Skill Development Plan @ CMS

To differentiate in the competitive business environment, it is essential to develop our employee skill on Core IT technologies & other specialty skills like product/function etc. A technically proficient team will help us in the long run to grow our businesses by providing superior customer service and ensuring continuous innovation.

It is imperative for us at CMS to build capabilities around our products – especially for those in the Sales, Pre-Sales, Projects, Product Development and Services functions. To support the business units effectively, the support groups need to imbibe deep functional expertise. Keeping in mind the requirements of our Business Units and Support/Enabler group, CMS PRAVIIN has defined the skill development plan for long term business success.

Synopsis of Skills Plan for CMS Employees:

To streamline our development plan, we have categorized employees in 7 categories:

- Engineers L1
- Engineers L2
- Project Delivery
- Product Groups
- Sales
- Product Development
- Corporate Support

Skills and competencies required to perform tasks are different for each of the above grouping and one kind of skills development program won't fit all. We plan to make skills development 'Role & Function' Specific and accordingly build capabilities.

With the view of developing these necessary competencies i.e. Deep Technical, Product Technical, Functional and Soft Skills we have defined number of hours of training per person as per categories of employees and we also have defined the number of mandatory trainings that each employee should undergo in a year.
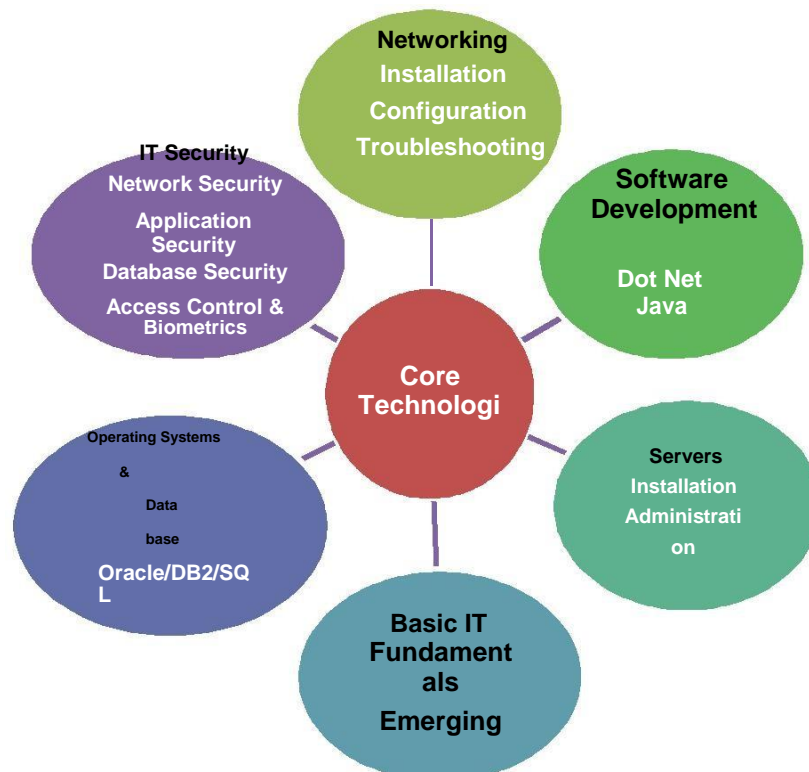
Employee Categories for Skills Development

Category	Core Technology Training	Product Training	Functional or Soft skills Training	Total Hours
Alliances/Sales/Marketing	4 hours	12 hours	4 hours	20
Pre-sales& Consulting	8 hours	20 hours	4 hours	32
Projects	4 hours	12 hours	4 hours	20
Services /Support	8 hours	28 hours	4 hours	40
Product Development	24 hours	12 hours	4 hours	40
Support / Enabler Groups	4 hours	12 hours	4 hours	20

Importance of Building Core Technology Skills and Certifications

As an IT Solutions and services organization, having technically competent employees is vital and thus, we need our engineers / technical teams trained and upgraded on the latest technologies.

Our project managers, service engineers, pre-sales & sales support engineers require understanding of core technologies since these are the building block for any IT solution. Getting a select group of them certified on various technology stacks / platforms such as networking, servers, security, operating systems and software will take CMS to the next level. These training will improve our engineers' installation, configuration and troubleshooting skills and through our skilled & certified professionals, we can ensure quality service to our clients.

Networking
Installation
Configuration
Troubleshooting

IT Security
Network Security
Application Security
Database Security
Access Control & Biometrics

Software Development

Dot Net
Java

Core Technologi

Operating Systems & Data base
Oracle/DB2/SQL

Servers
Installation
Administration

Basic IT Fundamentals
Emerging

Based on the skill development needs for different BUs, nominated employees will either be sent to attend the training programs at external training institutions or in-house trainings will be organized.

These trainings will provide employees with essential hands-on experience and select employees will be sent for further certifications.

List of Core IT Technology training is mentioned in Annexure I.

Product Specific Updates & Trainings:

Understanding our business, products and services is essential for employees. It is vital for our Sales, Pre-Sales, Projects and Services/support team to have in-depth knowledge of our products in order to communicate the value propositions effectively and enhance our business. Product trainings will be delivered through in-house technical teams or leveraging Original Equipment Manufacturers (OEMs).

Product Trainings are essential & should be designed with specific functional needs of employees.
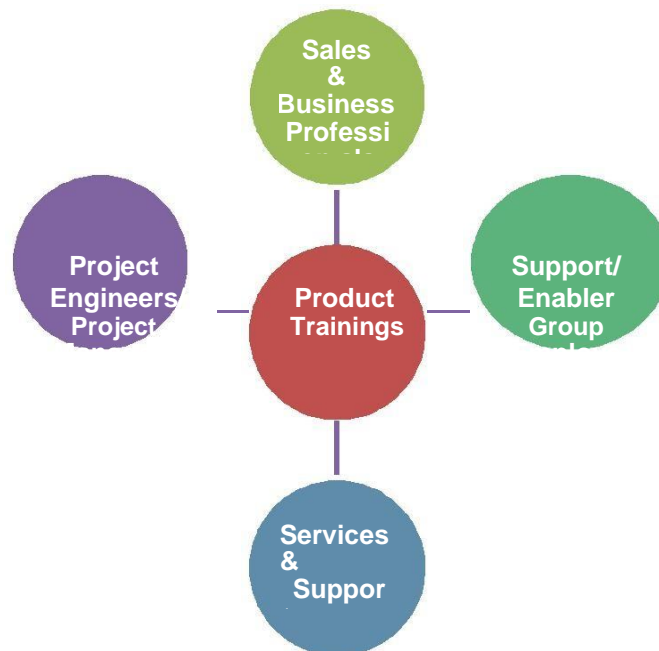
Product Trainings for Sales, Marketing& Pre-Sales:

Sales and Business Development teams across all business divisions must understand CMS business very well as they regularly face customers. They will be trained on our solutions and specifically to handle product specific queries raised by customer. Only if our sales and pre-sales teams understand our products & solutions well, we can offer our customers customized solutions as per their requirements.

Product Trainings for Project Engineers/Project Managers:

Project Engineers need to know our products in depth technically. Product Trainings will help on-site engineers, product engineers in better and timely project executions. The knowledge will also help them in troubleshoot product & software installation, resolving technical issues.

Product Trainings for Services & Support Engineers:

Engineers / Technical Support staff responsible to provide after sales service to our customers require product trainings, especially to resolve any technical issue faced by the customer. Renewals of contracts are dependent on the customer service provided by our on-site/support engineers. Thus, at CMS, it is very essential for us to train our service/support engineers on all our products for better customer service. Happy Customers = Happy CMS.

Product Trainings for Support / Enabler Group Employees:

Product trainings are not limited to Business Units. Alignment of support / enabler group with business divisions is crucial. Employees from support groups such as Purchase, Quality, Stores PMO, Human Resources, Internal Audit and Legal etc. must have basic understanding of our products and solutions to ensure relevant functions are performed to support businesses effectively. Timely knowledge up gradation program for Support / Enabler Group employees is essential.

We will train our employees through Business Orientation Programs, Product Specific Trainings - OEM trainings as well as in-house product training by BU leaders, Product Managers and Project Managers as necessary.

The brief list of products and solutions is shared below.

For detailed list of product specific trainings can be viewed in Annexure II.

E-Governance Solutions	New Media & Broadcasting	Security & Workforce Management	Transportation & Traffic	Energy & Utilities
Transport Department Application	Media Infrastructure Solution	Access Control Systems	Controllers, Signals, VMS and Count Down Timers (CDT)	Energy Meters
Integrated Land Records & Registration	Video Online Solutions	Surveillance& Video Analytics Solutions	Area Traffic Control Solutions	Smart Grid Solutions
Applications: e-District, Municipality, PDS Application	Content Strategy & Solution	Workforce Management Solutions	Solutions: Pedestrian Access Systems (PAS), Bus Prediction Tools, Incident Detection	Automatic Energy Billing Systems ABT/AMI Solutions
Smart Card Issuance	Application Solutions	Buildin g	Fleet Management	E-Tools/Energy

	Telemedicine, e-Classroom	Management System	Solutions	Management SW
Integrated Citizen Services			Urban & Inter Urban Solutions	

Functional&Behavioural/Soft skills Trainings

Focus on functional trainings and soft skill trainings are equally important for any organization. These training are adding long-term value to the employee and the organization. We need competent professionals with rounded skills.

Leadership Team

Leaders & senior management plays a critical role in any organization. Leaders are seen as role models by employees in the organization. Leaders have to perform and look into several aspects – strategic thinking, people management, leading by example etc. Leading and managing a diverse workforce and ensuring value addition to businesses is expected from all leaders and therefore, leaders shall undergo various behavioural and strategic learning initiatives.

Building high performing teams, setting goals and performance management, handling critical issues, managing change, strategic management & many more aspects are essential and critical for development of management staff.

- Leadership and Influencing Skills
- Strategic Business Management
- Goal Setting, KRAs, KPIs & Performance Management Process
- Building High Performance Teams
- Sales, Negotiation & Account Management Skills
- Emotional Intelligence
- Strategic Change Management

Project Management Trainings:

Skilled team of project managers will ensure efficient and timely completion of projects. To perform various project related tasks and managing project staff, project managers must know various aspects such as Financial Management, Time Management, Risk Management, Decision Making, Compliances, Documentations, People Management and many more.

To handle various issues and critical aspects of the projects, our project managers also need to be excellent negotiators especially while dealing with vendors as well as handling difficult customers.

- Project Management & PMP Programs
- Negotiation Skills & Vendor Management
- Financial Management
- Time Management
- People Management
- Customer Relationship Management

Sales& Business Professional Trainings:

Knowing company and the business is not just enough. Our sales employees must be good at the art of selling. The way we present ourselves at the customer makes a big difference.

Our sales teams must be good at business presentations, negotiating contracts, tenders, influencing customers, maintaining customer relations and negotiations.

 Selling doesn't end here; collecting payments is also a challenge that needs to be mattered.

- Art of Selling
- Negotiation & Influencing Skills for Sales
- Business Communication
- High Impact Presentation Skills
- Customer Relationship Management
- How to collect Money but keep the customers

Functional Trainings for Support / Enabler Group:

Ongoing development of the Support / Enabler Group team members is essential and this requires building specific functional competence. These trainings need to be organized across all locations to ensure functional expertise. Employees will be selected by stakeholders of respective support functions or BU leaders for any functional certifications.

Please check Annexure III for detailed list of Functional Trainings.

Training Process& Skills Development Steps

The training process starts with identification of key training needs. Before skills development calendar is planned, it is very essential to understand the development areas of different teams. Our Performance management System (PMS) has a section to capture the development needs of each employee. As part of the annual goal setting process, managers are required to discuss development goals with employees. This could be coming from employee or a perceived need coming from the manager.

Step 1:

Please use the PMS form for documenting development needs of employees.

Step 2:

BU leaders& Functional heads shall inform CMS PRAVIIN team about their team's development requirements by sending an email to cmspraviin@cms.co.in early in the first quarter of every

year. These requirements

are captured through goal setting forms, synopsis sheets, performance reviewed. The requirements shall be mentioned separately for 'Core Technology', 'Products & Solutions' and 'Functional &Behavioral' trainings. List of trainings in these training & development categories can be referred from Annexure I, II & III.
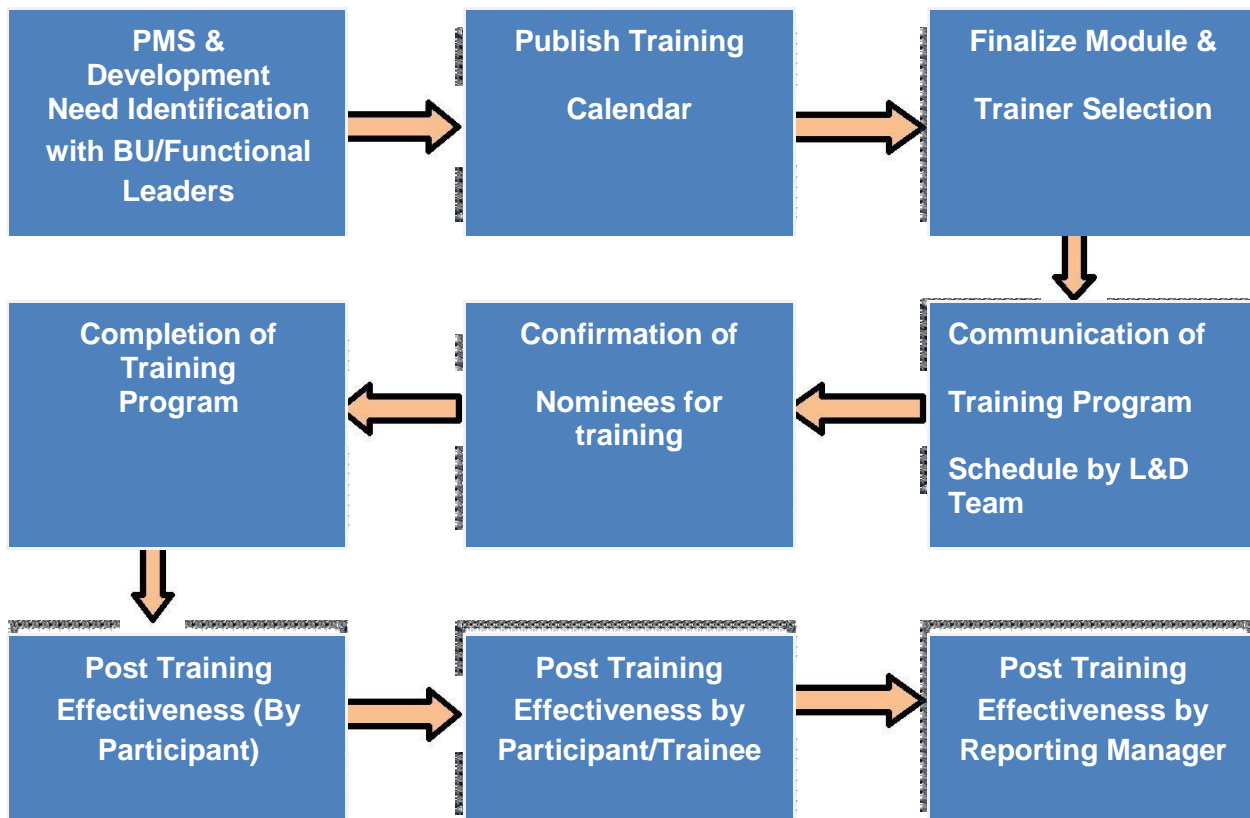
The training requirements shall provide the following information:

- Objective of the training
- Critical aspects to be covered in the training
- Nominees for the training

Step 3:

L&D Team team will publish a Training Calendar for Core Technology Trainings, Product Trainings and Behavioral Trainings in the month of March every year. The calendar will provide information about the training objective & topics covered, tentative duration of the training, expected participants' profile, location & maximum batch size.

L&D co-coordinator shall contact relevant institutions/trainers for different trainings after receipt of training requirement. The modules with Trainer profiles and commercials shall be shared with the respective stakeholder for shortlisting of the module. If required, telephonic discussion or personal meeting with the trainer to be organized.

PMS & Development Need Identification with BU/Functional Leaders	→	Publish Training Calendar	→	Finalize Module & Trainer Selection
Completion of Training Program	←	Confirmation of Nominees for training	←	Communication of Training Program Schedule by L&D Team
Post Training Effectiveness (By Participant)	→	Post Training Effectiveness by Participant/Trainee	→	Post Training Effectiveness by Reporting Manager

Step 3:

Once the trainer & module is finalized, date and venue of the training shall be communicated to all stake holders along with list of nominees. After final confirmation is received on the training nomination list, nominated participants shall be informed in advance and necessary arrangements to be taken care by L&D and Administration team.

Skill development plan is a way to ensure value addition to organization by all members in the organization. It is very essential to understand ROI for training and development. To ensure the Training ROI and commitment, from employees who have benefited from technical, functional &behavioral trainings sponsored by CMS, the employee will be required to accept the training bond policy of CMS.

Training cost (INR)	Value of bond	Period of bond
25,000-100,000	Equivalent to the training cost	12 months
100,001-200,000	Equivalent to the training cost	18months
Above 2 Lacs	Equivalent to the training cost	24 months
Above 2 Lacs (Leadership)	Equivalent to the training cost	36 months

The training bond policy is applicable ONLY for paid trainings, certifications or specialized leadership courses and not for internal training, product readiness etc. The training calendar will clearly specify if the training is a paid one or not.

In case an employee who has availed of such training resigns, as per the Training Bond Policy he or she will be liable to pay necessary bond value as explained below:

Training Bond Particulars				
Resigning after training (No of months)	12 months	18 months	24 months	36 months
Between 0 to 6 Months	100%	100%	100%	100%
Between 7 to 12 Months	50%	75%	75%	100%
Between 13 to 18 Months	NA	50%	50%	100%
Between 19 to 24 Months	NA	NA	25%	50%
Between 25 to 36 Months	NA	NA	NA	25%

Step 4:

Two months after the training is conducted, Post Training Effectiveness of the training shall be conducted. Employees and managers through post training effectiveness forms can confirm on

the usefulness of the training for themselves & participants respectively.

Step 5:

After all trainings, a Summary report shall be submitted to the management & respective BU/Department to provide synopsis of the overall training & inputs from the team shall be used by L&D team for further skills development planning & improvements.

Annexure I

Core Technology Training List		
Java Technologies -		
Core Java	Java Web Services	XML On Java
EJB	J2ME	Ajax on Java
Net Technologies -		
.Net Framework	Visual Studio Team System (VSTS)	Windows Workflow Foundation (WF)
VB. Net	Dot.NET Performance Tuning and Scalability	Windows Presentation Foundation (WPF)
Ajax on. Net	Silver Light	Windows Communication Foundation (WCF)
Linq	JQuery	MVC Framework in ASP
Microsoft SQL Server		
MS SQL T-SQL	MS SQL Server DBA	MS SQL Server Performance Tuning
MS SQL Clustering	Microsoft Certified Solutions Associate (MCSA): - SQL Server 2012	
Server & Storage		
Microsoft Certified Solutions Associate (MCSA): Windows Server 2012	Microsoft Certified Solutions Expert (MCSE): Server Infrastructure	Red Hat Certified Engineer
Certified Business Continuity Professional (CBCP)	Information Storage Associate (EMCISA)	Storage Administrator (EMCSA) Expert - Symmetrix Solutions
Storage Administrator (EMCSA) Specialist - Backup and Recovery	Storage Administrator (EMCSA) Specialist - Storage Area Network (SAN)	RAID Technology
Hardware, Networking & Security (Associate to Expert Level)		
CCNA Routing & Switching	CCNA Voice/Video	CCNP Voice
CCNA Service Provider Operations	CCNP Service Provider Operations	CCIE Service Provider Operations
CCNA Data Center	CCNP Data Center	CCIE Data Center
CCNA Service Provider	CCNP Service Provider	CCIE Service Provider
CCNA Wireless	CCNP Wireless	CCIE Wireless
CCNA Security	CCNP Security	CCIE Security
Certified Web Application	Certified Information Security	Certified Information

Security Professional (CWASP)	Consultant (CISC)	Systems Security Professional (CISSP)
RH253 Red Hat Network Services and Security Administration	Certified Ethical Hacker (CEH)	Certified Information Security Manager (CISM)

Certified Application Security Specialist (CASS)	- Certified Application Security Tester (CAST)	Certified Secure Software Lifecycle Professional (CSSLP)
Systems Security Certified Practitioner	GIAC Information Security Professional	CISA - Certified Information Systems Auditor
GSM & GPRS Integration	Hardware & Automated Testing Tools	
Operating Systems & Database		
Red Hat Certified System Administrator (RHCSA)	Microsoft Certified Database Administrator (MCDBA)	Microsoft Certified IT Professional (Database Administration) MCITP
Microsoft Certified Systems Administrator (MCSA)	Oracle Certified Associate	Oracle Certified Professional
Oracle Database Administrator	IBM Certified Database Associate	Directory Services - (MCSM)
Embedded Systems		
LabVIEW	Mat lab	C programming
Embedded Linux Porting	Embedded Database Management	PCB Designing
Software Development Fundamentals		
Software Estimation using Function Point Analysis	Software Requirements Management	Configuration Management
Software Development Life Cycle (SDLC)	ITIL Foundation	Service Oriented Architecture Certified Professional (SOACP)
Other Essential Certifications		
ISO 20000 – Service Management	ISO 27001 - Information security management	Project Management Professional Certification (PMP)
CMMI level 3, Level 5 Certification		
Other Technical Courses		
Social Media	ERP, CRM	Analytics

Annexure II

Product Training List	
Products & Solutions of Energy & Utilities	**Products & Solutions of Security & Workforce Management**
Power Energy Meters	**Security**
Demand Controller	Face Reader
Dual Source Meters	Fire Alarm
Energy Counters	Intrusion Detection
Power & Energy Meters	Video Monitoring
Power Factor (PF) Controller	**Workforce Management**
Pulse Based Energy Accounting System	BIO-ID
Power Quality Meters	Biometric Enrollment Software
ELNet-PQ Power Meter	DC102-BIO
Power Quality Meter with Harmonic Measurements	UNO Invictus
Software	UNO Perso
EEBS – Electronic Energy Billing System Software	UNO Relish
eTools – Energy Management System	UNO Sentinal
Trivector Meters	UNO Tempus
Class 0.2S ABT Meter	**Solutions**
Single Phase Trivector Meter	Access Control
Three Phase CT Operated Meters	Security Solutions
Three Phase Whole Current Meter	Workforce Management Solutions
Solutions	
CMS ABT Systems	
EEBS	
Energy Management Solutions	
Products & Solutions of Transportation & Traffic Solutions	**Products & Solutions of Transportation & Traffic Solutions**
Controllers	**Urban**
Fixed Time Controller	Central Control & monitoring System
Smart Controller	ATCS
Portable Controller	Speed Monitoring & Enforcement Systems
Solar Blinker	Junction Surveillance Systems
S-24	Emergency Call Box
Pelican Controller	Solar Based Solutions
LED Signal Lights	Video Surveillance & Incident Detection

	Systems
Pedestrian Access Systems	Weight in Motion

Count Down Timers	Automated Number Plate Recognition System
Variable Message Signs	Variable Message Signs
Variable Message Signs – Dual Colour	Meterological Solutions
Variable Message Signs – Full Colour	Automatic Counting & Classifications
Vehicle Detectors	IR Based Traffic Loggers
Loop Based Vehicle Detectors	
Video Based Vehicle Detectors	
Products & Solutions of Media & Broadcasting Solutions	**E-Governance Solutions**
Media Infrastructure Solution	Integrated Citizen Services
Video Online Solutions	Transport Department Application
Content Strategy & Solution	Integrated Land Records & Registration Management
Satellite Broadcasting solution	e-District Application
Telemedicine & Bioinformatics Solutions	Municipality Application
	Public Distribution System (Smart Card Issuance)
	Public Distribution System (Integrated Solutions)
	Smart Fare Collection

Annexure III

List of functional trainings for support/enabler group		
Product & Development Team	**Services Team**	**IT Team**
Innovations & out of the box thinking	Help Desk & Customer Care	Business Writing Skills
Time Management	Personal Grooming	Internal Customer Care
Technical Writing & Documentation	Business Communication	Time Management
Business Communication		Verbal Communication Skills
Purchase Team	**OEG/Stores Team**	**Quality Department**
Negotiation Skills &Influencing Skills	Supply chain management	ISO Certification Courses
Vendor Management	Time Management	Lead Internal Auditors Course
Finance for non-finance& Taxation	Finance for Non Finance	Business Communication
Time Management	Taxation Training	Compliance Training
Import & Export Management		
Accounts & Finance Team	**CS & Legal**	**Internal Audit**
Advanced Taxation	Business Communication	Advanced Taxations
Business Writing Skills	Compliance Training	Compliance Trainings
Time Management	Company Law	Internal Auditors Training
Financial Accounting& BS	Seminars on Laws &Reforms	Ratio analysis
Basics of Treasury		Computer Assisted Auditing Techniques

Administration		Human Resources	
Internal Customer Care		Business Communication	
Business Communications		Performance Management	
Time Management		Change Management	
Finance for Non Finance		Payroll &Compliances	
Vendor Management		Time Management	