QUALIFICATIONS PACK - OCCUPATIONAL STANDARDS FOR TELECOM INDUSTRY

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## What are Occupational Standards(OS)?

- OS describe what individuals need to do, know and understand in order to carry out a particular job role or function
- OS are performance standards that individuals must achieve when carrying out functions in the workplace, together with specifications of the underpinning knowledge and understanding


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# Introduction

## Qualifications Pack-Cluster Manager

**SECTOR:** TELECOM

**SUB-SECTOR:** Passive Infrastructure

**OCCUPATION:** Operation and Maintenance

**REFERENCE ID:** TEL/Q4102

**Cluster Manager** is known as Asset Manager/ Project Manager/ Zonal Operations Manager/Infra Manager.

**Brief Job Description:** Individual at this job is responsible for providing uninterrupted infra services to operators in cluster; ensure optimum utilization of resources; efficiency in reducing energy and other operational costs; delight customer by ensuring high up-time per mobile tower is maintained; adherence to compliance/performance parameters; technical and safety training of team and a holistic technical approach towards the entire infrastructure present at cell sites/mobile towers.

**Personal Attributes:** This job role requires the individual to be effective at analytical and managerial skills; must be a good planner and organizer with strong written and verbal communication; effective negotiation skills; team management skills; acumen for business; customer focused; must be assertive; must be self-motivated and alert; willing to work under pressure for long hours.

Job Details

| | | | |
|---|---|---|---|
| **Qualifications Pack Code** | TEL/Q4102 | | |
| **Job Role** | **Cluster Manager** | | |
| **Credits(NVEQF/NVQF/NSQF) [*OPTIONAL*]** | **TBD** | **Version number** | **1.0** |
| **Sector** | **Telecom** | **Drafted on** | **13/05/2013** |
| **Sub-sector** | **Service Provider** | **Last reviewed on** | **25/07/2013** |
| **Occupation** | **Sales & Distribution** | **Next review date** | **31/05/2015** |

| **Job Role** | **Cluster Manager** |
|---|---|
| **Role Description** | Provides uninterrupted infra services to operators in cluster, ensure optimum utilization of resources, efficiency in reducing energy and other operational costs and technical and safety training of team |
| **NVEQF/NVQF level**<br>**Minimum Educational Qualifications**<br>**Maximum Educational Qualifications** | 6<br>ITI / Diploma in technical degree<br>B Tech/ B.E. in Electrical/ Elecronics/ Telecommunication/ Energy/Mechanical |
| **Training**<br>(Suggested but not mandatory) | Leadership skills |
| **Experience** | 4-7 years for B Tech / B.E.<br>12 years for ITI / Diploma |
| **Applicable National Occupational Standards (NOS)** | (Click to open the below hyperlinks)<br>**Compulsory:**<br>1. TEL/N4109 (**Reduce repair, maintenance and service cost per cell site**)<br>2. TEL/N4110 (**Maintain cell site up-time & alarm automation**)<br>3. TEL/N4111 (**Quality assurance and cell site audit compliance**)<br>4. TEL/N4112 (**Governance meeting with vendors**)<br>5. TEL/N4113 (**Employee Health & Safety**)<br>6. TEL/N4114 (**Team development**)<br><br>**Optional:**<br>Not Applicable |
| **Performance Criteria** | As described in the relevant OS units |

Definitions

| Keywords /Terms | Description |
|---|---|
| Cell Site (Mobile Tower) | A cell site is a cellular telephone site where antennas and electronic communications equipment are placed, usually on a radio mast, tower or other high place, to create a cell (or adjacent cells) in a cellular network |
| Core Skills or Generic Skills | Core Skills or Generic Skills are a group of skills that are key to learning and working in today's world. These skills are typically needed in any work environment. In the context of the OS , these include communication related skills that are applicable to most job roles |
| Description | Description gives a short summary of the unit content. This would be helpful to anyone searching on a database to verify that this is the appropriate OS they are looking for |
| Function | Function is an activity necessary for achieving the key purpose of the sector, occupation, or area of work, which can be carried out by a person or a group of persons. Functions are identified through functional analysis and form the basis of OS |
| Job role | Job role defines a unique set of functions that together form a unique employment opportunity in an organization |
| Knowledge and Understanding | Knowledge and Understanding are statements which together specify the technical, generic, professional and organizational specific knowledge |
| MTD (Month till date) | Month-till-date (MTD) is a period starting at the beginning of the current month and ending at the current date. Month-till-date is used in many contexts, mainly for recording results of an activity in the time between a date (exclusive, since this day may not yet be "complete") and the beginning of the current month |
| NOS (National Occupational Standards) | NOS are Occupational Standards which apply uniquely in the Indian context |
| Occupation | Occupation is a set of job roles, which perform similar/related set of functions in an industry |
| OPCO (Mobile Operator) | An abbreviation for operating company such as a mobile service provider. Opco is most often used to describe the main operating company that is involved in an opco/propco deal |
| Organizational Context | Organizational Context includes the way the organization is structured and how it operates, including the extent of operative knowledge managers have of their relevant areas of responsibility |
| OS (Occupational Standards) | OS specify the standards of performance an individual must achieve when carrying out a function in the workplace, together with the knowledge and understanding they need to meet that standard consistently. Occupational Standards are applicable both in the Indian and global contexts |

| | |
|---|---|
| Performance Criteria | Performance Criteria are statements that together specify the standard of performance required when carrying out a task |
| PIU (Power Interface Unit) | Power Interface Unit, which is commonly known as PIU, is the most modern electrical interface and control unit used for GSM / Telecom installation |
| PM (Preventive Maintenance) | The care and servicing by personnel for the purpose of maintaining equipment and facilities in satisfactory operating condition by providing for systematic inspection, detection, and correction of incipient failures either before they occur or before they develop into major defects |
| QP (Qualifications Pack) | Qualifications Pack comprises the set of OS, together with the educational, training and other criteria required to perform a job role. A Qualifications Pack is assigned a unique qualification pack code |
| Qualifications Pack Code | Qualifications Pack Code is a unique reference code that identifies a qualifications pack |
| Scope | Scope is the set of statements specifying the range of variables that an individual may have to deal with in carrying out the function which have a critical impact on the quality of performance required |
| Sector | Sector is a conglomeration of different business operations having similar businesses and interests. It may also be defined as a distinct subset of the economy whose components share similar characteristics and interests |
| SLA (Service Level Agreement) | A service-level agreement (SLA) is a part of a service contract where a service is formally defined. In practice, the term SLA is sometimes used to refer to the contracted delivery time of the service or performance |
| Sub-functions | Sub-functions are sub-activities essential to fulfill the achieving the objectives of the function |
| Sub-sector | Service provider denots or deals with all type of connections |
| TAT (Turn Around Time) | The time taken to resolve a request or a complaint of the mobile operator/customer |
| Telecom | Is a communication sector consisting of companies who provide telephonic communication facilities to the public |
| Unit Code | Unit Code is a unique identifier for an OS unit, which can be denoted with either an **'O'** or an **'N'** |
| Unit Title | Unit Title gives a clear overall statement about what the incumbent should be able to do |
| VAS (Value added service) | In the telecom industry, on a conceptual level, value-added services add value to the standard service offering, spurring the subscriber to use their phone more and allowing the operator to drive up their ARPU. For mobile phones, while technologies like SMS, MMS and data access were historically usually considered value-added services, but in recent years SMS, MMS and data access have more and more become core services, and VAS therefore has beginning to exclude those services |

| | |
|---|---|
| Vertical | Vertical may exist within a sub-sector representing different domain areas or the client industries served by the industry |

The following acronyms/codes have been used in the nomenclature above:

Acronyms

| Keywords/Terms | Description |
|---|---|
| CI | Cluster Incharge |
| CIT | Central IT (Information Technology) Systems |
| DG | Diesel Generator |
| EHS | Environment Health and Safety |
| IM | Infra Manager |
| MTD | Month Till Date |
| NOC | Network Operations Centre |
| OPCO | Operating Companies |
| PIU | Power Interface Unit |
| PIU | Project Implementation Unit |
| PM | Preventive Maintenance |
| R&M | Repair and Maintenance |
| SLA | Service Level Agreement |
| SMPS | Switched mode power supply |
| TAT | Turn Around Time |
| TOC | Tower Operating Center |
| ZOM | Zonal Operation Manager |
| SCM | Supply Chain Management |
| PR | Purchase Request |

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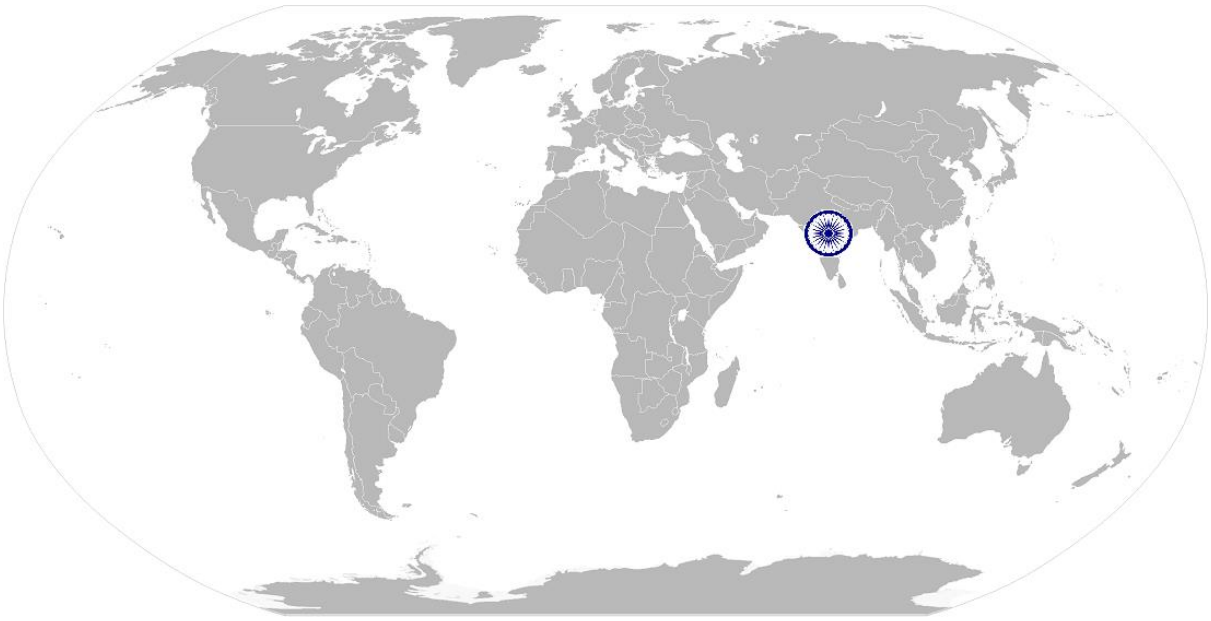
# National Occupational Standard



## Overview

**This unit is about devising strategies to reduce repair & maintenance cost and penalty on hub sites.**

National Occupational Standard

| Unit Code | TEL/N4109 |
|---|---|
| **Unit Title (Task)** | **Reduce repair, maintenance and service cost per site** |
| **Description** | This OS unit is about regulating monthly cost as per budget for entire hub sites |
| **Scope** | This unit/task covers the following:<br>Key stake holders:<br>• cluster manager (CM)<br>• cluster in-charge (CIs)<br>• technicians<br>• vendors<br><br>Manage monthly repair and maintenance cost per site and avoid any penalty from mobile operators (OPCOs) |

| **Performance Criteria (PC)** | |
|---|---|
| **Element** | **Performance Criteria** |
| | To be competent, the user/individual on the job must be able to:<br><br>PC1. obtain monthly repair/maintenance budget per site from regional office<br>PC2. obtain vendor and technician preventive maintenance report<br>PC3. validate monthly preventive maintenance report of vendor and technician<br>PC4. regulate maintenance cost (diesel consumption, DG running hours) and expenses (electricity bill) per site as per monthly budget<br>PC5. obtain report requesting site infrastructure repair<br>PC6. evaluate actual cost for repair vis-à-vis allocated monthly budget<br>PC7. seek approval for extra budget per site, if required<br>PC8. validate and approve repair cost per site<br>PC9. devise methods to reduce the repair and maintenance cost per mobile tower<br>PC10. co-ordinate with central team for driving penalty reduction plans on hub sites |

| **Knowledge and Understanding** | |
|---|---|
| **A. Organizational Context**<br><br>(Knowledge of the company / organization & its process relevant to area of responsibilities) | The user/individual on the job needs to know and understand:<br><br>KA1. organizational guidelines and code of conduct to maintain site cost<br>KA2. monthly budget to repair and maintain hub sites<br>KA3. monetary penalty criteria w.r.t. SLAs, to avoid fine |

| | |
|---|---|
| **B. Technical Knowledge** | The user/individual on the job needs to know and understand:<br><br>KB1. navigation of intranet tools for obtaining repair requests and approval for budget<br>KB2. latest passive infra technologies and equipments like DG, PIU, AC, SMPS, battery banks etc.<br>KB3. energy related computations and new energy initiatives |
| **Skills (S)** | |
| **A. Core Skills/ Generic Skills** | **Oral Communication (Listening and Speaking skills)** |
| | The user/individual on the job needs to know and understand how to:<br><br>SA1. converse in local dialect to find out details about infrastructure repair/replacement request from Cluster In-charge |
| | **Reading Skills:** |
| | The user/individual on the job needs to know and understand how to:<br><br>SA2. read and comprehend reporting and data capturing formats to identify asset replacement |
| **B. Professional Skills** | **Planning and Organizing Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB1. take initiatives and make decisions to maintain site cost<br>SB2. prioritize and execute tasks in a high-pressure environment<br>SB3. use and maintain resources efficiently and effectively |
| | **Problem Solving Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB4. analyze operators' issues and find alternatives<br>SB5. should be methodical & scientific in doing RCA and also in arriving at an optimum solution |
| | **Relationship Building Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB6. co-ordinate with central team to decide strategies to reduce penalties from OPCOs |

## NOS Version Control:

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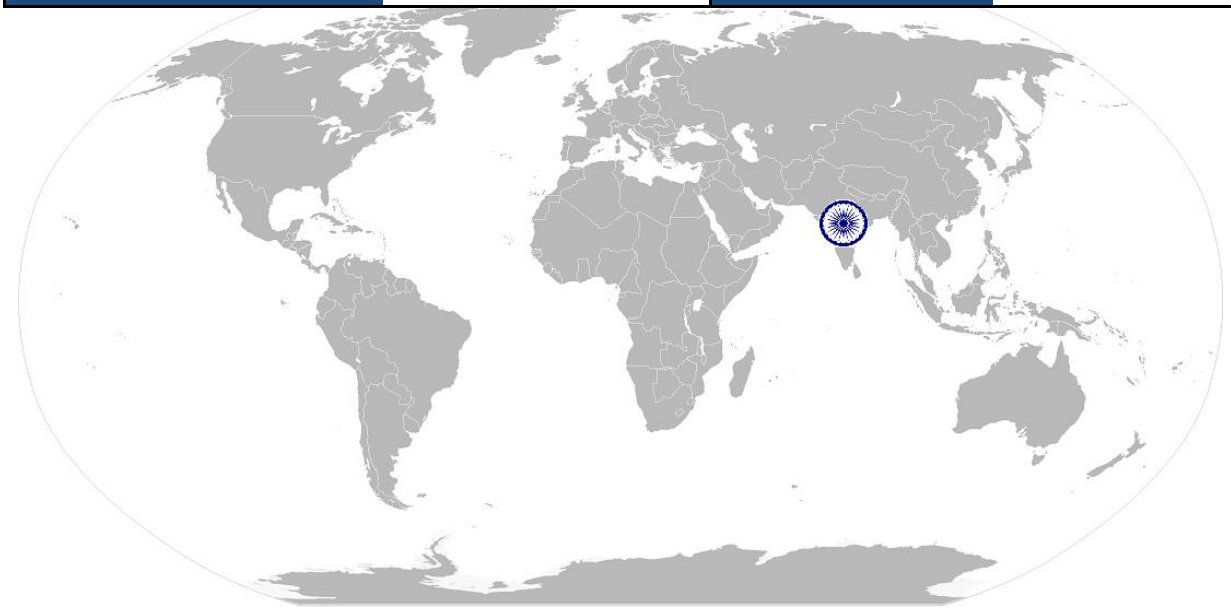
|---|---|---|---|
| **NOS Code** | **TEL/N4109** | | |
| **Credits(NVEQF/NVQF/NSQF) [*OPTIONAL*]** | | **Version number** | **1.0** |
| **Industry** | **Telecom** | **Drafted on** | **01/05/2013** |
| **Industry Sub-sector** | **Passive infrastructure** | **Last reviewed on** | **25/07/2013** |
| | | **Next review date** | **31/05/2015** |



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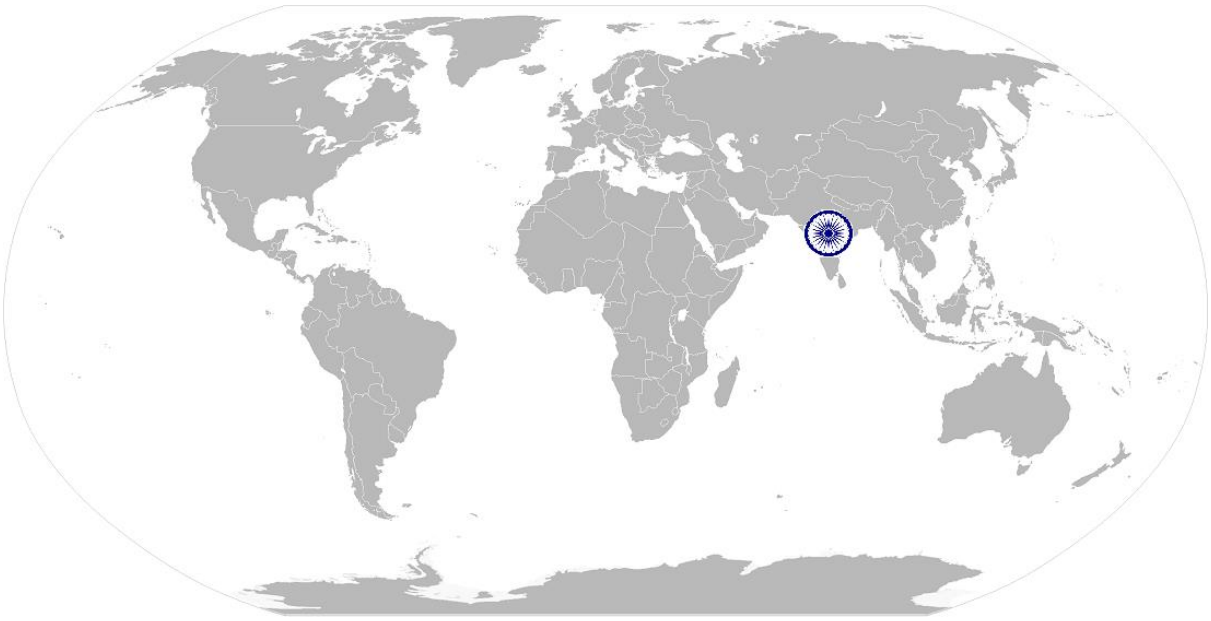
# National Occupational Standard



## Overview

**This unit is about creating customer (mobile operator) delight by meeting and exceeding site up-time beyond pre-defined SLA.**

National Occupational Standard

| Unit Code | TEL/N4110 |
|---|---|
| Unit Title (Task) | Maintain site up-time and alarm automation |
| Description | This OS unit is about providing customer (OPCOs) delight by running entire site as per SLA |
| Scope | This unit/task covers the following:<br>Key stake holders:<br>• cluster manager (CM)<br>• cluster in-charge (CIs)<br>• technicians<br>• vendors<br><br>Maintain site up-time<br><br>Review alarm functioning |

| Performance Criteria (PC) | |
|---|---|
| **Element** | **Performance Criteria** |
| | To be competent, the user/individual on the job must be able to:<br><br>PC1. obtain pre-defined SLA and and maintain up-time as per all mobile operators<br>PC2. design a plan to reduce outage of passive infrastructures/equipments basis outage history and current health of equipments<br>PC3. review site-wise alarm functioning report<br>PC4. co-ordinate between estate and security team on ground<br>PC5. obtain daily/weekly/monthly outage report for all hub sites<br>PC6. review and maintain daily/weekly/monthly outage report of entire hub sites |

| Knowledge and Understanding | |
|---|---|
| **A. Organizational Context**<br><br>(Knowledge of the company / organization & its process relevant to area of responsibilities) | The user/individual on the job needs to know and understand:<br><br>KA1. organization's guidelines to maintain site up-time<br>KA2. monthly budget to get the health check-up done for all equipments |

| | |
|---|---|
| **B. Technical Knowledge** | The user/individual on the job needs to know and understand:<br><br>KB1. general engineering concepts<br>KB2. site equipment operations and maintenance<br>KB3. navigation of intranet tools for obtaining repair requests and budget approval<br>KB4. pre-defined SLA and up-time from all mobile operators |
| **Skills (S)** | |
| **A. Core Skills/ Generic Skills** | **Oral Communication (Listening and Speaking skills)** |
| | The user/individual on the job needs to know and understand how to:<br><br>SA1. converse in regional dialect with vendors, CIs and technicians |
| | **Reading Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SA2. read and comprehend reporting and data capturing formats to identify performance related gaps |
| **B. Professional Skills** | **Planning and Organizing Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB1. design plan basis outage history and health of equipments to maintain site up-time |
| | **Decision Making Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB2. take desired decisions to ensure up-time of mobile towers within defined SLA<br>SB3. resolve issues through alarm automation |
| | **Problem Solving Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB4. analyze operators' issues and find alternatives<br>SB5. should be methodical & scientific in doing RCA and also in arriving at an optimum solution |
| | **Relationship Building Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB6. co-ordinate with central team to get the health check-up done for sites |

## NOS Version Control:

| | | | |
|---|---|---|---|
| **NOS Code** | **TEL/N4110** | | |
| **Credits(NVEQF/NVQF/NSQF) [*OPTIONAL*]** | | **Version number** | **1.0** |
| **Industry** | **Telecom** | **Drafted on** | **09/05/2013** |
| **Industry Sub-sector** | **Passive infrastructure** | **Last reviewed on** | **25/07/2013** |
| | | **Next review date** | **31/05/2015** |

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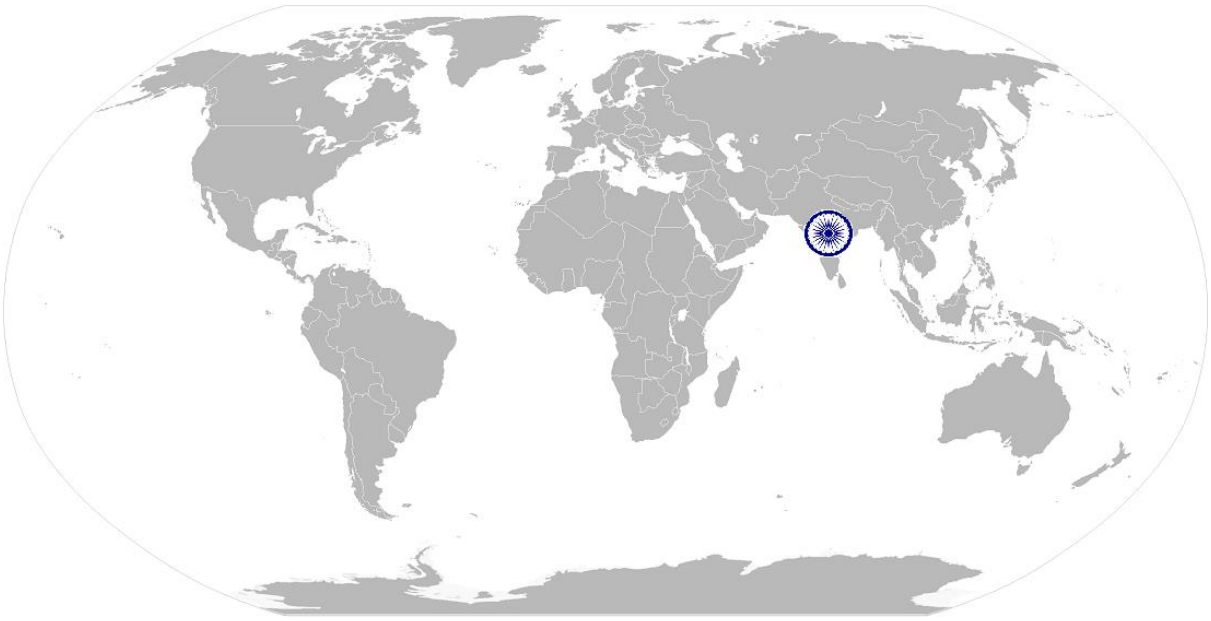
# National Occupational Standard



## Overview

**This unit is about regular meetings with vendors to ensure timely & good quality support from vendors in a mutually beneficial way.**

National Occupational Standard

| Unit Code | TEL/N4111 |
|---|---|
| **Unit Title (Task)** | **Quality assurance and site audit compliance** |
| **Description** | This unit is about regular meetings with vendors to ensure timely & good quality support from vendors in a mutually beneficial way |
| **Scope** | This unit/task covers the following:<br>Key stake holders:<br>• cluster manager (CM)<br>• cluster incharge (CIs)<br>• vendors<br>• technicians<br><br>Visit sites to assure quality parameters like safety of site and employees, material availability etc. |

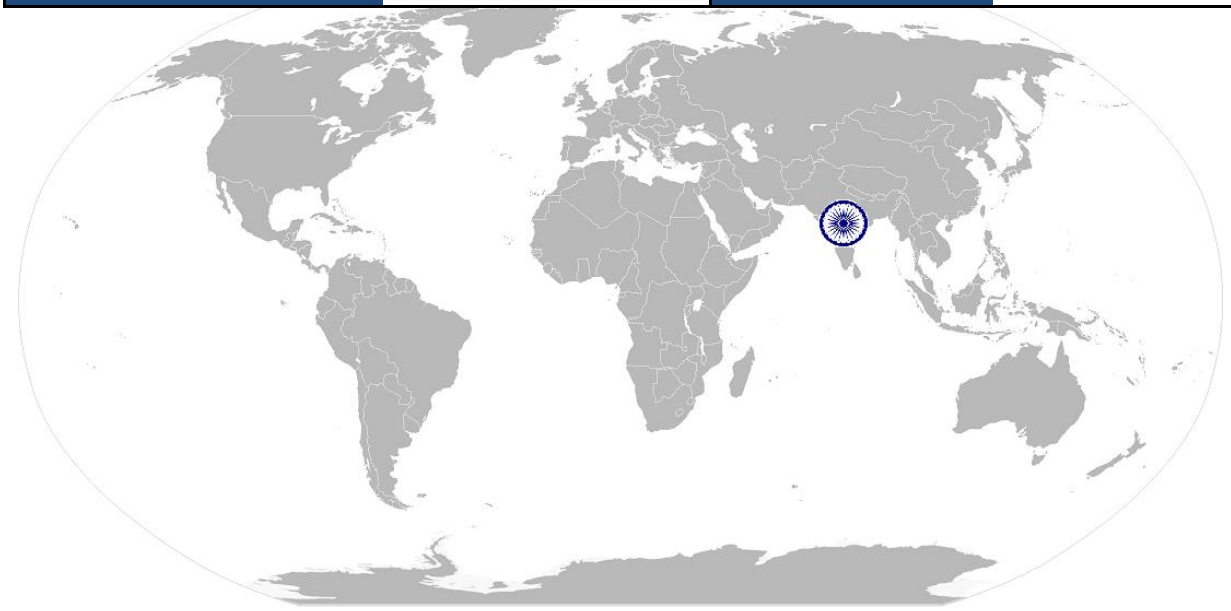
| **Performance Criteria (PC)** | |
|---|---|
| **Element** | **Performance Criteria** |
| | To be competent, the user/individual on the job must be able to:<br><br>PC1. monitor asset replacement requests<br>PC2. assure compliance through CIs, vendors and technicians<br>PC3. update material requirement to SCM and assure timely repair/ replacement of assets<br>PC4. assure quality material is supplied at the site<br>PC5. raise PR for repairable assets and assure work order is released for the same<br>PC6. inform vendor to repair or replace assets<br>PC7. co-ordinate with CIs for timely preventive maintenance<br>PC8. visit all hub sites after outage to assure safety and material availability<br>PC9. regular training on fire and electrical safety on ground<br>PC10. adhere to SOPs (standard operating procedures) |

| **Knowledge and Understanding** | |
|---|---|
| **A. Organizational Context**<br><br>(Knowledge of the company / organization & its process relevant to area of responsibilities) | The user/individual on the job needs to know and understand:<br><br>KA1. organizational guidelines for managing assets<br>KA2. organizational guidelines for quality assurance compliance parameters<br>KA3. organizational guidelines for safety and security |

| | |
|---|---|
| **B. Technical Knowledge** | The user/individual on the job needs to know and understand:<br><br>KB1. navigation of intranet tools, if any for obtaining repair requests and budget approval<br>KB2. latest technologies and equipments like AC, DG, PIU, SMPS and battery bank |
| **Skills (S)** | |
| **A. Core Skills/ Generic Skills** | **Oral Communication (Listening and Speaking skills)** |
| | The user/individual on the job needs to know and understand how to:<br><br>SA1. converse in regional dialect with vendors, CIs and technicians |
| | **Reading Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SA2. read and comprehend organizational policies |
| **B. Professional Skills** | **Planning and Organizing Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB1. plan and organize site visits to audit timely supply of quality material<br>SB2. prioritize and execute tasks in a high-pressure environment<br>SB3. use and maintain resources efficiently and effectively |
| | **Problem Solving Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB4. analyze operators' issues through site audit and find alternatives |
| | **Relationship Building Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB5. co-ordinate with central team to strategize for quality audit assurance<br>SB6. maintain healthy vendor relations |

## NOS Version Control:

| NOS Code | TEL/N4111 | | |
|---|---|---|---|
| Credits(NVEQF/NVQF/NSQF) [*OPTIONAL*] | | Version number | 1.0 |
| Industry | Telecom | Drafted on | 27/06/2013 |
| Industry Sub-sector | Passive Infrastructure | Last reviewed on | 25/07/2013 |
| | | Next review date | 31/05/2013 |



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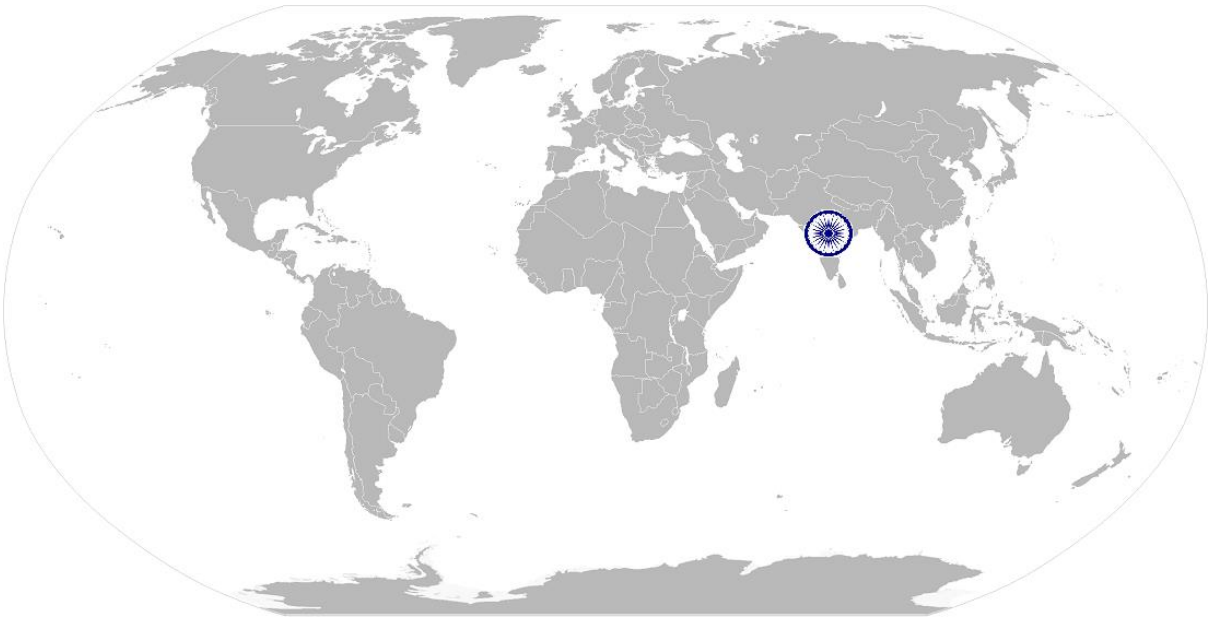
# National Occupational Standard



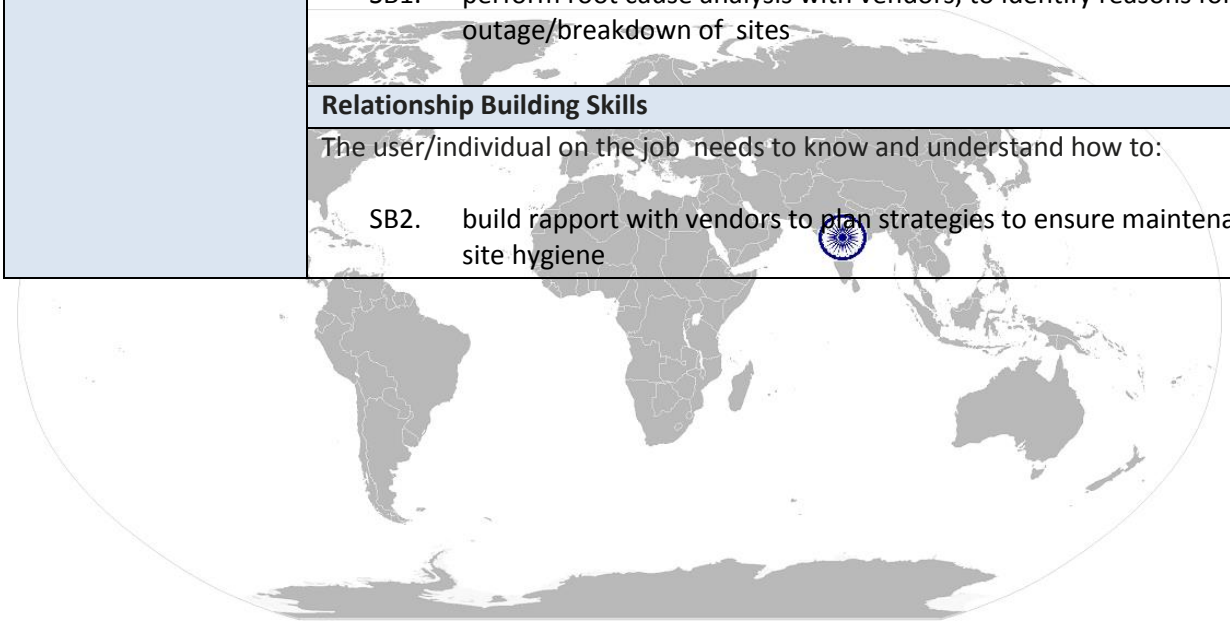
## Overview

**This unit is about periodic meeting with vendors to manage sites operations.**

National Occupational Standard

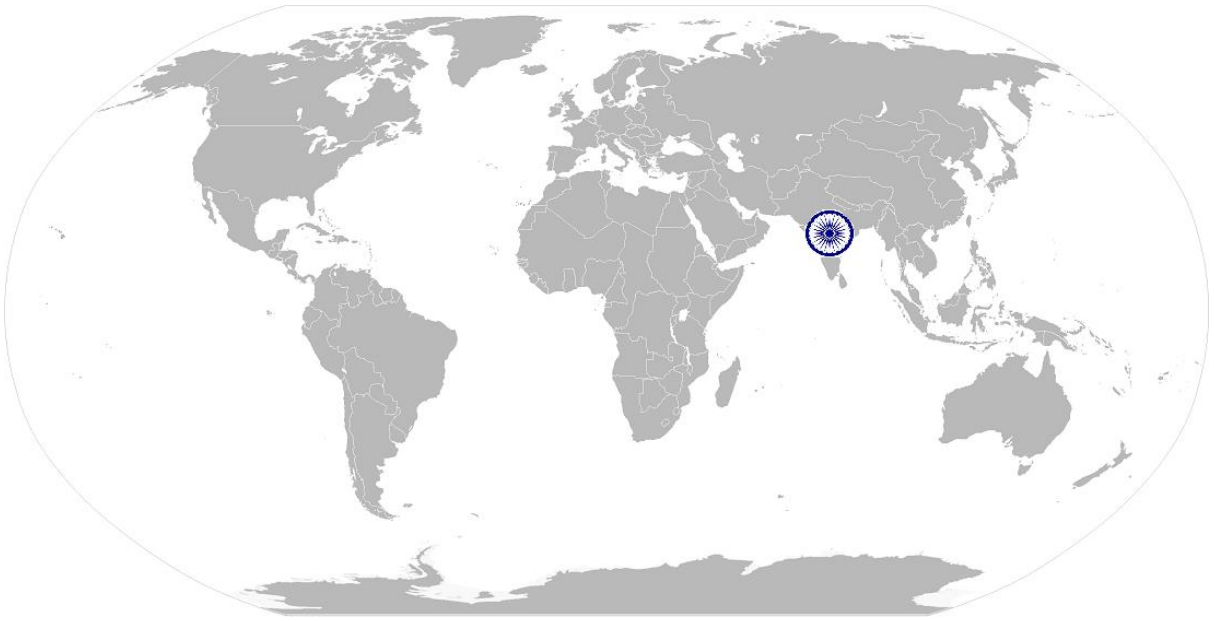
| Unit Code | TEL/N4112 |
|---|---|
| **Unit Title (Task)** | **Governance meeting with vendors** |
| **Description** | This OS unit **is about periodic meeting with vendors to manage sites operations** |
| **Scope** | This unit/task covers the following:<br>Key stake holders:<br>• cluster manager (CM)<br>• cluster in-charge (CIs)<br>• vendors<br><br>Periodic meeting with vendors |
| **Performance Criteria (PC)** | |
| **Element** | **Performance Criteria** |
| | To be competent, the user/individual on the job must be able to:<br><br>PC1. obtain and validate vendors' monthly PM report<br>PC2. obtain periodic site' outage/breakdown report<br>PC3. monitor each site outage report to perform root cause analysis<br>PC4. obtain periodic site penalty reports<br>PC5. devise strategies and consult vendors to rectify reasons for site outage<br>PC6. calculate periodic vendor reward and penalties as per SLA |
| **Knowledge and Understanding** | |
| **A. Organizational Context**<br><br>(Knowledge of the company / organization & its process relevant to area of responsibilities) | The user/individual on the job needs to know and understand:<br><br>KA1. SLA to maintain site hygiene<br>KA2. organization's reward and recognition policies<br>KA3. penalty criteria to penalize all vendors<br>KA4. monetary/non-monetary penalties as per SLA to vendors |
| **B. Technical Knowledge** | The user/individual on the job needs to know and understand:<br><br>KB1. equipment technology/operations and system components/modules<br>KB2. navigation of intranet tools, if any for obtaining repair requests and budget approval<br>KB3. data regarding repairs undertaken, cost involved, prevailing costs etc. |
| **Skills (S)** | |

| | |
|---|---|
| **A. Core Skills/ Generic Skills** | **Oral Communication (Listening and Speaking skills)** |
| | The user/individual on the job needs to know and understand how to:<br><br>SA1. converse in local dialect to establish relationship with vendors |
| | **Reading Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SA2. comprehend reporting and data capturing formats to identify repetitive reasons for site outage/breakdown |
| **B. Professional Skills** | **Problem Solving Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB1. perform root cause analysis with vendors, to identify reasons for outage/breakdown of sites |
| | **Relationship Building Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB2. build rapport with vendors to plan strategies to ensure maintenance of site hygiene |



## NOS Version Control:

| | | | |
|---|---|---|---|
| **NOS Code** | **TEL/N4112** | | |
| **Credits(NVEQF/NVQF/NSQF) [*OPTIONAL*]** | | **Version number** | **1.0** |
| **Industry** | **Telecom** | **Drafted on** | **27/06/2013** |
| **Industry Sub-sector** | **Passive infrastructure** | **Last reviewed on** | **25/07/2013** |
| | | **Next review date** | **31/05/2015** |



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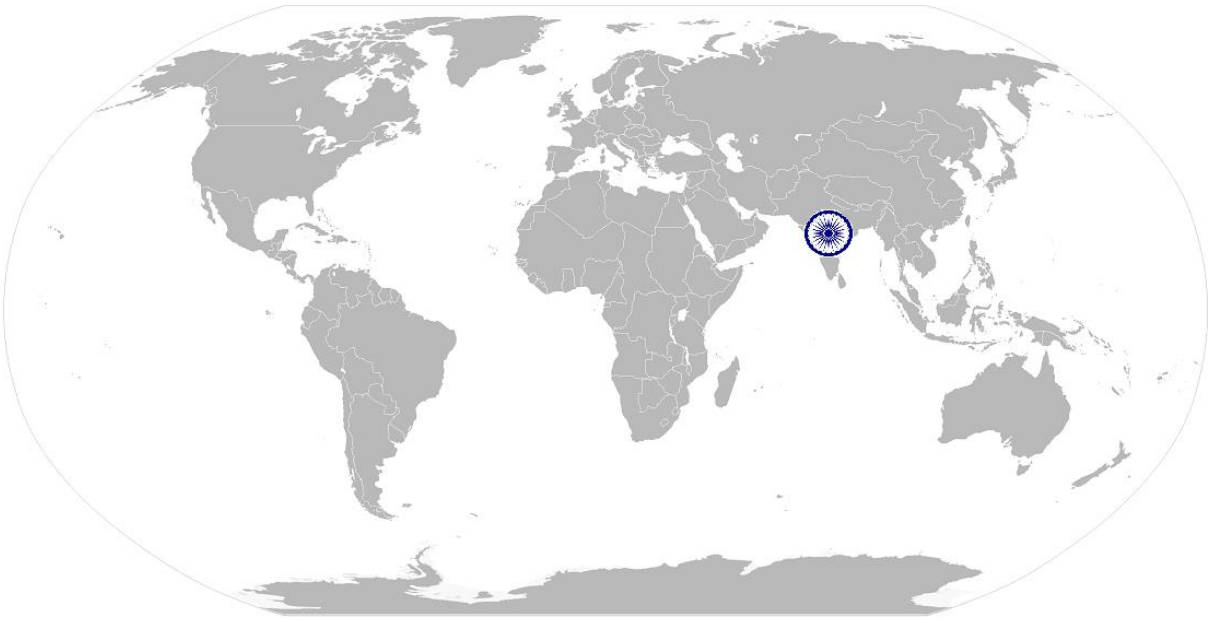
# National Occupational Standard



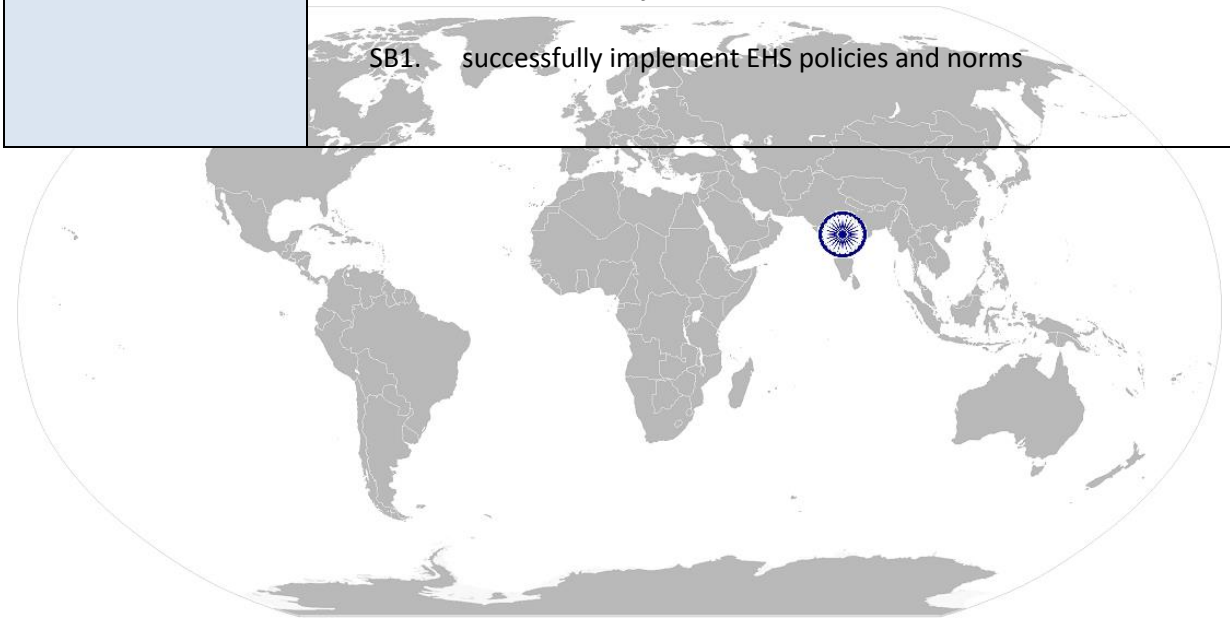
## Overview

**This unit is about adherence to all safety parameters for employee's health and safety while working at the site.**

National Occupational Standard

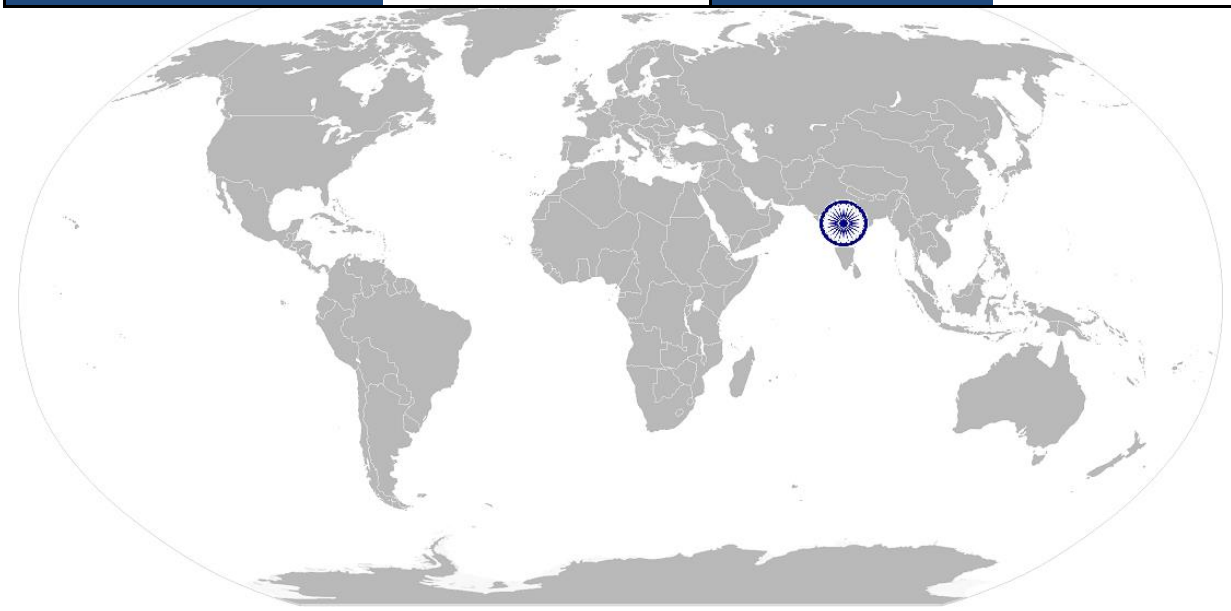
| Unit Code | TEL/N4113 |
|---|---|
| **Unit Title (Task)** | **Employee health and safety** |
| **Description** | This OS unit is about adherence to all safety parameters for employee's health and safety while working at the site. |
| **Scope** | This unit/task covers the following:<br>Key stake holders:<br>• cluster manager (CM)<br>• cluster in-charge (CIs)<br>• technicians<br>• vendors<br><br>Implement EHS norms |
| **Performance Criteria (PC)** | |
| **Element** | **Performance Criteria** |
| | To be competent, the user/individual on the job must be able to:<br>PC1. co-ordinate with central team to get health check up for equipments and approve budget for the same, if required<br>PC2. seek approval of the seniors for extra budget to get the health check up for all equipments<br>PC3. adherence to EHS norms and processes as per the SOP for employees, equipments and site |
| **Knowledge and Understanding** | |
| **A. Organizational Context**<br><br>(Knowledge of the company / organization & its process relevant to area of responsibilities) | The user/individual on the job needs to know and understand:<br><br>KA1. organization's norms and guidelines for EHS<br>KA2. monthly budget to get the health check-up done for all equipments |
| **B. Technical Knowledge** | The user/individual on the job needs to know and understand:<br><br>KB1. health and safety compliance parameters and train individuals on the same |

| Skills (S) | |
|---|---|
| **A. Core Skills/ Generic Skills** | **Oral Communication (Listening and Speaking skills)** |
| | The user/individual on the job needs to know and understand how to:<br><br>SA1. communicate EHS policies and norms to vendors, cluster in-charges and technicians |
| | **Reading Skills:** |
| | The user/individual on the job needs to know and understand how to:<br><br>SA2. read and comprehend EHS policies and norms |
| **B. Professional Skills** | **Leadership Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB1. successfully implement EHS policies and norms |



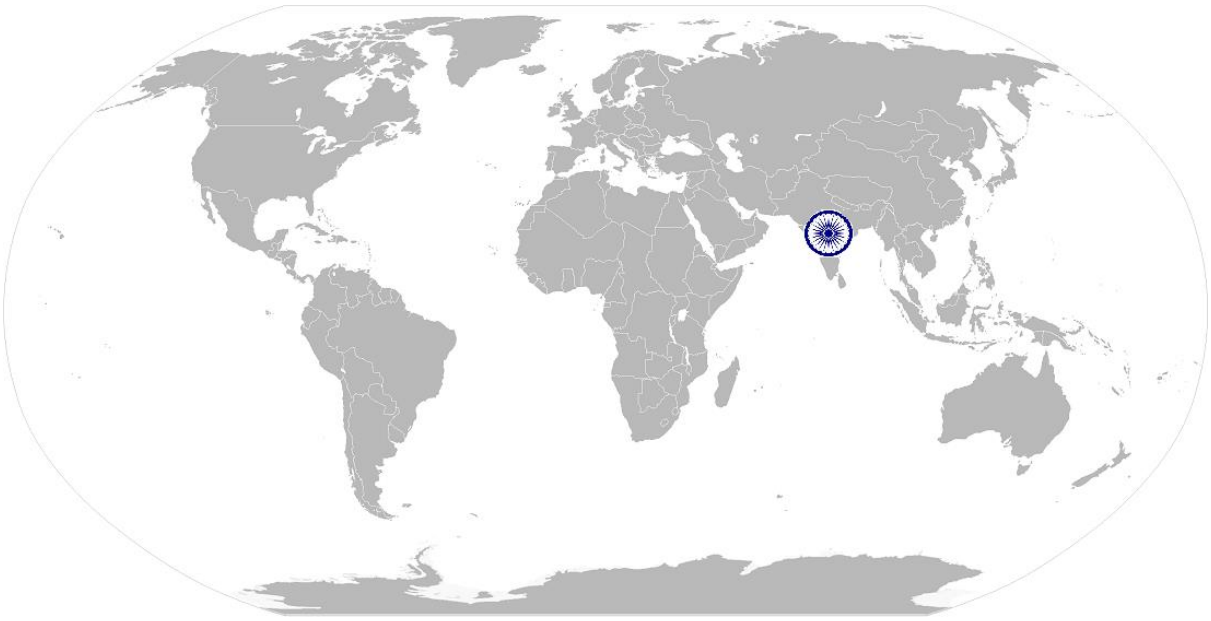
## NOS Version Control:

| | | | |
|---|---|---|---|
| **NOS Code** | **TEL/N4113** | | |
| **Credits(NVEQF/NVQF/NSQF) [*OPTIONAL*]** | | **Version number** | **1.0** |
| **Industry** | **Telecom** | **Drafted on** | **28/06/2013** |
| **Industry Sub-sector** | **Passive infrastructure** | **Last reviewed on** | **25/07/2013** |
| | | **Next review date** | **31/05/2015** |



Back to QP

# National Occupational Standard



## Overview

**This unit is about identifying performance related gaps of the teams and bridging them through team development.**

National Occupational Standard

| Unit Code | TEL/N4114 |
|---|---|
| Unit Title (Task) | Team development |
| Description | This OS unit is about improving technical knowledge, skills of the team and peers and developing them through regular training sessions |
| Scope | This unit/task covers the following:<br>Key stake holders:<br>• cluster manager (CM)<br>• cluster In-charge (CIs)<br>• technicians<br><br>Develop teams and their skills |

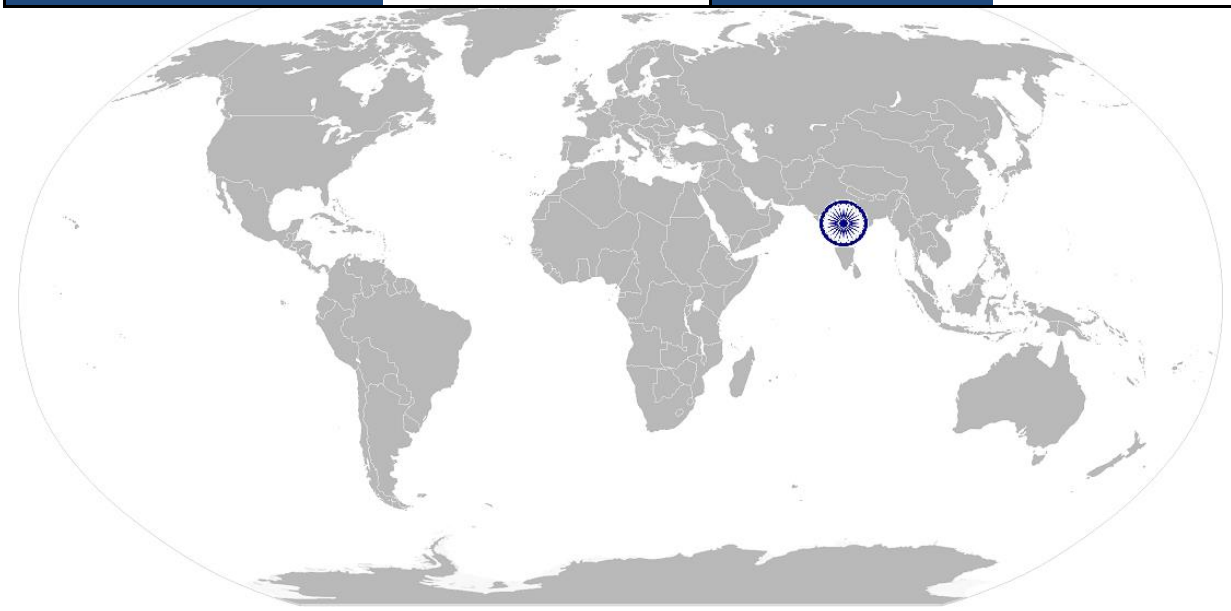
| Performance Criteria (PC) | |
|---|---|
| **Element** | **Performance Criteria** |
| | To be competent, the user/individual on the job must be able to:<br>PC1. obtain list of newly hired CIs and technicians from HR/peers<br>PC2. split monthly hub sites' outage/breakdown report employee wise and vendor wise<br>PC3. monitor employee wise and vendor wise outage/breakdown report<br>PC4. perform root cause analysis of all outage/breakdown report<br>PC5. divide employees into groups as per identified reasons/gaps<br>PC6. identify training needs of field staff, technicians and supervisors<br>PC7. organize training programs to bridge identified gaps<br>PC8. facilitate regular training on fire and electrical safety on ground<br>PC9. facilitate reward and recognition programs |

| Knowledge and Understanding | |
|---|---|
| **A. Organizational Context**<br><br>(Knowledge of the company / organization & its process relevant to area of responsibilities) | The user/individual on the job needs to know and understand:<br><br>KA1. organization's structure, guidelines, code of conduct to hire new employees |

| | |
|---|---|
| **B. Technical Knowledge** | The user/individual on the job needs to know and understand:<br><br>KB1. navigation of intranet tools, if any, for obtaining report of newly hired employees<br>KB2. latest technologies and equipments like AC, DG, PIU, SMPS, battery bank etc. |
| **Skills (S)** | |
| **A. Core Skills/ Generic Skills** | **Oral Communication (Listening and Speaking skills)** |
| | The user/individual on the job needs to know and understand how to:<br><br>SA1. converse in regional dialect with vendors and technicians |
| | **Reading and Communication Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SA2. read and comprehend reporting and data capturing formats to identify performance related gaps and communicate the same to the team |
| **B. Professional Skills** | **Planning and Organizing Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB1. perform root cause analysis to identify performance related gaps and take remedial action<br>SB2. prioritize and execute tasks in a high-pressure environment |
| | **Relationship Building Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB3. co-ordinate with central team to assure that all nominees attend training sessions |
| | **Team Building Skills** |
| | The user/individual on the job needs to know and understand how to:<br><br>SB3. conduct activities and training programs for overall team development |

## NOS Version Control:

| | | | |
|---|---|---|---|
| **NOS Code** | **TEL/N4114** | | |
| **Credits(NVEQF/NVQF/NSQF) [*OPTIONAL*]** | | **Version number** | **1.0** |
| **Industry** | **Telecom** | **Drafted on** | **01/07/2013** |
| **Industry Sub-sector** | **Passive infrastructure** | **Last reviewed on** | **25/07/2013** |
| | | **Next review date** | **31/05/2015** |



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| | |
|---|---|
| **Job Role** | CLUSTER MANAGER |
| **Qualification Pack** | TEL/Q4102 |
| **Sector Skill Council** | : Telecom |

1. Criteria for assessment for each Qualification Pack will be created by the Sector Skill Council. Each Performance Criteria (PC) will be assigned marks proportional to its importance in NOS. SSC will also lay down proportion of marks for Theory and Skills Practical for each PC.
2. The assessment for the theory part will be based on knowledge bank of questions created by the SSC.
3. Individual assessment agencies will create unique question papers for theory and skill practical part for each candidate at each examination/training center.
4. To pass the Qualification Pack , every trainee should score a minimum of 40% in every NOS and overall of 50%.
5. In case of successfully passing only certain number of NOS's, the trainee is eligible to take subsequent assessment on the balance NOS's to pass the Qualification Pack.

| NOS | PC | Total Mark (600) | Out Of | Theory | Skills Practical |
|---|---|---|---|---|---|
| 1. TEL/N4109 (Reduce repair, maintenance and service cost per cell site) | PC1. obtain monthly repair/maintenance budget per site from regional office | 100 | 10 | 10 | 0 |
| | PC2. obtain vendor and technician preventive maintenance report | | 10 | 10 | 0 |
| | PC3. validate monthly preventive maintenance report of vendor and technician | | 10 | 10 | 0 |
| | PC4. regulate maintenance cost (diesel consumption, DG running hours) and expenses (electricity bill) per site as per monthly budget | | 20 | 10 | 10 |
| | PC5. obtain report requesting site infrastructure repair | | 5 | 5 | 0 |
| | PC6. evaluate actual cost for repair vis-à-vis allocated monthly budget | | 10 | 10 | 0 |
| | PC7. seek approval for extra budget per site, if required | | 5 | 5 | 0 |
| | PC8. validate and approve repair cost per site | | 10 | 10 | 0 |
| | PC9. devise methods to reduce the repair and maintenance cost per mobile tower | | 10 | 5 | 5 |
| | PC10. co-ordinate with central team for driving penalty reduction plans on hub sites | | 10 | 5 | 5 |
| | | Total | 100 | 80 | 20 |
| 2. TEL/N4110 (Maintain cell site up-time & alarm automation) | PC1. obtain pre-defined SLA and and maintain up-time as per all mobile operators | 100 | 20 | 20 | 0 |
| | PC2. design a plan to reduce outage of passive infrastructures/equipments basis outage history and current health of equipments | | 30 | 15 | 15 |
| | PC3. review site-wise alarm functioning report | | 20 | 20 | 0 |
| | PC4. co-ordinate between estate and security team on ground | | 10 | 0 | 10 |
| | PC5. obtain daily/weekly/monthly outage report for all hub sites | | 10 | 10 | 0 |
| | PC6. review and maintain daily/weekly/monthly outage report of entire hub sites | | 10 | 5 | 5 |
| | | Total | 100 | 70 | 30 |
| 3.TEL/N4111 (Quality assurance and cell site audit compliance) | PC1.monitor asset replacement requests | 100 | 10 | 10 | 0 |
| | PC2. assure compliance through CIs, vendors and technicians | | 10 | 10 | 0 |
| | PC3. update material requirement to SCM and assure timely repair/ replacement of assets | | 10 | 10 | 0 |
| | PC4. assure quality material is supplied at the site | | 10 | 0 | 10 |
| | PC5. raise PR for repairable assets and assure work order is released for the same | | 10 | 10 | 0 |
| | PC6. inform vendor to repair or replace assets | | 10 | 0 | 10 |
| | PC7. co-ordinate with CIs for timely preventive maintenance | | 5 | 5 | 0 |
| | PC8. visit all hub sites after outage to assure safety and material availability | | 10 | 0 | 10 |
| | PC9. regular training on fire and electrical safety on ground | | 5 | 5 | 0 |
| | PC10. adhere to SOPs (standard operating procedures | | 20 | 20 | 0 |
| | | Total | 100 | 70 | 30 |

| | | | | | |
|---|---|---|---|---|---|
| 4. TEL/N4103 (Task reporting) | PC1. obtain and validate vendors' monthly PM report | 100 | 10 | 10 | 0 |
| | PC2. obtain periodic site' outage/breakdown report | | 20 | 20 | 0 |
| | PC3. monitor each site outage report to perform root cause analysis | | 20 | 20 | 0 |
| | PC4. obtain periodic site penalty reports | | 10 | 10 | 0 |
| | PC5. devise strategies and consult vendors to rectify reasons for site outage | | 20 | 0 | 20 |
| | PC6. calculate periodic vendor reward and penalties as per SLA | | 20 | 20 | 0 |
| | | Total | 100 | 80 | 20 |
| 5.TEL/N4113 (Employee Health & Safety) | PC1. co-ordinate with central team to get health check up for equipments and approve budget for the same, if required | 100 | 30 | 20 | 10 |
| | PC2. seek approval of the seniors for extra budget to get the health check up for all equipments | | 30 | 20 | 10 |
| | PC3. adherence to EHS norms and processes as per the SOP for employees, equipments and site | | 40 | 40 | 0 |
| | | Total | 100 | 80 | 20 |
| 6.TEL/N4114 (Team development) | PC1. obtain list of newly hired CIs and technicians from HR/peers | 100 | 10 | 10 | 0 |
| | PC2. split monthly hub sites' outage/breakdown report employee wise and vendor wise | | 10 | 10 | 0 |
| | PC3. monitor employee wise and vendor wise outage/breakdown report | | 10 | 10 | 0 |
| | PC4. perform root cause analysis of all outage/breakdown report | | 20 | 10 | 10 |
| | PC5. divide employees into groups as per identified reasons/gaps | | 10 | 0 | 10 |
| | PC6. identify training needs of field staff, technicians and supervisors | | 10 | 5 | 5 |
| | PC7. organize training programs to bridge identified gaps | | 10 | 0 | 10 |
| | PC8. facilitate regular training on fire and electrical safety on ground | | 10 | 0 | 10 |
| | PC9. facilitate reward and recognition programs | | 10 | 5 | 5 |
| | | Total | 100 | 50 | 50 |