds, Threats & Best Practices	Online	23-Nov	25	0.5	12.5
	Domain	Technologies in 5G Advanced: Non-Terrestrial Network, Device to Device Communication and Time Sensitive Networking	Online	23-Nov	25	0.5	12.5
		Renewable Energy for Telecom Applications	Online	23-Dec	25	0.5	12.5
		Green Buildings and Energy Efficiency	Online	24-Feb	25	0.5	12.5
NICF	Behavioural	Ethics & Leadership	Online	23-Sep	25	0.5	12.5
		Gandhian Leadership	Online	23-Oct	25	0.5	12.5
		Ethical Governance, Good Governance	Online	23-Oct	25	0.5	12.5
		Ethics and Values in Public Services	Online	23-Oct	25	0.5	12.5
		Attitude & Behaviour Skills	Online	23-Oct	25	0.5	12.5
		Ethics and Value in Public Governance	Online	24-Jan	25	0.5	12.5

ACBP 2023-2024

Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
NICF	Functional	Human Resource Management & Organizational Behaviour	Online	23-Oct	25	0.5	12.5
		Procedure for procurement through Reverse auction on GeM	Online	23-Dec	25	0.5	12.5
		RTI Act	Online	23-Dec	25	0.5	12.5
		Communication Skills & Noting and Drafting	Online	24-Feb	25	0.5	12.5
		Noting and Drafting (Hindi)	Online	24-Feb	25	0.5	12.5
		Overview of GST for Postal and Telecom Department	Online	24-Feb	25	0.5	12.5
		General Provident Fund Rules (GPF Rules)	Online	24-Mar	25	0.5	12.5
		Government e-Marketplace (GeM) and Public Procurement	Online	24-Mar	25	2	50
		Purchase / Contract Management					
		MACP	Online	24-Mar	25	1	25
		APAR, Promotion, DPC Procedure	Online	24-Mar	25	1	25
		RTI (Record Management of RTI + Proactive disclosures) and RTI handling of Legal cases	Online	24-Mar	25	1	25

ACR 2023-2024

Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
NICF	Domain	Income Tax Calculation through Employees Information System of PFMS	Online	23-Sep	25	0.5	12.5
		GST-Updates and filling of various GST returns on NSDL platform	Online	23-Dec	25	0.5	12.5
		Basis of Artificial Intelligence	Online	23-Dec	25	0.5	12.5
		Capacity Building through iGOT (Integrated Government Online Training)	Online	23-Dec	25	0.5	12.5
		Bank Reconciliation, preparation of TE on the basis of RBI Statements, Submission of Account on E Lekha	Online	24-Feb	25	0.5	12.5
		Tax Planning for salaried individuals, Income from House Property & relevant provision of clubbing of Income and Filing of ITR Forms along with precaution to minimize CASS Scrutiny Selection	Online	24-Feb	25	2	50

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Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
DPE	Behavioural	Building Competencies for Personal Excellence	Physical	23-Oct	1	5	5
		Gender sensitization and women empowerment of CPSEs/ SLPEs	Online	23-Nov	1	1	1
		Strategic Leadership Program for Public Sector Enterprises	Physical	23-Nov	2	5	10
		Building Competencies for Personal Excellence	Physical	23-Nov	2	5	10
		Leadership Development Programme for Professionalizing below board level officials	Physical	23-Nov	1	3	3
		Building Competencies for Personal Excellence	Physical	24-Jan	1	5	5
		Ethics in Governance and Preventive Vigilance	Physical	24-Jan	2	5	10
	Functional	Strategic Marketing Management Experience Design and Technology Management Approach in Digital Era	Physical	23-Sep	2	5	10
		General/ Office Administration and HR related issues like RTI Act, Establishment Rules, Review under FR (56)j, Enquiry & Disciplinary Proceedings, Vigilance etc.	Online	23-Sep	2	3	6

NDP 2023 - 2024

Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
DPE	Functional	Contract Management Safeguards to be taken in tendering, procurement and contracting in CPSEs	Physical	23-Oct	2	2	4
		Effectiveness of Compliance Management focusing DPE Guidelines, Companies Act 2013 and SEBI regulation for better Governance and Responsible Business for New India	Physical	23-Nov	1	5	5
		Contract Management/Safeguards in tendering, public procurement and contracting with special focus to Public Procurement Policy for Micro and Small Enterprises (MSEs) vide Order, 2018 and public procurement (Preference to Make in India) order 2017	Physical	23-Nov	2	5	10
		Corporate Branding In Digital Era	Online	23-Dec	3	5	15
		Contract Management/Safeguards in tendering, public procurement and contracting with special focus to Public Procurement Policy for Micro and Small Enterprises (MSEs) vide Order, 2018 and public procurement (Preference to Make in India) order 2017	Physical	24-Jan	1	5	5
		RTI Act, 2005	Physical	24-Jan	2	2	4

APR 2023 - 2024

Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
DPE	Functional	General/ Office Administration and HR related issues like RTI Act, Establishment Rules, Review under FR (56)j, Enquiry & Disciplinary Proceedings, Vigilance etc.	Online	24-Jan	2	3	6
DPE	Domain	Communication and Persuasion in the Digital Age	Physical	23-Sep	1	5	5
		Project Planning and Monitoring	Physical	23-Oct	2	5	10
		New Labour Codes for employers and professionals of CPSEs/ SLPEs	Physical	23-Oct	2	5	10
		Registration; E- Invoicing; Returns; TDS & GST TCS under GST Law and Advance Ruling under GST Law by ICMAI	Physical	23-Nov	1	2	2
		Empowering Decision Making with Data Analytics	Physical	23-Nov	2	5	10
		Industrial Artificial Intelligence in Industry 4.0	Physical	23-Nov	2	5	10
		Supply Chain Management	Physical	23-Nov	2	5	10

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Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
DPE	Other Aspects	Familiarization Programme for CSR Nodal Officers of CPSEs on CSR Module on PE Survey Portal	Online	23-Sep	2	0.5	1
		Capital Market Reforms	Physical	24-Sep	1	5	5
		Managing Stress and Health issues	Online	23-Oct	2	3	6
		Negotiation Skills	Physical	23-Nov	4	2	8
		Risk Management (Total/Enterprise)	Physical	23-Nov	2	5	10
		Public Grievance Management and Citizen Centric Governance, development of Citizen Charter	Online	23-Dec	2	2	4
		Regulatory framework/guidelines for CSR activities by CPSEs, its challenges in implementation and sustainable reporting	Physical	24-Feb	1	5	5

ARP 2023-2024

Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
i-GOT	Behavioural	Sustainable Development Goals	Online	23-Aug	1	1	1
		Prevention of Sexual Harassment of Women at Workplace	Online	23-Sep	2	1	2
	Functional	Bid Participation	Online	23-Aug	1	1	1
		Buyer Dashboard	Online	23-Sep	1	1	1
		Code of Conduct for Government Employees	Online	23-Oct	16	1	16
		Digital India	Online	23-Nov	2	1	2
		Excel Advanced	Online	23-Dec	2	1	2
		Government e-Marketplace	Online	24-Jan	6	1	6
		Indian Railways - Role of Materials Management (English)	Online	24-Feb	1	1	1
		Introduction to Government e-Marketplace	Online	24-Mar	7	1	7
		Leave Rules	Online	23-Aug	7	1	7
		Management Fundamentals in Government services	Online	23-Sep	4	1	4
		Microsoft Excel for Beginners	Online	23-Oct	3	1	3
		Microsoft One Drive	Online	23-Nov	2	1	2
		Microsoft PowerPoint Beginners	Online	23-Dec	1	1	1
		Mode of Procurement (Service)	Online	24-Jan	3	1	3

APP 2023-2024

Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
i-GOT	Functional	Noting and Drafting	Online	24-Feb	8	1	8
		Office Procedure	Online	24-Mar	2	1	2
		Outlook	Online	23-Aug	1	1	1
		Parliamentary Procedures	Online	23-Sep	1	1	1
		Pay Fixation	Online	23-Oct	4	1	4
		Public Administration	Online	23-Nov	2	1	2
		Responsibilities of Officer-In-Charge	Online	23-Dec	7	1	7
		Right to Information Act - Part 1	Online	24-Jan	4	1	4
		Right to Information Act - Part 2	Online	24-Feb	5	1	5
		SharePoint	Online	24-Mar	1	1	1
	Domain	5G Quality of Service	Online	23-Aug	10	1	10
		5G Usage Scenarios and its Key Capabilities	Online	23-Sep	7	1	7
		Evolution from 1G to 5G Mobile Communications	Online	23-Aug	1	1	1
		Information Security Basics	Online	23-Sep	2	1	2
		National Pension System	Online	23-Oct	5	1	5

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Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
i-GOT	Domain	Open Radio Access Network (O-RAN)	Online	23-Nov	1	1	1
		Optical Fibre Network Maintenance	Online	23-Dec	7	1	7
		Pensionary Benefits	Online	24-Jan	2	1	2
		PM Gatishakti	Online	24-Feb	1	1	1
		Power Plant Introduction and Maintenance	Online	24-Mar	2	1	2
		Prime Minister's Wi-Fi Access Network Interface (PM-WANI)	Online	23-Aug	2	1	2
		Project Management	Online	23-Sep	2	1	2
		Solar Energy	Online	23-May	1	1	1
		Understanding the Telecommunications Licensing regime	Online	23-Aug	1	1	1
		Vehicle Equipment and Plant	Online	23-Sep	1	1	1
	Other Aspects	Central Government Employees Group Insurance Scheme (CGEGIS)	Online	23-Aug	1	1	1
		Climate Change and Health	Online	23-Aug	2	1	2
		Geographical Information System	Online	23-Aug	2	1	2
		Rajbhasha Hindi	Online	23-Aug	1	1	1

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Institute	Competency Type	Competency Name	Mode	Tentative Date	No of Participants	Duration (Days/ Hours)	Man-days
Other Institutions	Behavioural	Prevention, Prohibition Sexual Harassment of Women at Workplace (POSH)	Physical	24-Feb	3	2	6
	Domain	Leveraging Space to Power Next-Gen Communication & Businesses	Physical	23-Oct	1	3	3
		Indigenous Telecom Solutions	Online	23-Nov	23	0.5	11.5
		Telecom Infrastructure Development Issues and Challenges	Physical	24-Jan	3	1	3
		Training Programme for Government Officials (GOT) in Augmented Reality and Virtual Reality (AR & VR)	Online	24-Feb	2	5	10
		Cyber Security R&D and Innovation Roadshow	Physical	24-Feb	3	2	6
		Industry 4.0 : The New Age Digital Technologies	Physical	24-Feb	1	3	3

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