

TRAINING MANUAL

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# TRAINING MANUAL

## 1

### About The Manual on Management of Training.

#### 1.1 Purpose

#### 1.2 Scope

#### 1.3 For whom intended

### 1 About The Manual on Management of Training

#### 1.1 Purpose

The purpose of this Manual is to offer detailed information and advice on the management of cost-effective training. This manual, in the form of a management aid, provides the basis for introducing training management practices with the aim of improving performance of railway employees.

#### 1.2 Scope

Provisions in this Manual are generally in conformity with various existing instructions on the subject. However, in some cases, changes have been made. In case of conflict between the provisions of this Manual and the earlier instructions, the provisions of this Manual shall prevail.

#### 1.3 For whom intended

The manual is for the use of those responsible for providing and managing training activities, including:

- Personnel Department
- Training Managers of each department
- Heads of Training Centres
- Trainers (Faculty members)
- All Managers and Supervisors.

Training - Some basic facts.

**2.1 Commonly used definitions of training**

**2.2 Training activity**

**2.3 Purpose and Importance of Training**

**2.4 Effectiveness of Training**

**2.5 What can an effective training provide**

**2. Training - Some basic facts**

**2.1 Commonly used definitions of training**

"In a work organization, training is a learning process in which learning opportunities are structured in a planned manner so as to develop employees' knowledge, skills and attitude, necessary for effective performance of their work, thereby achieving organisational aims and objectives by the most cost effective measures available."

"The systematic Development of the attitude knowledge, skill behaviours pattern required by an individual in order to perform adequately."

"Any planned activity designed to help an individual or a group of individuals to learn to do things differently or to do different things within the context of their current or future job."

**2.2 Training activity**

Training activities include:

- Direct Training (Tutor / Trainer based)
- Work Based Projects
- Individual Study
- On-the-job Coaching / mentoring
- Desk instructions / performance aids
- Open learning
- Workshops
- Conferences / Exhibitions
- Secondments / Visits.

## **2.3 Purpose and Importance of Training**

**Training is important from the point of view of both the employer and the employees. While employers depend on the quality of their employees' performance by bringing up their competence through training to a level by which organisational aims and objectives could be achieved, the employees need training to meet their motivational needs for development, recognition, status etc through job satisfaction.**

**Training should necessarily lead to effective performance by the employee. Since the basic aim of training is to bring about effective performance of work, training has to be recognised as an integral and essential part of the whole work system.**

## **2.4 Effectiveness of Training**

**Effective training should do the following**

- **Ensure that trainees have learnt**
- **Develop feeling amongst trainees that what they have learnt has potential value to their work**
- **Develop capabilities amongst trainees to apply their learning to the work**
- **Meet the specific needs of work for which the training was designed.**

## **2.5 What can an effective training provide**

**Apart from the most obvious advantage of right number of trained people being available at right time, effective training should provide:**

- **Relevant in-house specialist knowledge and expertise being captured and retained so that it is available for accessing at any time.**
- **A base on which Business / Strategic Planning can be developed.**
- **Capability to achieve pre-determined standards of Quality of customer service.**
- **Satisfaction of identified training needs - both corporate and individual.**
- **Identification and control of training costs.**
- **Value for money.**
- **Identification of the 'must know', 'should know' and 'could know' in a real life situation.**
- **Emphasis on "Context" learning - the what? and why? rather than only the how? When? Where? Who? etc.**
- **Learning relevant to business needs.**
- **Learning available on demand.**
- **Opportunities for meeting individual learning styles for personal learning.**
- **Increased accountability and responsibility of staff.**
- **Enhanced staff motivation and commitment**

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### Types of Training.

#### 3. Types of Training

Broadly, Training can be categorised under the following four types:

- Initial training (For the purpose of orientation of new entrants in the organisation)
- Refresher training (For the purpose of refreshing)
- Promotional training (For the purpose of preparing staff for higher responsibilities)
- Special training (For the purpose of providing specialised knowledge)

However on the basis of detailed purpose of training, it can also be classified as:

- |                               |                           |
|-------------------------------|---------------------------|
| 1. Vocational Orientation     | (Apprenticeship Training) |
| 2. Vocational Guidance        | (Apprenticeship Training) |
| 3. Induction                  | (Initial training)        |
| 4. Basic/Foundation Training  | (Initial training)        |
| 5. Further/continued training | (Promotional training)    |
| 6. Booster Training           | (Refresher Training)      |
| 7. Updating Training          | (Refresher Training)      |
| 8. Multi skill training       | (Special Training)        |
| 9. Module/Segmental training  | (Special Training)        |
| 10. Retraining                |                           |

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### Railway Training Institutions and Their Administrative Control.

#### 4.1. Centralised Training Institutes

##### 4.1.1 Delegation of Powers to the Heads of Centralised Training Institute

#### 4.2. Training Centres for staff

#### 4.3. Functional relationships among Training Centres

#### 4.4. Dissemination of innovative practices through Training Centres

#### 4.5. Advisory Committees' Composition and Functions

#### 4.6. Publications to be brought out by the Training Centres

### 4. Railway Training Institutions and Their Administrative Control

#### \$\$\$4.1 Centralized Training institutes.

Training of Group 'A' and Group 'B' officers is organised at the following six 'Centralised Training Institutes', which are under the administrative control of the Ministry of Railways (Railway Board).

- Railway Staff College (RSC), Vadodara
- Indian Railways Institute of Mechanical & Electrical Engineering (IRIMEE), Jamalpur
- Indian Railways Institute of Civil Engineering (IRICEN), Pune
- Indian Railways Institute of Signal Engineering & Telecommunications (IRISET), Secunderabad
- Indian Railways Institute of Electrical Engineering (IRIEEN), Nasik
- Indian Railways Institute of Transport Management (IRITM), Lucknow

The Railway Staff College, Vadodara is headed by the Director General in the rank of General Manager. Other four Centralised Training Institutes excepting IRITM/Lucknow are headed by Directors in Higher Administrative Grade. IRITM/Lucknow is headed by a Director in Senior Administrative Grade.

[Authority: Board's letters No. 2000/O&M/125/1 dated 26.6.2000  
& No. 98E(GC)12-14(85) dated 30.6.1999 (RBE 159/99)]

\$\$\$ Substituted vide Advance Correction Slip No. 8/2001 circulated under Railway Board's letter No. E(Trg)99(22)/6 dated 13.11.2001(RBE 219/2001)

#### **\$\$\$4.1.1 Delegation of Powers to the Heads of Centralised Training Institutes**

In order to facilitate functioning of the Centralised Training Institutes, the Heads of these Institutions have been delegated specific powers as indicated in Appendix VI.

\$\$\$ Inserted vide Advance Correction Slip No. 11/1999 circulated under Railway Board's letter No. E(TRG)99(22)/6 dated 21.11.1999 (RBE 297/1999)

#### **4.2 Training Centres for staff**

Training of Group 'C' and 'D' employees is organised in the 'Main Training Centres' and 'Other Training Centres' which function under the administrative control of Zonal Railways / Production Units. Names of these training centres are given in Appendix I. In order to ensure availability of at-least the minimum necessary inputs required for desired quality of training, additional Training Centres, if needed, be established only with prior specific approval of the Board.

###4.2.1 Additional General manger will personally monitor the performance of the trainers and availability of infrastructure and training aids of all the training centres/ institutions on the Railways."

[Authority : Railway Board's letter No. E(MPP)2001/19/3-Comm.36 dated 29.6.2001 ] }

### Inserted vide Railway Board's letter No. E(MPP)2001/19/3-Comm.36 dated 29.6.2001 (RBE 126/2001)

#### **4.3 Functional relationships among Training Centres**

The Centralised Training Institutes shall provide technical support and supervision in respect of development of training programmes / materials and quality of training to the 'Main Training Centres' of their respective disciplines. Similarly the 'Main Training Centres' shall perform this function for 'Other Training Centres' of their respective discipline on their Zonal Railways.

#### **4.4 Dissemination of innovative practices through Training Centres**

Details of the innovative practices / systems developed by different work centres in operation and maintenance of the railway system shall be advised by them, through their respective Heads of Departments, to the concerned 'Centralised Training Institute' and the 'Main Training Centre' of their Railway. These training institutions will develop suitable

'Training Modules / Training Material' for dissemination of these innovative practices / systems through training programmes / Railnet link.

#### **4.5 Advisory Committees' Composition and Functions**

With a view to oversee the functioning of training centres and to suggest measures for improving training programmes, an Advisory Committee for each training centre is to be set up with the following composition:

##### **4.5.1 Composition for Centralised Training Institutes**

Officer on Special Duty (General Administration) / Executive Director (Training & Manpower Planning), Railway Board and Principal / Director of the concerned Centralised Training Institutes are members of Advisory Committees of all Centralised Training Institutes. In addition to these the committees consist of the following members:

###### **4.5.1.1 Railway Staff College, Vadodara.**

- i. General Manager, Central Railway or Additional General Manager, Central Railway on being nominated by the General Manager**
- ii. General Manager, Western Railway or Additional General Manager, Western Railway on being nominated by the General Manager**
- iii. Additional Member (Traffic), Railway Board.**
- iv. Additional Member (Finance), Railway Board.**
- v. Additional Member (Railway Stores), Railway Board.**
- vi. Additional Member (Staff), Railway Board.**
- vii. Executive Director (E & R), Railway Board.**

###### **4.5.1.2 Indian Railway Institute of Mechanical & Electrical Engineering, Jamalpur.**

- i. Additional Member (Mechanical Engineering) / Railway Board or Executive Director Mechanical Engineering / Freight, Railway Board on being nominated by AM (ME)**
- ii. Chief Mechanical Engineer, E. Railway**
- iii. Chief Mechanical Engineer, S.E. Railway**
- iv. Chief Mechanical Engineer, DLW**

###### **4.5.1.3 Indian Railway Institute of Civil Engineering, Pune**

- i. Additional Member (CE) / Railway Board or Executive Director Civil Engineer (G) Railway Board on being nominated by AM(CE)**
- ii. Chief Engineer, Central Railway**



- iii. Chief Engineer, Western Railway
- iv. Chief Engineer, South Central Railway.

#### **4.5.1.4 Indian Railway Institute of Signal Engineering & Telecommunications Secunderabad**

- i. Additional Member (Signal) / Railway Board or Executive Director (Signal) / Railway Board on being nominated by AM (Signal)
- ii. Chief Signal & Telecommunication Engineer, S.C. Railway
- iii. Chief Signal & Telecommunication Engineer, S. Railway
- iv. Chief Signal & Telecommunication Engineer, S.E Railway

#### **4.5.1.5 Indian Railway Institute of Electrical Engineering, Nasik.**

- i. Additional Member (Electrical) / Executive Director Electrical Engineering / RS, Railway Board on being nominated by AM (Electrical)
- ii. Chief Electrical Engineer/Western Railway
- iii. Chief Electrical Engineer/Central Railway
- iv. Chief Electrical Engineer/C. L. W.

#### **4.5.2 Composition for Training Centres of Zonal Railways / Production Units**

##### **4.5.2.1 Zonal Training Centres**

- i. Principal of the Training Centre
- ii. Chief Safety Officer of the Railway
- iii. Three other Heads of Departments nominated by the General Manager

##### **4.5.2.2 Supervisors Training Centres**

- i. Principal of the Training Centre
- ii. Chief Workshop Engineer of the Railway
- iii. Three other Heads of Departments nominated by the General Manager

##### **4.5.2.3 Other Training Centres**

**Advisory Committees are to be constituted by the General Manager.**

#### **4.5.3 Functions of the Advisory Committees**

**Advisory Committees shall meet periodically to discharge the following functions:**

- i. Overseeing the activities of the training centres.

- ii. Carrying out periodical review to suggest changes in syllabi, course contents, course duration, course frequency etc. with particular reference to the utility /relevance of the course contents to the work environment.
- iii. Deletion / addition / modifications to the existing training programmes.
- iv. Considering volunteers /candidates from amongst serving railway employees with proper qualifications and aptitude for posting as Trainers in the Training Centres, and making suggestions in this regard to the Head of the Training Centre.

#### **4.6 Publications to be brought out by the Training Centres**

- v. In addition to periodicals and journals in the professional areas each 'Centralised Training Institute' and 'Main Training Centres' shall bring out a quarterly 'News Letter' and 'Annual Report', which should contain the features listed in Appendix-IV.

The 'News Letter' and 'Annual Report' shall be circulated as detailed below:

#### **Centralised Training Institutes**

- a. To all other Centralised Training Institutes
- b. To Training Managers of all departments on each Zonal Railway (refer Para 8.2.3)
- c. To Chief Personnel Officers of all Zonal Railways and Production units
- d. To All Additional Members / Officers on Special Duty / Railway Board
- e. To Executive Director (Training & Man Power Planning) / Railway Board
- f. To the Secretary General, IRPOF and FROA.

Inserted vide Railway Board's letter No. E(TRG)99(22)/6 dated 14/15.07.1999 (RBE 175/1999).

#### **Main Training Centres**

- a. To 'Main Training Centres' of the concerned discipline on all the zonal Railways
- b. To Training Managers of the concerned discipline on all the Zonal Railways (refer Para 8.2.3)
- c. To Zonal General Secretaries of the recognised unions on the Zonal Railway
- d. To Chief Personnel Officer and the Divisional Railway Managers of the Zonal Railway
- e. To All major work centres of the concerned discipline on the Zonal Railway
- f. To Executive Director (Training & Man Power Planning) / Railway Board
- g. To the concerned nominated departmental Training Manager in Railway Board (refer Para 8.2.3)

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### Training Plan.

#### 5.1 Training Plan for Group 'A' and 'B' officers

#### 5.2 Probationary Training of Group 'A' officers

#### 5.3 In-service Training for Group 'A' and Group 'B' Officers

#### 5.4 Incentives for undergoing stage-wise training

#### 5.5 Training Plan for Group 'C and Group 'D' staff.

### 5. Training Plan

In order to receive training inputs matching with the career progression, all Group 'A' and Group 'B' officers are required to undergo the following stage-wise training:

#### 5.1 Training Plan for Group 'A' and 'B' officers

Stage	Eligibility	Name of the Course	Duration
0.	First year of probation for Group 'A' officers	Foundation course (AFP)	8 weeks
	First year of gazetted service for Group 'B' officers	Foundation Programme (BFP)	4 weeks
I.	Second year of Probation for Group 'A' Officers	Induction Course (AIP)	6 weeks
	3 to 4 years of Group 'B' service	31 days Integrated Programme (BIP)	
II.	3-4 years of Group 'A' service	Refresher Course	2 weeks
III.	4-7 years of Group 'A' service	Management Development Programme (MDP)	31 days
IV.	8-12 years of Group 'A' service	Senior Professional Development Programme	2-3 weeks
V.	12-15 years of Group 'A' service	Advanced Management Programme (AMP)	31 days
VI.	Prior to Posting in Specialised	Specialised function related	1 week

	Functional Areas.	course	
VII.	16-25 years of Group 'A' service	Workshop in Management Special Interest Areas	2-5 days
VIII.	25-30 years of Group 'A' service	Strategic Management	5 days

## 5.2 Probationary Training of Group 'A' officers

### 5.2.1 Central Control of Probationary Training

Probationary training of officers of the organised Railway services is centrally controlled by the Centralised Training Institutes as shown below:

RSC Vadodara	IRSS	18 Months
	IRTS	18 Months
	IRAS	24 Months
	IRPS	18 Months
IRIMEE Jamalpur	/ IRSME	18 Months
IRICEN/Pune	IRSE	18 Months
IRISET Secunderabad	/ IRSSE	18 Months
IRIEEN / Nasik	IRSEE	18 Months

'AFP' and 'AIP' listed against stages 0 and I under para 5.1 above are parts of Probationary Training.

Training schedule of Probationary Training of Group 'A' officers of different Railway services / departments is notified by Railway Board.

Probationary Training of Group 'A' officers of Railway Protection Force is centrally co-ordinated and monitored by Jagjivan Ram RPF Training Centre, Lucknow.

Probationary Training of Group 'A' officers of Medical department is controlled and monitored by the respective Chief Medical Directors of the Zonal Railways.

A faculty member of the Centralised Training Institute, designated as 'Training Director' shall be in-charge of central co-ordination and monitoring of Probationary Training and shall look after all aspects of training viz. practical / institutional. The Ministry of Railways (Railway Board) lay down, from time to time, detailed schedule of Probationary Training. During the period of Probationary Training, the Probationers shall maintain a diary to indicate their day to day training activities, which should be checked periodically by the Training Director. Besides the assessment of Probationers at various stages of the Probationary Training, the Centralised Training Institute shall also hold a comprehensive 'Posting Examination' at the end of the Probationary Training which shall consist of written and viva-voce. The Training

Director shall invite senior experienced officers from Zonal Railways etc. to set and evaluate papers and to conduct viva-voce so as to maintain a high standard of objectivity in evaluation.

### 5.2.2 Scheme of evaluation of Probationary Training

The performance of Probationers, during the Probationary Training shall be evaluated and marks awarded for different items of Probationary Training out of maximum marks indicated below:

Foundation Course	150
Induction Course	150
Professional Course Phase I	200
Professional Course Phase II	200
Posting Examination	200
Assessment of general performance By Principal / Director	70
Assessment of Practical / field Training by Training Director/ Controlling officer of field training	280
<b>Total</b>	<b>1250</b>

### 5.2.3 Guidelines for evaluation of Probationary Training

- a. Minimum pass marks in all the prescribed examinations are 60% in each individual paper.
- b. Marks obtained by the Probationers at various stages should be displayed on the Institutes' notice board for their information.
- c. No Probationer shall be allowed to re-appear in any of the institutional examinations or the posting examination except when he / she is prevented from appearing in any of these examinations either because of his / her sickness or any other reason beyond his / her control. In such situations he / she may be allowed to appear in a special examination within three months. The marks obtained in the special examination shall be taken into account in the assessment. However if a Probationer does not appear in any of these examinations / paper(s) due to reasons not beyond his / her control or fails to obtain pass marks in the same he / she shall appear in a re-examination in the concerned paper(s) to pass in them but for the purpose of seniority, the marks obtained in the main examination only shall be counted. Facility of re-examination shall also be available to Probationers not obtaining pass marks in the special examination.
- d. If a Probationer fails to pass in the re-examination also, his / her services are likely to be terminated. However, SC / ST Probationers may be given one more chance by the Ministry of Railways (Railway Board) after considering the merits of the case.

- e. The marks under the column 'Director's / Principal's assessment' will be awarded taking into account the following:

**General Performance**

- Discipline,
- Participation in extra curricular activities,
- Behaviour with colleagues,
- Mental awareness and alertness,
- Willingness to share and shoulder higher responsibilities, and
- Attendance in library.

**Practical Training**

- Interview of the probationers at frequent intervals,
- Scrutiny of diaries and notebooks maintained by the probationers,
- Random inspection at the site of training,
- Feedback from officers under whom probationers received practical training.

**5.2.4 Performance during Probationary Training to be considered in determining inter-se-seniority**

The marks obtained in the UPSC examination in case of the officers recruited through the Combined Engineering Services Examination or the Civil Services Examination and the marks obtained during the apprenticeship training in case of officers recruited through Special Class Apprentices scheme shall be reduced to a base of 2050. To this shall be added to the marks obtained during the Probationary Training out of 1250. This total shall be the basis for determining the inter-se-seniority in the batch.

**5.3 In-service Training for Group 'A' and Group 'B' Officers**

In addition to the Training programmes included in the Training Plan given in Para 5.1, Centralised Training Institutes conduct Training programmes in professional and management areas. The annual calendar of these programmes is circulated by the Centralised Training Institutes to Zonal Railways etc.

**5.4 Incentives for undergoing stage-wise training**

- i. No probationer will be posted against a working post without successfully completing the prescribed probationary training. In exceptional circumstances the matter may be reported to Railway Board for their decision.
- ii. No probationer will be confirmed unless he has successfully completed the prescribed probationary training.

- iii. It is mandatory for officers to successfully complete stage III, stage IV, and stage V training before they are considered for promotion to Junior Administrative Grade, Selection Grade, and Senior Administrative Grade respectively.
- iv. Successful completion of Stage III training is also a prerequisite while considering officers for posting in the Railway Board, and for deputation and training abroad.

## 5.5 Training Plan for Group 'C' and Group 'D' staff

Group 'C' and Group 'D' employees are required to undergo stage-wise training programmes as prescribed in 'Approved Modules for stage-wise Training of Group 'C' and Group 'D' staff of various departments circulated and modified, from time to time, by Railway Board.

### 5.5.1 Initial / Induction / Apprenticeship Training

5.5.1.1 Selected categories of Group 'C' employees are required to undergo an initial / apprenticeship training for the duration as prescribed in the Appendix II.

5.5.1.2 Zonal Railway / Production Unit administrations would follow the scheme of providing Initial / Induction / Apprenticeship Training for all other categories of Group 'C' and Group 'D' employees within the framework of IREM and 'Approved Modules for Stage-wise Training of Group 'C' and 'D' staff.

5.5.1.3 The duration of initial training for persons selected under the scheme of GDCE, wherever existing, should be the same as prescribed for persons recruited from the open market, i.e. direct recruits. This will apply to all categories included in the scheme of GDCE and where initial training has been prescribed.

[Authority Board's letters No. E(MPP)98/3/33 dated 15.03.1999]

Inserted vide Railway Board's letter No. E(MPP)98/3/33 dated 14.07.1999 (RBE 170/1999).

### 5.5.2 Refresher Training

5.5.2.1 Selected categories of Group 'C' and Group 'D' employees are required to undergo periodical Refresher Training programmes. The duration and periodicity for these Refresher Courses are given in Appendix-III. In addition General managers may prescribe refresher course, their duration and periodicity for categories not listed in Appendix-III depending on local needs and such courses may follow the modules prescribed in the Approved Modules for Stage-wise training of Group 'C' and Group 'D' employees of various departments.

5.5.2.2 Staff employed in train passing / train running duties, like station masters, assistant station masters, switchmen, cabinmen, guards and drivers, must

pass an appropriate examination at the end of periodical Refresher Course. In case they fail to pass the prescribed examination, special arrangement will be made by the Railway Administration to repeat the refresher course immediately or after a short period, the staff being granted leave as due to cover the intervening period or temporarily deployed in other jobs. However, if they fail in the second attempt also, they would be absorbed in an alternate category. An employee so absorbed in an alternative category is allowed to undertake further refresher course at intervals of not less than six months, but such a course is to be taken by the employee availing his / her own leave.

On passing the refresher course examination such staff are reabsorbed in the original category on the occurrence of the first vacancy.

**5.5.2.3** A driver, who fails twice in the prescribed examination, after refresher course, is to be deployed as a shunter without giving any refresher course prescribed for the shunters.

**5.5.2.4** In the interest of safety, Junior Engineers / Section Engineers / Senior Section Engineers of C&W and P. Way are also required to pass a test (which may not necessarily be written) after the refresher course.

**5.5.2.5** The fact of having acquired requisite knowledge through refresher training, be indicated in the annual confidential report of the employee concerned and taken into account as one of the criteria for adjudging the suitability of the employee for higher grade.

### **5.5.3 Promotional Training**

**5.5.3.1** Certain categories of Group 'C' and Group 'D' employees are required to undergo promotion courses as prescribed in the "Approved Modules for Stage-wise training of Group 'C' and Group 'D' staff " circulated by Railway Board.

**5.5.3.2** General Managers may prescribe the categories and the stages in the career of Group 'C' and Group 'D' employees at which passing of promotion courses would be a pre-requisite for promotion to the next higher grade in a cadre. No exemption from successful completion of these mandatory Promotion Courses is to be granted.

### **5.5.4 Pass marks**

**5.5.4.1** Pass marks in the examination conducted by training centers at the end of the course for Safety categories including running staff should be 60% i.e staff must secure 60% in written and 60% in practical /viva-voce to qualify the exam with no relaxation for SC/ST. Where the examination consists of only written or viva-voce or practical, staff must secure 60% marks in the same to qualify. It is immaterial whether safety category staff appears in a safety or non-safety subject.



Substituted vide Railway Board's letter No. E(MPP)2003/3/16 dated 3.6.2004 (RBE 113/2004).

that passing marks in the examination for safety categories including the Running staff should be 60% i.e. staff must acquire 60% in written and/ or 60% in practical/ viva, as in vogue, to qualify the exam and with no relaxation for SC/ST. For non-safety categories the pass marks be 50%. The repeat course available to trainees as advised vide Board's letter No. E(MPP)2000/3/10 dated 10.8.2000 issued under RBE No. 96/2000 will be maintained"

(Authority Board's letter No. E(MPP)2003/3/16 dated 7.10.03)

Substituted vide Railway Board's letter No. E(MPP)2003/3/16 dated 7.10.2003 (RBE 176/2003).

The written examination and practical examination for safety categories including the Running staff should be 60% i.e. staff must acquire 60% in written and 60% in practical & viva to qualify the exam and with no relaxation for SC/ST. For non-safety categories the pass marks be 50%. The repeat course available to trainees as advised vide Board's letter No. E(MPP)2000/3/10 dated 10.8.2000 issued under RBE No. 96/2000 will be maintained;

#### 5.5.4.2 Pass marks for non-safety category should be 50%;

Substituted vide Railway Board's letter No. E(MPP)2003/3/16 dated 3.6.2004 (RBE 113/2004).

In the written test, objective portion to constitute at least 70% of the total marks;

#### 5.5.4.3 The question papers in the initial and promotional courses should contain only 40% of the total marks as objective type questions and balance 60% of the total marks as subjective type questions. Question paper in refresher courses should have 70% of the total marks a objective type and the balance 30% of the total marks as subjective type questions.

Inserted vide Railway Board's letter No. E(MPP)2003/3/16 dated 3.6.2004 (RBE 113/2004).

#### 5.5.5 Responsibility of Training Centres

##### 5.5.5.1 Training centres should nominate atleast 3 of the senior instructors/officers specialized in each trade who would also as part of their duty go to remote/ far flung areas and organize one day/two day crash training at these locations. In case the need for taking a test arises, similar procedure be followed except that the venue shall be station complexes or suitable rest houses, etc.

**5.5.5.2 Counselling staff should report to the Principals regarding the report on various staff as noted during foot plate/ inspection, etc.**

**(Authority Board's letter No. E(MPP)2003/3/16 dated 10.07.03 (RBE 122/2003))**

**Inserted vide Railway Board's letter No. E(MPP)2003/3/16 dated 10.7.2003 (RBE 122/2003).**

**Faculty Members in Railway Training Institutes.**

**6.1. Faculty at Centralised Training Institutes**

**6.2. Faculty at other Railway Training Institutions**

**6.3 Knowledge and Skills required for Trainers**

**6.4. Training of Trainers**

**6.5. Incentives for Trainers**

**6. Faculty Members in Railway Training Institutes**

**6.1. Faculty at Centralised Training Institutes**

Except for IRIMEE / Jamalpur, where some faculty members are posted on permanent basis, the entire faculty of all other training institutions are drawn from serving railway officers / Staff on tenure basis. The tenure shall normally be three years, extendable to five years, on the recommendation of the head of the Institute with adequate justification.

Faculty for Centralised Training Institutes is selected by the Railway Board, and for this purpose the head of the Institute would recommend to Railway Board a panel of suitable officers.

**6.2. Faculty at other Railway Training Institutions**

###{The maximum tenure should not exceed eight years from the date of regular selection and the minimum tenure should be 3 years.} The faculty would be selected by inviting applications from serving railway employees working in the same grade or up to two grades below. The selection committee shall specially look for the following attributes during selection

- Good communicator
- Sensitive to and concerned with the needs of people
- Self starter and motivator
- Patient and resilient
- Open minded and perceptive
- Honest

- Committed & motivated.

####{The Selection Committee for the screening/selection of trainers/instructors should consist of 3 HODs and also include the head of the concerned training centre. The Selection Committee would assess the applicants keeping in view their record of service, educational qualifications, professional background and competence and the above listed attributes and would make recommendation to the competent authority for approval.}

[Authority: Board's letter No. E(MPP)2001/19/3-Comm. 37 dated 29.6.2001.]

### Substituted vide Railway Board's letter No. E(MPP)2001/19/3-Comm. 37 dated 29.6.2001 (RBE 127/2001).

##{6.2.1. A trainee's attributes to become a future trainer should be carefully observed and noted during the course of training and made available to the authority concerned who will keep the same in the employees' Personal Record and at the time of selection/ posting of trainers, this should be taken note of.

[Authority: Board's letter No. E(MPP)99/19/1/Pt. dated 23.8.2001]

## Inserted vide railway Board's letter No. E(MPP)99/19/1/Pt. dated 23.8.2001 (RBE 169/2001).

\*\*\*6.2.2 the following procedure be followed during the selection process for the post of instructors :-

- a. During the refresher training course, the instructors handling the class may be advised to observe, the performance of the trainees on the following aspects :-
  - i. Presentation skill
  - ii. Inquisitiveness
  - iii. Participative skill
  - iv. Knowledge level
- b. Observations on the above aspects may be graded on 4 point scale (A to D) in respect of exceptional candidates and with the grading being done at the following scale.

81 and above	A
61-80	B
51-60	C
Below 50	D

Grading to be in whole numbers and not in decimals

- c. The grading to be done in respect of promising candidates only and submitted to the Principal by the Class Instructors on the last day of training.

- d. The Principal may further shortlist such of those employee with A Grade only through wider interaction during the viva voce with reference to the educational and technical qualifications, aptitude for teaching, work experience, etc. and if found deserving, may circulate the names of such employees to the respective Sr. DPO/DPO. The SR.DPO/DPO will make entry in the Service Register of the employee to that effect that the employee has aptitude for imparting training.

During the selection process for the post of Instructors the Committee shall take this aspect into consideration while evaluating the candidate's overall performance.

The fitness will only be a positive factor for consideration during selection and will not confer any right to the employee to stake whatsoever claim for selection as a trainer.

**\*\*\*Inserted vide Advance Correction Slip No. 01/2003 issued vide Railway Board's letter No. E(MPP)99/19/Pt. dated 26.03.2003.**

### 6.3 Knowledge and Skills required for Trainers

Area of activity of Trainer	Knowledge	Skills
1. Direct Training	Learning methods, Technology and Aids, Instructional or teaching style. Development and acquisition of skills. Presentation of Information, Defining learning objectives, Training design systems.	Deciding on appropriate learning Programmes, Designing overall programmes and sessions with them; of relevant techniques for instructing and for individual and groups preparation and use of Training aids and Equipment
2. Organising/ Administering	Training Systems and analytical methods, Educational and training resource requirements, Administrative rules and procedures	Analysis of skills and knowledge, training needs, Negotiation skills, selecting effective training actions Planning and organising training; Managing and developing training resources
3. Determining/ Managing	Organisation of training, Variety of training needs, Budgets, Costing and evaluation of training	Training needs analysis for organisation, department, categories of staff, Problem solving and diagnostic skills, learning design on jobs and during Managerial and supervisory skills

4. Consulting / Advising      Interactions and relations within and between groups, knowledge of own style of functioning, Organisational diagnosis, Development coaching & counselling techniques      Interviewing skills, listening, formulating and testing skills, sensitivity in establishing and maintaining relationships, coaching & counselling skills

#### 6.4. Training of Trainers

To acquire knowledge and skills listed in Para 6.3 above. Trainers must undergo a 'Training of Trainers' programme either before joining the training assignment or within six months of taking up the training assignment. 'Training of Trainers' programmes are available at a number of institutions listed in Appendix V. It shall be the responsibility of the Railway administrations / Centralised Training Institutes to obtain details / schedules of such courses from these institutions.

#### 6.5. Incentives for Trainers

Faculty drawn from railways on tenure basis, in respect of training institutions notified, for this purpose, by the Railway Board, are entitled for Training allowance at the rate of 15% of the Basic Pay, which does not form part of pay as defined in FR (9) (21) / 2003 (21)-R-II {103(35)}.

- 6.5.1. The Principals/ Vice-principals/ Instructors of the training centre indicated at Appendix-1 of this manual are allowed reimbursement of the cost of Books, Journals, etc. purchased by them up to a ceiling of Rs. 400 per quarter against production of receipts of payments made by them in this regard subject to the conditions laid down in Board's letter No. E(MPP)97/I/3/Vol. II dated 27.10.1998 (RBE 246/1998).

[Authority Board's letters No. E(MPP)97/I/3/Vol. II dated 27.10.1998 (RBE 246/1998) and 11.6.1999 (RBE 127/1999)]

- 6.5.2. Officers and Staff on their posting to Training Institutes as faculty members may be permitted to retain railway quarter at the previous place of posting for a period not exceeding 2 years on payment of normal rent.

[Authority Board's letter No. E(G)98 QR 1-10 dated 15.09.1998 (RBE 208/1998)]

Inserted Vide Railway Board's letter No. E(MPP)97/I/3/Vol. II/Pt. dated 14.07.1999 (RBE 171/1999).

- 6.5.3 Sumptuary Allowance at the rate of Rs. 200 per month will be granted to each of the Principals of 52 Main Training Centres as mentioned in Appendix-I to this

Manual for the purpose of entertaining small groups of students/faculty/visiting faculty etc.

Inserted Vide Railway Board's letter No. E(MPP)91/13/7/Pt.II Dated 12.3.2001 (RBE 50/2001) ACS No. 1/2001.

## TRAINING MANUAL

7

### Training and Development opportunities in non-railway institutions

#### 7.1. Training /seminars/symposia etc. in non-railway Institutions (External Training)

#### 7.2. Sponsorship of Railway Employees for part time / correspondence course

#### 7.3. Incentives to Railway employees for acquiring higher qualification

### 7. Training and Development opportunities in non-railway institutions

#### 7.1. Training /seminars/symposia etc. in non-railway Institutions (External Training)

Zonal Railways, Production units and RDSO are empowered to sanction expenditure on deputation of railway employees for training courses, seminars, symposia etc. in non railway institutions up to an expenditure on registration / training fee of Rs.10 lakhs in a year in case of Zonal Railways and RDSO, and Rs. 4 lakh in a year in case of Production Units. This, however is subject to the registration / training fee for the individual programme not exceeding Rs. 10,000 per participant and the pro-rata registration / training fee not exceeding Rs: 1500 per trainee per day.

#### \$\$\$ NOTE:

1. For the period upto 31.03.2002, the existing limits have been increased to Rs. 20 lakhs per annum for Zonal Railways including RDSO and Rs. 6 lakhs per annum for Production Units to cater to the requirements of IT related training. It may be noted that the enhanced amount may be utilised only for computer related training and not for meeting expenses incurred in connection with other types of training which would continue to remain subject to the existing ceiling limits.
2. The overall registration/training fee however, should be subject to maximum of Rs. 10, 000/- and pro-rata registration/training fee of Rs. 1500/- per day.

[Authority : Board's letter No. F(X)II-2001/PW/6 dated 9.5.2001]

\$\$\$ Inserted vide Advance Correction Slip No. 8/2001 circulated under Railway Board's letter No. E(Trg)99(22)/6 dated 13.11.2001(RBE 219/2001)

#### 7.1.1 Considerations in choosing External Training

- Why is it necessary?
- Are such programmes not available in Railway Training Institutions?
- Would the proposed external training be of direct benefit to the railway employee in his present duties or of long term importance to the Railway administration?
- Is it fully justified against the criteria of cost, quality and relevance?
- In the case of repeat External Training, has the feedback from the previous trainees of the concerned external training been considered?

## 7.2. Sponsorship of Railway Employees for part time / correspondence course

General Managers of Railways and Production Units are empowered to sponsor railway employees for part time / correspondence courses and reimburse 75% of the tuition fee only, after successful completion of the course on fulfilment of the following conditions:

- Establishment of justification for sponsorship for part time / correspondence course after a detailed exercise of identifying training gap proposed to be filled through such courses vis-a-vis availability of such courses in Railway training institutions.
- Selected part time / correspondence course is of interest and use to the Railways and is of at-least diploma level with duration of six months or more and has been approved by the Government.
- Certification by the concerned PHOD of the need for such a course and individual's capacity to absorb the course inputs.
- Annual expenditure on reimbursement of 75% of tuition fee of the part time / correspondence courses to railway employees not exceeding Rs 1 lakh.
- Total number of such cases not exceeding 50 in a year.

Candidates sponsored for such courses are to be advised that:

- No concession in duty hours or exemption from tours etc. will be allowed for pursuing such courses.
- Official sponsorship for part-time/correspondence courses would in no way guarantee grant of leave for preparation or for any other purposes connected with such courses and grant of leave would be subject to exigencies of public services.
- Official sponsorship for part-time / correspondence courses cannot be used as a ground for the purpose of staying at the same for any other place of duty.

## 7.3. Incentives to Railway employees for acquiring higher qualification

\$\$\$ {Group 'A', Group 'B' and Group 'C' railway employees are entitled to monetary incentives for acquiring specified higher qualification as per details indicated in Appendix VII.

[Authority : Board's letter No. E(TRG)94(28)/1 dated 17.4.2000 and 21.9.2000 and 27.4.2001]



\$\$\$ Substituted vide Advance Correction Slip No. 8/2001 circulated under Railway Board's letter No. E(Trg)99(22)/6 dated 13.11.2001(RBE 219/2001)

### 7.3.1 For Group 'B' officers

<b>Accounts department including RBSS</b>	
On passing Part-1 or Intermediate examination of ICWA or AICA	Rs. 4,000/-
On passing final examination of ICWA or AICA	Rs. 10,000/-
<b>All Technical Departments excluding RBSS</b>	
On passing Section 'B' of IE (India) examination	Rs. 10,000/-
<b>Traffic (T&amp;C) Department including RBSS</b>	
Diploma in marketing and Business Development and /or Transport Economics	Rs. 4,000/-
<b>Personnel Department including RBSS</b>	
Post Graduate Diploma in Personnel Management or Industrial Relations	Rs. 4,000/-
<b>RBSS only</b>	
On passing Intermediate examination of the Institute of Company Secretaries of India	Rs. 4,000/-
On passing final examination of the Institute of Company Secretaries of India	Rs. 10000/-

### 7.3.2 For Group 'C' Employees

<b>Accounts Department</b>	
For passing part-I or 'A' or Intermediate or pre-final examination of ICWA or AICA	Rs. 4,000/-
For passing Part-II or 'B' or final examination of ICWA or AICA	Rs. 6000/-
<b>All Technical Departments</b>	
For passing IE (India) Section 'A' examination	Rs. 4,000/-
For passing IE (India) Section 'B' / Final	Rs. 6000/-
On acquiring a degree (BE / B Tech.) directly	Rs. 10,000/-
<b>Stores Department</b>	
On acquiring Diploma in Engineering or passing Section 'A' of IE (India) or studentship course in materials management (SMM) of Indian Institute of Material Management	Rs.4,000/-
On acquiring Graduate Diploma in Material	Rs.6,000/-

**Management (GDMM) from Indian Institute of Material Management or passing Section 'B' of IE (India)**

**On acquiring a degree in Engineering directly**

**Rs. 10,000/-**

**Personnel Department**

**On acquiring Post-Graduate Diploma in Personal Management or Industrial relations conducted by a recognised University or any other recognised Institution**

**Chemical and Metallurgical Organisation**

**Rs.4,000/-**

**Chemists in Railway Laboratories and Research Assistants doing metallurgical work if they were possessing a Degree in Chemistry at the time of recruitment and pass an examination equivalent to a degree in metallurgy**

**Rs.10,000/-**

### **7.3.3 Regulation of the scheme of Incentives**

**The scheme of grant of lump-sum incentive is to be regulated as under:**

- i. Railway employees, who were given an incentive in the form of increments, prior to the date of commencement of this scheme, will not be eligible for incentives under this scheme. They may, however, continue to draw the increments already granted to them. Those employees who have not availed of the incentive in the shape of advance increments under the earlier scheme will be entitled to lump-sum incentives even if they acquired the qualifications prior to issue of these instructions subject to the fulfilment of other conditions.**
- ii. Incentives are to be granted only once i.e. an individual should not get incentive for acquiring more than one higher qualification throughout his service career.**
- iii. Employees who acquire higher qualifications by taking study leave will not be eligible for any incentive. Only those employees who have acquired the higher qualification fully at their own costs and the Ministry of Railways have not borne any part of expenditure thereof, will be entitled for lump-sum incentive.**
- iv. Incentive payment should be given only for higher qualification acquired after induction into service and not for possession of higher qualification at entry stage.**
- v. No incentive would be admissible if an appointment is made in relaxation of the educational qualification and the employee acquires the requisite qualification for such an appointment at a later date.**
- vi. The qualification should be acquired from a recognised University / Institution.**
- vii. The Group 'B' officers, who avail of the incentive, should remain in service of a period of at least 3 years after getting the payment.**

Management of Training Functions

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- 8.1. Guideline 1 Adopt Systems Approach To Training (SAT)**
- 8.2. Guideline 2 - Responsibility for Management of Training**
- 8.3. Guideline 3 - Development of Training Policy and Plan for Action**
- 8.4. Guideline 4 - Training Needs Analysis**
- 8.5. Guideline 5 - Determining Training Objectives**
- 8.6. Guideline 6 - Selecting and evaluating training methods**
- 8.7. Guideline 7 - Designing effective and efficient Training**
- 8.8. Guideline 8 - Selection of part-time trainers / visiting faculty**
- 8.9. Guideline 9 - On-the-job training and performance aids**
- 8.10. Guideline 10 - Validation and Evaluation of Training Programmes**
- 8.11. Guideline 11 - Training Management Information System**
- 8.12. Guideline 12 - Evaluation of Training Centres**

**8. Management of Training Functions – Guidelines**

**8.1. Guideline 1 Adopt Systems Approach To Training (SAT)**

**Aim: To integrate training systematically with entire work system**

**8.1.1 Why SAT**

Money spent on training is not only an 'expenditure', but an 'investment'. All investments including that on training call for close and continuous security, backed by suitable mechanism and machinery to get maximum benefit out of the investments made.

To integrate training systematically with the whole work system and making it cost effective, the entire training activities have to be based on SAT.

**8.1.2 What is SAT**

Systems Approach to Training is nothing but application of principles for effective management in "Training". These principles are -defining aims & objectives; defining the requirements for effective performance by job analysis; planning, resourcing and implementing; and assessing achievement and doing necessary changes. SAT is so called because it involves a series of interdependent system, functionally linked together so as to achieve total effectiveness. In applying SAT, training is undertaken on planned basis in logical serial steps.

8.1.2.1 In the systems approach to any activity or process, the following four broad stages are involved:

A. Analysis-

Identification of problem in order to define the objective, tasks to be undertaken - *Identification of training needs.*

B. Synthesis -

Exploring various ways to achieve the objective and selecting the suitable and cost effective one - *Formulation of Training Plan and Strategy.*

C. Implementation -

Implementing the course of action decided in the synthesis stage - *Implementation of training.*

D. Operation -

Checking operational system regularly for effect and corrective measures - *Validation of training- assessing training effectiveness and application of corrective measures.*

The cyclic diagram shown below explains SAT. Because of introduction of Feedback mechanism, various activities under SAT become cyclic.



8.1.2.2 The detailed activities under each of the four stages mentioned in Para 8.1.2.1 would be as under:

I. *Identification of Training needs*

1. Recognising training needs
2. Job Analysis
3. Specifying Skills, knowledge and attitudes needed on the basis of job Analysis.
4. Specifying the target population and groups.
5. Deducing training objectives for desired level of competence.

6. Preparing scheme for assessment of training in relation to training objectives.

**II. *Formulation Training Plan and Strategy***

1. Determining 'how' and 'when' a particular training requirement would be met.
2. Determining method of training.
3. Assessment of resources needed and action plan for resource mobilisation.

**III. *Implementation***

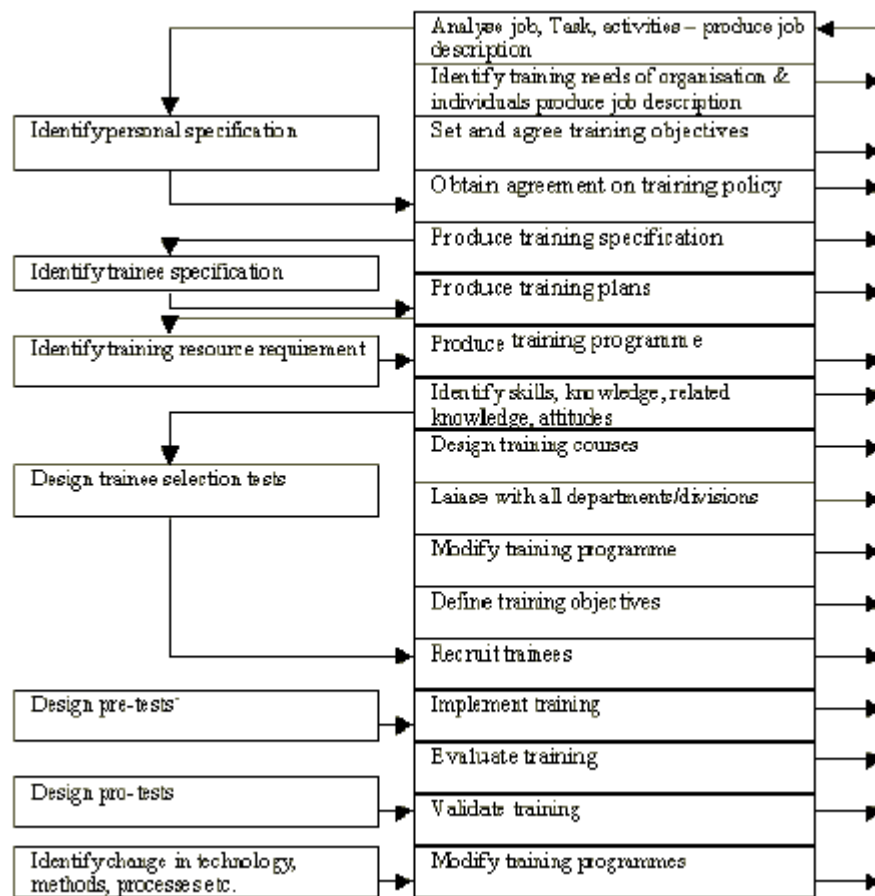
1. Assembling training resources.
2. Course sequencing
3. Development of training material
4. Running of pilot course.

**IV. *Validation of Training***

1. Establishing measures of control to ensure achievement of training objectives.
2. Establishing machinery to validate training
3. Implementing corrective measures.

**8.1.2.3 The Training Process**

All the above activities taken in sequence constitute 'Training Process' as shown in the diagram below:



## 8.2 Guideline 2 - Responsibility for Management of Training

**Aim: To understand the specific responsibilities for training through out the organisation**

### 8.2.1 Central Control and Direction

**Why Central Control and Direction?**

- To ensure management of training on the basis of SAT
- To involve top management and demonstrate their commitment
- To determine effectiveness of training
- To ensure effective functioning of various systems in training.

**Responsibility of setting up a body for central control and direction**

**Personnel Department of Railway Administration to set up Central Training Advisory Committee.**

**Composition of Central Training Advisory Committee**

- GM / AGM – Chairman
- Chief Personnel Officer – Secretary
- Training Managers of all departments
- Six representatives of staff (three representatives nominated by each recognised Union)
- Principals of major training centres

#### Functions of Central Training Advisory Committee .

- Providing broad guidelines / directives in the matter of training.
- Overseeing supervision of training activities and systems and procedures of training.
- Deciding course of action for improving training environment and training quality (class-rooms, extra-curricular activities, mess and hostel arrangements etc.)
- Prioritising provision of teaching aids.
- Overseeing the activities of advisory committees attached to training centres.

#### 8.2.2 Who are associated with training process?

- Personnel department
- Training Managers of each department
- Line managers and supervisors
- Trainers
- Employees

#### 8.2.3 Nominated departmental Training Managers

Department	Railway	Railway Board
Accounts	FA&CAO Dy.CAO/G on NF Railway	ED (A)
Civil Engg.	CE/G	ED CE (G)
Electrical Engg.	CESE Dy.CEE/HQ. on NF Railway	ED EE (RS)
Mechanical Engg.	CWE	ED ME (Freight)
Medical	Dy.CMD(T&A)	ED (H)
Personnel	CPO(A)	ED E (N)
S & T Engg.	CSE	ED Dir (Sig) (TD)
Stores	CMM	ED RS (G)

Traffic (Trans)	\$\$\$ CSO	ED TT (F)
Traffic (Comm)	CCM(G)	ED TC (R)

\$\$\$ Substituted vide Advance Correction Slip No. 8/2001 circulated under Railway Board's letter No. E(Trg)99(22)/6 dated 13.11.2001(RBE 219/2001)

#### 8.2.4 Roles and functions in relation to training activities

##### 8.2.4.1 Personnel Department

- **Constitute and ensure proper functioning of Central Training Advisory Committee.**
- **Determine training policy and design training plans to secure value for money.**
- **Relate training policies and plans to corporate and departmental objectives, and ensure its conformity with personnel management and career development policies.**
- **Determine broad training needs.**
- **Determine level of resources.**
- **Coordinate with different departments and training institutions.**
- **Oversee progress of training programmes and expenditure in accordance with the budget.**
- **Review effectiveness of training and direct necessary remedial actions.**
- **Encourage senior managers to remind Branch Officers and others periodically of their responsibilities towards identifying and satisfying the training needs of their staff and to discharge their functions in this regard.**

##### 8.2.4.2 Training Managers

- **Support the personnel branch in the formulation of the training policies with information and advise on training needs and objectives in order of priority, the volume of training demand, and the cost of each element of training.**
- **Construct and update, as necessary, the training plan and budget for meeting the training needs of the staff of their department.**
- **Monitor the cost and control the training budget in relation to the training of the staff of their department.**
- **Advise and assist throughout the department in identification of training needs, the setting of training objectives, cost effective methods of training delivery, planning and delivering training.**

##### 8.2.4.3 Line Managers and Supervisors

- **Demonstrating support and commitment for training.**
- **Identifying training needs in their areas.**



- Ensuring a system for picking up training needs continuously.
- Seeking to ensure that a satisfactory and cost-effective training programme exists, either on or off the job, to meet the needs.
- Understanding the performance levels of various training courses meant for their staff and how they relate to the overall objectives to be met and specific tasks to be performed by the department.
- Ensuring that the trainees are clear about the objectives of the training to be undertaken and the expected level of performance to be attained.
- Providing on the job training including individual coaching/ counselling where appropriate.
- Checking if the training received has been relevant, objectives met and performance levels achieved and taking remedial actions including reporting on shortcomings of formal training or learning package to the appropriate training organisation.
- Contributing to the validation and evaluation of training.
- Co-operating with any post-training action plan entered into by the trainee.
- Accepting ultimately responsibility for costs of training incurred in respect of their staff.
- Developing and maintaining Personnel Management Information System in general and information relating to HRD activities in particular.

#### **8.2.4.4 Employees**

- Recognising the importance and relevance of training in the process of their development and in achievement of organisational objectives.
- Being conversant with the objectives and performance levels of various courses offered to them,
- Participating in the training needs analysis process.
- Participating in validation and evaluation of training programmes.
- Volunteer for and participate in the training programmes.

#### **8.2.4.5 Trainers**

##### **A. Direct Training Function**

- Designing training
- Selecting appropriate Method of training.
- Training delivery
- Validating training programmes

##### **B. Organising / Administering Function**

- Providing a framework for training activities.
- Associating in training needs Analysis.

### **C. Determining / Managing Function**

- Associating with development of training policy and strategies for identifying and meeting training needs.
- Associating with wider manpower issues in relation to organisational development.

### **D. Consulting / Advising Function**

- Providing an enabling service to the management by providing ideas, expertise and information.
- Involving him-self with jobs, structure and systems.
- Designing learning in and through jobs and tasks.

See also Railway Board's letter No. No. E(MPP)2001/19/3-Recomm.31 dated 29.6.2001 (RBE 125/2001)

## **8.3. Guideline 3 - Development of Training Policy and Plan for Action**

**Aim: To develop training Policies & Plans which meet the objectives of departments and meet the demands likely to be made on staff at all levels in the foreseeable future**

### **8.3.1 Responsibility for development of Training Policies and Plans of Action.**

- Training Manager of each department is responsible for development and communication of Training Policy and Plan of action for his department.
- Personnel Department is responsible for development of Training Policy and Plan of Action for the entire Zonal Railway, on the basis of Training Policy & Plan of Action developed by the Training Managers of different departments.
- Training Policies and Plan of Action need to be placed by the Personnel Department before Central Training Advisory Committee for deliberations and approval.

### **8.3.2 Objective of Training Policy**

**Broad Objectives of Training Policy are given below. Based on these, specific objectives of Training Policy for each department, should be formulated by respective Training Managers.**

- Increase the efficiency and productivity of all staff to ensure department's objectives are successfully achieved.
- Develop management, professional, technical and basic skills to ensure the efficiency and continuity of operations through competent performance by all employees.
- Achieve career progression for staff in accordance with coordinated human resource plan ensuring that required standards of performance and efficiency are maintained throughout.

- Give all employees opportunity to participate in Training & Development plans for improving themselves and, by so doing, achieving good human relations and sense belonging to the Railways.

### **8.3.3 Broad Contents of Training Policy and Plan of Action**

- Introduction
- Objectives
- Training & Development programmes
- Selection of employees for training
- Plan of Action
- Training need analysis schedule
- Types of training programmes to be organised every year -activity centre-wise
- Total number of employees to be covered under each type of programme
- Location of training
- Scheme for validation of training.

### **8.4. Guideline 4 - Training Needs Analysis**

**Aim: To establish means for essential training needs being systematically and continuously identified and prioritised**

#### **8.4.1 What is Training Need Analysis**

**An examination of the organisation's present and expected operations and the manpower necessary to carry them out, in order to identify the numbers and categories of staff needing to be trained or retrained and the types of training programmes necessary. It may also refer to the training need of an individual to enable him to reach the required standard of performance in his /her current or future job.**

#### **8.4.2 Main Issues to be considered**

- Identification of training needs is an essential pre-requisite for designing and providing effective training and should be conducted every year by all major training centres to be identified by the concerned Training Managers.
- Training needs arise at three levels - organisational, subgroup and individual.
- All needs are not training needs and therefore, whenever a problem is perceived, it needs to be ascertained whether a related training need exists.
- Training needs arising out of changes in technology, processes etc. need to be considered before actual introduction of such changes.

### **8.4.3 Participants in Training Need Analysis Workshop**

- **Training Manager(s)**
- **Line Managers**
- **Supervisors**
- **Selected staff**
- **Members of the Advisory Committee attached to the Training Centre.**

### **8.4.4 Steps in Training Need Analysis.**

#### **Collection of Information on**

- **Manpower profiles for different kinds of jobs undertaken by different categories of employees**
- **New methods / technologies / processes / management practices introduced / proposed to be introduced**
- **Collective evidence from performance appraisals**
- **Reports on accidents, customer / market surveys etc.**

#### **Identification of challenges and problem areas in performance**

#### **Agreeing on**

- **Skills knowledge and attitude specification for the prospective trainees.**
- **Target population**
- **Training objective**
- **Assessment scheme**

#### **Report of findings including**

- **Priority list**
- **Training action plan**

### **8.5. Guideline 5 - Determining Training Objectives**

**Aim: To agree with all concerned appropriate training objectives for each group of training and to use these objectives in the design, implementation and monitoring the training programmes / courses.**

#### **8.5.1 Difference between Training Aims and Objectives**

**Training aim is a general statement of intent whereas a training objective is far more specific.**

### **8.5.2 Main components of Training Objectives**

**Performance:** A statement of the actions the learner should be able to do at the end of training e.g. will list, will state, will solve, will repair, will identify etc.

**Conditions:** Conditions under which the performance will be carried out in job situation e.g.

- the range of problems the learner must solve
- the tools, equipment etc. to be used
- special job aids and manuals he is provided with

**Standards:** of Accuracy, speed, performance, and quality

### **8.5.3 Main Issues in determining Training Objectives**

- Should be specific and compatible with departments' objectives.
- Should enable designing suitable training programmes.
- Should provide essential criterion for measurement of outcome of training.

### **8.6. Guideline 6 - Selecting and evaluating training methods**

**Aim:** To select from a wide range of options the most appropriate blend of training and learning methods having regard to all relevant factors

#### **8.6.1 Guiding factor in selecting training methods**

Guiding factor in selecting training methods would be 'how best training aims and objectives can be met in a cost effective manner.

#### **8.6.2 Guiding factors in evaluation of Training Methods**

Following factors should be taken into consideration while evaluating training methods:

**Application of learning principles** - as to how and to what extent the particular training method

- motivates the learner
- promotes learner's participation
- helps in acquiring skills
- provides flexible learning
- transfers learning to work situation

**Application of ways of learning**

- being told including discussions / seminars

- demonstration
- trial & error
- thinking

## **8.7. Guideline 7 - Designing effective and efficient Training**

**Aim: To develop effective and efficient training programmes based on training needs**

### **8.7.1 Questions to be answered in designing training**

- What are Objectives ? - Where are we going?
- What are validation measures ? - How are we going to check?
- What is the order, of learning ? - What comes first, last and in between?
- What methods are going to be used? - How are we to achieve the learning?
- Who is the trainer to be ? - Who can help the learner?
- What place is to be used ? - Where is training to take place ?
- What is the time factor? - How long should the training time be?

### **8.7.2 Factors to be taken into account while designing training**

- Sequencing the material to be learnt
- Relating knowledge and skills
- Pattern of the programme
- Motivating learner to learn
- Pace and level of training
- Providing feed back to learner
- Ensuring what is learn: is remembered
- Allowing for individual differences in trainability

## **8.8. Guideline 8 - Selection of part-time trainers / visiting faculty**

**Aim: To get value for money spent on engaging part-time trainers / visiting faculty**

### **8.8.1 Situations warranting engagement of part-time trainers / visiting faculty**

- Lack of specific expertise amongst full time trainers
- "One – off " kind of training
- Need to induce change

### 8.8.2 Honorarium to be paid to the visiting faculty

\$\$\$ {From time to time Railway Board notifies the rate of honorarium payable and facilities to be extended to the Visiting Lecturers. The rate of honorarium and facilities to Visiting Lecturers called by the Centralised Training Institutes are indicated in para 4.1.1. For delivering lectures to non-gazetted staff at the Railway Training Centres, the honorarium would be as under:-

- a. Rs. 300/- per day for lectures of one hour and 45 minutes duration subject to a maximum of Rs. 900/- per week to officers of Railways/Central or State Governments ordinarily of the rank of joint Secretary to the Government and reputed academicians/special invitees.
- b. Rs. 200/- per day for lectures of one hour and 45 minutes , duration subject to maximum of Rs. 600/- per week to officers of Railways/Central or State Governments, other than those mentioned at (a) above.

[Authority: Board's letter No. E(G)99HO1-18 dated 08.06.2000 (RBE 111/2000)]

\$\$\$ Inserted/ Substituted vide Advance Correction Slip No. 8/2001 circulated under Railway Board's letter No. E(Trg)99(22)/6 dated 13.11.2001(RBE 219/2001)

### 8.8.3 Optimising benefits from the visiting faculty

- They should be briefed on all aspects of training programme / topics being covered including the overall structure of the programme.
- A visiting faculty, particularly a railway employee, who frequently contributes, should be trained in presentation skills.

### 8.9 Guideline 9 - On-the-job training and performance aids

**Aim:** To provide a framework within which the need for on-the-job training can be identified and effectively met

#### 8.9.1 Advantages and disadvantages of 'On-the-job' training

##### Advantages

- immediate access
- highly specific
- possible yield of actual work
- can be arranged at mutually convenient time

##### Disadvantages

- job expert is not necessarily a competent trainer
- possible perpetuation of bad practices
- lack of interactive group-learning

### **8.9.2 Responsibility for on-the-job training**

All officers and supervisors being responsible for performance of their staff are also responsible for planning and providing on the job training to employees.

### **8.9.3 Considerations prior to the planning for on-the job training**

Before assessing the performance of employees in the context of improving it by on the job training field officers and supervisors should consider the following:

- Does your staff know what you expect of them?
- Do you tell them if they are not up-to the mark?
- Do you try to give the right job to the right person?
- Does your staff have the right equipment to do the job?

If answers to any one or more of the above question is 'Yes' before planning on the job training decide with the concerned employee what he; must be able to do, to perform each task assigned to him.

### **8.9.4 Necessary steps for on-the-job training**

- Giving opportunities to the employee to practice new skills
- Encouraging the trainee by telling him / her on improvement in performance.
- Monitoring that the objectives of on-the-job training are being achieved

### **8.9.5 Performance aid**

Performance Aids provide additional information and guidance to support a standard performance. All field officers / Incharges of activity centres must provide 'Performance Aids' at the activity centres so as to supplement learning through training. Performance Aids can take a variety of forms, but all have to be based on detailed task analysis. Some of the common performance aids, which should be available in every activity centre, are:

- Working manual
- Hand books
- Task guidance list
- Task guidance flow chart
- Tip sheet
- Work sheet
- Exception chart
- Check list
- Hand outs and training material.



A list of performance aids and its location must be displayed at a prominent place in the activity centre.

#### **8.10. Guideline 10 - Validation and Evaluation of Training Programmes**

**Aim: To provide a system for ensuring that the training resources are used in the most effective manner possible**

##### **8.10.1 Objectives of and mechanism for validation of Training**

###### **Objective 1:**

**To ensure that trainees have really learnt**

###### **Mechanism:**

- **All training programmes should have in-built system of progressive assessment of learning by trainees during training. Training design should take care of this aspect**
- **If necessary, suitable written, oral or practical tests should be provided in the training programmes.**

###### **Objective 2:**

**To ensure that trainees appreciate that what they have learnt has potential value to their work.**

###### **Mechanism:**

- **Trainers to ask trainees to write critical comments on everyday training**
- **At the end of training, trainees should be asked to give their comments on entire training on a standard format developed by the trainer.**

##### **8.10.2 Objectives of and mechanism for assessing training effectiveness**

###### **Objective:**

###### **To assess:**

- **Whether trainees have been able to apply their learning in the work (officers & supervisors should help employees to develop and apply the learning in their work)**
- **Whether field officers and supervisors are satisfied that trainees' learning have improved their performance.**

**Mechanism:**

Every trainer should visit, at least once in three months, the activity centres concerned and hold half day / one day workshop with officers, supervisors and ex-trainees, who have received training at least six months ago and should send the outcome of the workshop to the concerned Training Manager.

**8.10.3 Purpose of determining effectiveness of training**

**To find out**

- What changes need to be made, if any, in future training programmes
- Ways and means to carry out these changes

All changes /corrective measures should be discussed and agreed in Training need analysis workshop.

**8.11. Guideline 11 - Training Management Information System**

**Aim: To provide statistical support for planning, monitoring and controlling training activities**

**8.11.1 Training Statistics**

All Training Centres are required to maintain training statistics in the following formats:

**Format I - Course wise Training Statistics**

**Name of the course**

**Objective of the course**

**Duration of the course with dates**

**Seats offered**

**Seats utilised**

**Trainee details:**

<b>S. No.</b>	<b>Name</b>	<b>Designation</b>	<b>Railway/Activity centre</b>	<b>Controlling officer's designation</b>

**Format II - Monthly Training Statistics**

Name of Training Centre

Month and Year

S. No.	Names of course completed during the month	Course objective and duration in days	Seats planned	Seats utilised	Trainee days utilised

**## Format III Annual Training Capacity Utilization**

Name of the Training Centre:

Financial year:

Training Capacity Available:

S. No.	Name of Courses run during the year	Course Commenced on	Course ended on	No. of Actual Training days spent by the trainees during the year*	No. of Trainees	Total Trainee Days
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1.						
2.						
3.						
4.						
5.						
Total						

$$\text{Capacity utilization} = \frac{\text{Total Trainee Days @ Annual Training Capacity}}{\text{-----}} \times 100$$

%

\*If a training course overlaps from/to the previous/next financial year the actual trainee days spent by the trainees during the current year only should be taken into account. Also closed days falling during the course should not be counted as Trainee days.

Inserted vide Railway Board's letter No. E(MPP)96/3/17/VOL.II, dated 27.05.1999 (RBE 122/1999)

**8.11.1.1. Method of Working out Capacity Utilization of training centres :**

##{The method to be used for calculating the available annual training capacity of each training centre and the system of working out capacity utilization is as under:

1. Hostel Capacity of the training centres (No. of beds)
2. Estimated average number of trainees from the same HQs not requiring hostel facility in each course
3. Total of 1 & 2 above:
4. Class room capacity of the Training Centre  
(No. of classrooms x average seating capacity in a classroom)
5. Annual training capacity  
(Lower of 3 & 4) x (No. of working days in the year\*)
- 6.

$$\text{Capacity utilization \%} = \frac{\text{Total Trainee Days}}{\text{Annual Training Capacity}} \times 100$$

\* To be arrived at by deducting the number of closed days from the total number of days in the year.}

Inserted vide Railway Board's letter No. E(MPP)96/3/17/VOL.II, dated 27.05.1999 (RBE 122/1999)

**8.11.2 Furnishing Training Statistics**

## {Training Statistics in Format I, II and III should be sent by the 'Centralized Training Institutes' to ED/T&MPP Railway Board and by 'Main Training Centres' to the concerned Training Manager. 'Other Training Centres' should send the same to the Training Manager through Divisional Railway Manager.}

Modified vide Railway Board's letter No. E(MPP)96/3/17/VOL.II, dated 27.05.1999 (RBE 122/1999)

**8.11.3 Annual Report on Training Statistics**

Based on Training Statistics sent by Training Centres, each Training Manager will bring out an Annual Report on Training Statistics

## SAMPLE

YEAR 1995-96

1. Class room capacity =  $4 \times 25 = 100$   
(Classrooms x average seating Capacity)
2. Hostel capacity = 70 beds  
Local trainees = 5  
= 75
3. Training Capacity of the Trg. Centre = lower of (1) and (2) above x No. of trainee days available in the year  
=  $75 \times 295^* = 22125$  trainee days
4. Total Trainee days during the year = Total Trainee days = (as calculated in Annexure-II)
5. Capacity utilization % =  $\frac{\text{Total Trainee Days}}{\text{Training Capacity}} \times 100$   
(As calculated at 3 above)  
=  $(18563/22125) \times 100$   
= 83.90%

Note: \* To be arrived at by deducting the number of closed days from the number of days in the year.

## SAMPLE

## Annual Training Capacity Utilization

Name of the Training Centre	STC
Financial Year	1998-99
Training Capacity Available	22125

S. No.	Name of Courses Run during the year	Course commenced on	Course ended on	NO. of actual training days spent by the trainees during the year*	No. of trainees	Total trainee days
1.	2.	3.	4.	5.	6.	7. [5 x 6]
	<b>Initial Courses</b>					
1.	JE/W Shop	01.10.1997	01.10.1998	147	5	735
2.	JE/C&W	30.06.1997	30.06.1998	74	15	1110
3.	JE/TXR	30.06.1998	Continuing	221	30	6630
4.	SE/WHOP	30.09.1998	Continuing	147	10	1470
	<b>Total</b>					<b>9945</b>
	<b>Promotional Courses</b>					
5.	SE/WHOP	01.02.1997	31.10.1998	172	11	1892
6.	SE/C&W	31.10.1997	31.07.1998	98	12	1176
7.	JE/C&W	30.09.1998	Continuing	147	20	2940
8.	SE/DSL	01.01.1999	Continuing	74	15	1110
	<b>Total</b>					<b>7118</b>
	<b>Refresher Courses</b>					
9.	SSE/TXR	15.06.1998	04.07.1998	18	25	450
10.	SSE/TXR	01.10.1998	17.10.1998	18	25	450
11.	SSE/TXR	11.01.1999	30.01.1999	18	25	450
12.	JE/DSL	02.03.1998	21.03.1998	18	30	540
13.	JE/DSL	13.07.1998	01.08.1998	18	30	540
14.	JE/DSL	07.12.1998	26.12.1998	18	30	540
	<b>Total</b>					<b>2970</b>
	<b>Special Courses</b>					

15.	Air Brake	04.05.1998	09.05.1998	6	30	180
16.	Air Brake	17.08.1998	22.08.1998	6	30	180
17.	Air Brake	23.11.1998	28.11.1998	6	30	180
18.	Cost conscious	11.05.1998	13.05.1998	3	35	105
19.	Cost Conscious	16.11.1998	18.11.1998	3	35	105
20.	Cost Conscious	18.01.1999	20.01.1999	3	35	105
21.	Cost Conscious	01.02.1999	03.02.1999	3	35	105
	<b>Total</b>					<b>960</b>
	<b>Grand Total</b>					<b>18563</b>
	<b>Capacity Utilization %</b>					<b>83.90</b>
		<b>(Hotel Capacity = 75 x 295 = 22125)</b>				
		<b>(Classroom Capacity = 4 x 25 x 295 = 29500)</b>				

**\* If a training course overlaps from / to the previous/next financial year, the actual trainee days spent by the trainees during the current year only should be taken into account. Also closed days falling during the course should not be counted as Trainee days.**

Name of Training Centre :

#### Capacity Utilization Chart

Details	Year 1995-96	Year 1996-97	Year 1997-98	Year 1998-99
Training Capacity				
Total Trainee Days				
Capacity Utilisation %				

#### 8.12. Guideline 12 - Evaluation of Training Centres

**Aim:** To provide a system of continuous evaluation of Training Centres and involvement of field officers in training activities

##### 8.12.1 Responsibility for Inspection of Training Centres

Training Manager will draw an annual timetable of inspection of Training Centres by officers in the rank of JA Grade and above so that every training centre is inspected at least once in a year.

##### 8.12.2 Format for Inspection of Training Centres.

#### 1. GENERAL

- a. Name of the Training Centre
- b. Location of the Training Centre with postal address
- c. Name and designation of the in-charge of the Training Centre
- d. Telephone numbers
  - Railway
  - DOT

#### 2. INFRASTRUCTURE

- a. Number of class rooms
- b. Average class room capacity
- c. Hostel accommodation:
  - Single-bed rooms
  - Double-bed rooms
  - Number of beds in the dormitory
- d. Number and type of model rooms



- e. **Extent of available library facilities**
- f. **Availability of mess facilities**
- g. **Availability of medical facilities**
- h. **Availability of facilities for extra-curricular activities:**
  - **Outdoor**
  - **Indoor**
  - **Other recreational**

### **3. FACULTY**

- a. **Names of gazetted faculty with their dates of joining the training centre**
- b. **Names of non-gazetted faculty with their dates of joining the training centre**
- c. **Grade-wise sanction and on-roll strength of trainers bringing out vacancies**
- d. **Out of the above mentioned on-roll strength, the number of trainers who have done/not done training of trainers' course**
- e. **Out of the above mentioned on-roll strength, the number of trainers overdue repatriation to the cadre on account of completion of tenure**

### **4. TRAINING AIDS**

**Availability and numbers of**

- **Over Head Projectors**
- **TV / Projection TV**
- **VCR**
- **Video camera**
- **Photo-coping machine**
- **Digital scanner cum printer**
- **PCs**
- **Public address system**

### **5. CAPACITY UTILISATION**

- . **Planned capacity separately in terms of trainee seats and trainee days**
- a. **Capacity utilised in the current year up-to close of the preceding month.**
- b. **Capacity utilised in the previous year**
- c. **Specific categories of employees / types of training programmes for which the utilisation is exceptionally poor**

### **6. BUDGET**

- . **Officer controlling the budget**
- a. **Budget allotment for the current year vis-a-vis latest available figure of expenditure**
- b. **Budget allotment and actual expenditure of the previous year**

7. Sample check of Training Statistics as per Para 8.11.1 of the Manual on Management of Training
8. GOOD POINTS NOTICED
9. SHORT COMINGS NOTICED

#### **8.12.3 Actions as follow up of inspections**

**Training Managers will prepare a summary of the main points / action points of the Inspections and submit the same to Central Training Advisory Committee for consideration / direction.**

## TRAINING MANUAL

### Approved Module for stagewise Training for various Departments

- 1 Approved Module for stagewise Training of Personnel Department
- 2 Training Module For Group D Staff Development Programme
- 3 Training Module in First AID to the Front Line Staff of Indian Railways

## TRAINING MANUAL

### APPENDIX - I

#### Names of 'Main Training Centres' and 'Other Training Centres'

\*\*\*\*APPENDIX -I

#### Names of 'Main Training Centres' and 'Other Training Centres'

#### MAIN TRAINING CENTRES

1. Zonal Training Centre/BHUSAVAL/CR
2. Zonal Training Centre/BHULI/ER
3. Zonal Training Centre/CHANDUASI/NR
4. Zonal Training Centre/MUZAFFARPUR/NER
5. Zonal Training Centre/ALIPURDUAR JN/NFR
6. Zonal Training Centre/TRICHY/SR
7. Zonal Training Centre/MAULA ALI/SCR
8. Zonal Training Centre/SINI/SER
9. Zonal Training Centre/UDAIPUR/WR
10. Supervisors' Training Centre/JHANSI/CR
11. Supervisors' Training Centre/KANCHARAPARA/ER
12. Supervisors' Training Centre/LUCKNOW/NR
13. Supervisors' Training Centre/GORAKHPUR/NER
14. Supervisors' Training Centre/NEW BONGAIGAON/NFR
15. Supervisors' Training Centre/BANGALORE/SR
16. Supervisors' Training Centre/SECUNDERABAD/SCR
17. Supervisors' Training Centre/KHARAGPUR/SER
18. Supervisors' Training Centre/AJMER/WR

19. S&T Training Centre/BYCULLA/CR
20. S&T Training Centre/LILUAH/ER
21. S&T Training Centre/MALDA/ER
22. S&T Training Centre/GHAZIABAD/NR
23. S&T Training Centre/GORAKHPUR/NER
24. S&T Training Centre/PANDU/NFR
25. S&T Training Centre/PODANUR/SR
26. S&T Training Centre/MAULA ALI/SCR
27. S&T Training Centre/KHARAGPUR/SER
28. S&T Training Centre/SABARMATI/WR
29. Electrical Training Centre/THAKURLI/CR
30. Electrical Training Centre/ASANSOL/ER
31. Electrical Training Centre/KANPUR/NR
32. Electrical Training Centre/GHAZIABAD/NR
33. Electrical Training Centre/GORAKHPUR/NER
34. Electrical Training Centre/AVADI/SR
35. Electrical Training Centre/VIJAYAWADA/SCR
36. Electrical Training Centre/LALLAGUDA/SCR
37. Electrical Training Centre/TATANAGAR/SER
38. Electrical Training Centre/ROURKELA/SER
39. Electrical Training Centre/VADODARA/WR
40. Electrical Training Centre/MAHALAXMI/WR
41. Civil Engineering Training Centre/KANPUR/NR
42. Civil Engineering Training Centre/ALLAHABAD/NR
43. Civil Engineering Training Centre/TAMBARAM/SR
44. Civil Engineering Training Centre/KACHIGUDA/SCR
45. Civil Engineering Training Centre/GUNTAKAL/SCR
46. Technical Training Centre/CLW/CHITTARANJAN
47. Technical Training Centre/DCW/PATIALA
48. Technical Training Centre/DLW/VARANASI
49. Technical Training Centre/ICF/PERAMBUR
50. Technical Training Centre/RCF/KAPURTHALA
51. Technical Training Centre/WAP/BANGALORE
52. Technical Training Centre/BHOPAL/CR

53. Welding Training Centre/ Diesel Locomotive Works/VARANASI
54. Welding Training Centre/ Integral Coach Factory/PERAMBUR
55. Welding Training Centre/ Rail Coach Factory/KAPURTHALLA
56. Jagjivan Ram RPF Training Centre/LUCKNOW/ NR

**OTHER Training CENTRES**

1. Area Training Centre / BHOPAL/CR
2. Area Training Centre / KALYAN/CR
3. Area Training Centre/ JHANSI/CR
4. Area Training Centre / DAMOH / CR
5. Area Training Centre / BHUSAWAL / CR
6. Area Training Centre / AJNI / CR
7. Area Training Centre / KACHEGUDA / SCR
8. Area Training Centre / LOWER PAREL/WR
9. Area Training Centre / BANDRA/WR
10. Area Training Centre / AJMER / WR
11. Area Training Centre / BANDIKUI / WR
12. Area Training Centre / JUNAGADH / WR
13. Area Training Centre /KOTA / WR
14. Area Training Centre / VADODARA / WR
15. Area Training Centre / MHOW / WR
16. Area Training Centre / VALSAD / WR
17. Basic Training Centre (C&W) / AJNI / CR
18. Basic Training Centre (C&W) / MATUNGA / CR
19. Basic Training Centre (C&W) / MUMBAI / CR
20. Basic Training Centre (C&W) / BHUSAWAL / CR
21. Basic Training Centre (ELECT) / MATUNGA / CR
22. Basic Training Centre (LOCO) / BHUSAWAL / CR
23. Basic Training Centre (LOCO) / JHANSI / CR
24. Basic Training Centre (C&W) / JHANSI / CR
25. Basic Training Centre (LOCO) / PAREL / CR
26. Basic Training Centre (LOCO) / JABALPUR / CR
27. Basic Training Centre (Diesel) / KURLA / CR
28. Basic Training Centre / MANMAD / CR

29. Basic Training Centre / NASIK / CR
30. Basic Training Centre / NEW KATNI / CR
31. Basic Training Centre (TRS)/ITARASI/CR
32. Basic Training Centre (C&W)/ITARASI/CR
33. Basic Training Centre (ENGG.)/JABALPUR/CR
34. Basic Training Centre (Traction DISTRIBUTION)/AJNI/CR
35. Basic Training Centre (at ELECTRIC LOCO SHED)/AJNI/CR
36. Basic Training Centre (ELW)/ BHUSAWAL/CR
37. Basic Training Centre (ELS)/ Bhusawal/CR
38. Basic Training Centre (Diesel)/ PUNE/CR
39. Basic Training Centre (ELS)/ KALYAN/CR
40. Basic Training Centre/ Car Shed/ Kurla / MUMBAI/ CR
41. Basic Training Centre/ Wagon Workshop/ JHANSI / CR
42. Basic Training Centre / JAMALPUR / ER
43. Basic Training Centre/JODHPUR/NR
44. Basic Training Centre/ BIKANER / NR
45. Basic Training Centre (C&W) / ALAMBAGH / LUCKNOW / NR
46. Basic Training Centre (C&W) / AMRITSAR / NR
47. Basic Training Centre / JAGADHARI / NR
48. Basic Training Centre/ Charbagh / LUCKNOW/ NR
49. Basic Training Centre / GORAKHPUR / NER
50. Basic Training Centre / IZATNAGAR / NER
51. Basic Training Centre / ERODE / SR
52. Basic Training Centre / PERAMBUR / SR
53. Basic Training Centre / GUNTAPALLI / SCR
54. Basic Training Centre / HUBLI / SCR
55. Basic Training Centre /LALLAGUDA / SCR
56. Basic Training Centre / VIJAYWADA / SCR
57. Basic Training Centre (C&W) / AJMER / WR
58. Basic Training Centre (C&W) / LOWER PAREL / WR
59. Basic Training Centre / DAHOD / WR
60. Basic Training Centre /KOTA / WR
61. Basic Training Centre (LOCO) / AJMER / WR
62. C&W Training Centre / TIKIAPARA / ER
63. C&W Training Centre / DHANBAD / ER
64. C&W Training Centre / AMBALA / NR

65. C&W Training Centre / GHAZIABAD / NR
66. C&W Training Centre / ALLAHABAD / NR
67. C&W Training Centre / AMRITSAR / NR
68. C&W Training Centre / GMC/KANPUR / NR
69. C&W Training Centre / REWARI / NR
70. C&W Training Centre / JAGADHARI / NR
71. C&W Training Centre / LUCKNOW / NR
72. C&W Training Centre / MIRAJ / SCR
73. C&W Training Centre / DHARWAR / SCR
74. Permanent Way Training Centre / JHANSI/CR
75. Permanent Way Training Centre / DHANBAD / ER
76. Permanent Way Training Centre /MUGALSARAI / ER
77. Permanent Way Training Centre / SADULPUR / NR
78. Permanent Way Training Centre / SHAMLI / NR
79. Permanent Way Training Centre / ALLAHABAD / NR
80. Permanent Way Training Centre / HAR1DWAR / NR
81. Permanent Way Training Centre / JAGADHARI / NR
82. Permanent Way Training Centre / JALANDHAR / NR
83. Permanent Way Training Centre /JODHPUR / NR
84. Permanent Way Training Centre / LUCKNOW / NR
85. Permanent Way Training Centre / TUGLAKABAD / NR
86. Permanent Way Training Centre / PALGHAT / SR
87. Permanent Way Training Centre / VILLUPURAM / SR
88. Permanent Way Training Centre / BANGLORE / SR
89. Permanent Way Training Centre / MADURAI / NR
90. Permanent Way Training Centre / TAMBARAM / NR
91. Permanent Way Training Centre / QUILON / NR
92. Transportation Training Centre / FEROZPUR / NR
93. Transportation Training Centre / JODHPUR / NR
94. Transportation Training Centre /KHARI-AMRAPUR / NR
95. Transportation Training Centre / KURUSHETRA / NR
96. Transportation Training Centre / LUCKNOW / NR
97. Transportation Training Centre / SHAJAHANPUR / NR
98. Transportation Training Centre / SUBEDARGANJ /ALLAHABAD/ NR
99. Transportation Training Centre / ERODE / SR
100. Transportation Training Centre / VILLUPURAM / SR

101. Transportation Training Centre / SHORANUR / SR
102. Transportation Training Centre / ADRA / SER
103. Divisional Training Centre/ BHUSAWAL/CR
104. Divisional Training Centre/ BHOPAL/CR
105. Divisional Training Centre/ DAUND/CR
106. Divisional Training Centre/ JHANSI/CR
107. Divisional Training Centre/ Karnak Bunder/ MUMBAI/CE
108. Divisional Training Centre/ NAGPUR/CR
109. Divisional Training Centre (Engineering)/ TINSUKHIA/NFR
110. Divisional Training Centre (Engineering/Tfc)/ KATIHAR/NFR
111. Divisional Training Centre (Engineering)/ ALIPURDUAR JN./NFR
112. Divisional Training Centre (Engineering)/ LUMDING/NFR
113. Divisional Training Centre (Engineering)/ AJMER /WR
114. Divisional Training Centre (Engineering)/ BANDIJI/ WR
115. Diesel Drivers' Training Centre / JAMALPUR / ER
116. Divisional Training Centre / MORADABAD/NR
117. Drivers/ Assistant Drivers' Training Centre / AJNI/CR
118. Diesel Traction Training Centre / NEW KATNI/CR
119. Diesel Training Centre / ITARASI/CR
120. Diesel Traction Training Centre / PATRATU / ER
121. Diesel Traction Training Centre / MUGHALSARAI / NR
122. Diesel Traction Training Centre / ALAMBAGH / LUCKNOW / NR
123. Diesel Traction Training Centre / BHAGAT-KI-KOTI / JODHPUR / NR
124. Diesel Traction Training Centre / LUDHIANA / NR
125. Diesel Traction Training Centre /SHAKURBASTI / DELHI / NR
126. Diesel Traction Training Centre /TUGHLAKABAD / DELHI / NR
127. Diesel Traction Training Centre / GONDA / NER
128. Diesel Traction Training Centre / MALDA / NFR
129. Diesel Traction Training Centre / GUWAHATI / NFR
130. Diesel Traction Training Centre / SILIGURI / NFR
131. Diesel Traction Training Centre / PONMALAI / SR
132. Diesel Traction Training Centre / KAZIPET / SCR
133. Diesel Traction Training Centre / GUNTAKAL / SCR
134. Diesel Traction Training Centre / RAJMUNDRY / SCR
135. Diesel Traction Training Centre (NG) / NAGPUR / SER
136. Diesel Traction Training Centre/RATLAM / WR



137. Diesel Traction Training Centre /ABU ROAD / WR
138. Diesel Traction Training Centre / SABARMATI / AHMEDABAD/WR
139. Diesel Traction Training Centre / MAHALAXMI / WR
140. Diesel Traction Training Centre / BANDRA/WR
141. Motorman Training Centre / KALYAN / CR
142. Motorman Training Centre / KURLA / CR
143. Electrical Training Centre / PERAMBUR / SR
144. Traction Training Centre / TAMBARAM / SR
145. TRD Training Centre / CHAKRADHARPUR / SER
146. Electrical Training Centre / BILASPUR/SER
147. RPF Training Centre / KURDUWADI / CR
148. RPF Training Centre / DHANBAD / ER
149. RPF Training Centre / GORAKHPUR / NER
150. RPF Training Centre / DIGBOI /NFR
151. RPF Training Centre / TRICHY / SR
152. RPF Training Centre / MAULA ALI / SCR
153. RPF Training Centre / MIDNAPORE / SER
154. RPF Training Centre / VALSAD / WR
155. RPSF Training Centre / GORAKHPUR
156. Personnel Training Centre / JODHPUR /NR
157. Thermit Welding Training Centre / LUCKNOW / NR
158. Technical Training Centre / METRO RAIL / KOLKATA
159. NDT Training Centre / RDSO/LUCKNOW
160. Simulator Training Centre / BHUSAWAL /CR

\*\*\*Replaced by Railway Board's letter No. E(MPP)2001/3/9 dated 10.7.2003 (RBE 121/2003)]

## TRAINING MANUAL

### APPENDIX - II

#### Details of Initial / Apprenticeship Training Programmes

#### APPENDIX II

#### Details of Initial / Apprenticeship Training Programmes

S. No.	CATEGORY	DURATION OF INITIAL/ APPRENTICESHIP TRAINING
<b>I . Civil Engineering Department</b>		
1.	Jr. Engineer Gr.II (Works)	1 year
2.	Jr. Engineer Gr.II (P.Way)	1 year
3.	Jr. Engineer Gr.II (Bridge)	2 year
<b>II Mechanical Engineering and Electrical Engineering Departments</b>		
1.	(a) Jr. Engineer Gr. II (W/Shop)	18 months
	(b) Intermediate App.	18 months
2.	Section Engineer (W/Shop)	1 year
3.	a) Jr. Engineer Gr. II (C&W)	18 months
	b) Intermediate App.	18 months
4.	Section Engineer(C&W)	1 year
5.	a) Jr. Engineer Gr.II (DSL)	18 months
	b) Intermediate App.	18 months
6.	Section Engineer (DSL)	1 year
7.	a) Jr. Engineer Gr.II (Elec.)	18 months
	b) Intermediate App.	18 months
8.	Section Engineer (Elect)	1 year
9.	Assistant Driver (Diesel)	9 months
10.	Assistant Driver (Electric)	9 months
### Inserted vide Railway Board's letter No. <u>E(MPP)98/3/8, dated 02.09.1999</u> (RBE 222/1999).		
<b>III Signal &amp; Telecommunication Department</b>		
1.	ESM Grade-III	1 year
2.	ESM Grade-II	18 months
3.	MSM Grade-II	1 year
4.	Telecom Maintainer	1 year
5.	Wireless Maintainer	1 year

6.	a)	Jr. Engineer Gr.II (Sig.)	18 months
	b)	Intermediate Apprentice	8 months
7.	a)	Jr. Engineer Gr.II (Tele)	18 months
	b)	Intermediate Apprentice	8 months
<b>## Substituted vide Railway Board's letter No. <u>E(MPP)94/3/17/Pt/Reconst dated 05.08.1999</u> (RBE 192/1999).</b>			
<b>IV Traffic (Transportation &amp; Commercial) Department</b>			
1.	a)	Comml. App.	2 years
	b)	Intermediate App.	2 years
2.		ASM	9 months
3.	a)	Traffic App.	2 years
	b)	Intermediate App.	2 years
4.		ECRC	3 months
5.		### Switchman	50 Working Days (2 Months)
<b>### Inserted vide vide Railway Board's letter No. <u>E(MPP)97/3/18 dated 04.05.1999</u> (RBE 134/1999).</b>			
<b>V Stores Department</b>			
1.		Jr Engineer Gr.II (Ptg.)	18 months
<b>VI Drawing Office</b>			
1.		Asstt. Draftsman (Civil, Mech. Elec. and S&T)	1 year
2.		Draftsman in Mech. Elect and S&T.	@@ 18 months
3.		Draftsman in Civil	18 months
4.		Head Draftsman (Civil, Mech., Elect. and S&T)	1 year
<b>VII Skilled Artisans of all Technical Departments</b>			
		With Matric Qualification	3 years
		With ITI Qualification or Act Apprenticeship from a non- Railway establishment	6 months
<b>%%% {VIII Chemist &amp; Metallurgist Supervisors and staff</b>			
1.		Chemical & Metallurgical Assistant (Rs. 5,000-8,000)	12 months
2.		Chemical & Metallurgical Assistant (Rs. 5,500-9,000)	12 months }
<b>^^^ IX Statistical Department</b>			
1.		Group 'D' staff	1 Week
2.		Junior Clerk	2 Months

**N.B. - Act apprentices trained in Railway establishments, when appointed as skilled artisans need not be given any initial training.**

**%%%% Inserted vide Railway Board's letter No. E(MPP)96/3/34 dated 21.09.2000 (RBE 166/2000)**

**@@ Amended vide Advance correction slip No. 1/2004 issued under Railway Board's letter No. E(MPP)2003/3/36 dated 16.3.2004 (RBE 61/2004)**

**^^^ Inserted vide Railway Board's letter No. E(MPP)99/3/2 dated 7.10.2004 (RBE 218/2004).**

## TRAINING MANUAL

### APPENDIX - III

#### Details of Refresher Courses

#### APPENDIX-III

#### Details of Refresher Courses

#### I. CIVIL ENGINEERING DEPARTMENT

CATEGORY	DURATION OF THE COURSE	PERIODICITY	Medical Classification
JE/SE/SSE/Bridge	18 working days (3 weeks)	once in 5 years	A-3
JE/SE/SSE/P.Way	12 working days (2 weeks)	once in 5 years	A-3
JE/SE/SSE/Track Machines	12 working days (2 weeks)	once in 5 years	A-3
Gate Keeper Trolleyman	12 working days (2 weeks)	once in 5 years	A-3
PWMs, Mate, Keyman, Gangman	12 working days (2 weeks)	once in 5 years	B-1
Track Machine operators	12 working days (2 weeks)	once in 3 years	A-3

### Substituted vide Railway Board's letter No. E(MPP)2003/3/35 dated 28.5.2004 (RBE 109/2004).

#### II. MECHANICAL ENGINEERING DEPARTMENT

CATEGORY	DURATION OF THE COURSE	PERIODICITY
Jr. Engineer/Sec. Engineer/ Sr Sec. Engineer (C&W)	3 Week	once in 3 years
C&W Fitter	3 Week	once in 5 years
Other Maintenance Supervisors	4 Week	once in 5 years
Assistant Driver (Diesel)	3 Weeks	Once in 3 Years
Diesel Driver (except Asst. Driver)	3 Weeks	Once in 3 Years

### Inserted vide Railway Board's letter No. E(MPP)95/19/6 dated 31.8.1999 (RBE 220/1999).

### III. ELECTRICAL ENGINEERING DEPARTMENT

CATEGORY	DURATION OF THE COURSE	PERIODICITY
Artisans (P S and OHE)	4 week	once in 5 years
Artisans (Elect. Loco)	4 week	once in 3 years
Running Supervisor	4 week	once in 3 years
Maintenance Supervisor	4 week	once in 3 years
Assistant Driver (Electric)	3 Weeks	Once in 3 Years
Electric Driver (except Asst. Driver)	3 Weeks	Once in 3 Years

### Inserted vide Railway Board's letter No. E(MPP)95/19/6 dated 31.8.1999 (RBE 220/1999).

### IV. SIGNAL & TELECOMMUNICATION DEPARTMENT

Jr. Engr / Sec. Engr.	6 weeks	Once in 5 years
Jr. Engr / Sec. Engr./ Sr. Sec. Engr.	4 weeks	Once in 5 years
		Schedule for a Maintainer
ESM/ TCM/ MSM/ WTM	3 weeks	Once in 4 years 1 <sup>st</sup> year & 5 <sup>th</sup> year

#### Equipment Course

			Schedule for a Maintainer
ESM/ TCM/ MSM/ WTM	2 weeks	Once in 4 years (Should be held two years after either refresher course or a promotional course)	3 <sup>rd</sup> year

Replaced vide Railway Board's letter No. E(MPP)2002/3/28/Pt./Reconst. dated 23.7.2004 (RBE 164/2004)

(Authority : Board's letter No. E(MPP)2002/3/28/Pt./Reconst. dated 23.7.2004.)

CATEGORY	DURATION OF THE COURSE	PERIODICITY
Jr. Engr. / Sec. Engr / Sr. Sec. Engr (Telecom)	6 Week	once in 5 years
Jr. Engr. / Sec. Engr / Sr. Sec. Engr (Signal)	4 week	once in 5 years
MSM	4 week	once in 2 years
ESM	4 week	once in 2 years
TCM	4 week	once in 2 years

## V. TRAFFIC (TRANSPORTATION) DEPARTMENT

CATEGORY	DURATION OF THE COURSE	PERIODICITY
Traffic Inspector	1 Week	once in 3 years
SM & ASM	2 Week	once in 3 years
Guard	2 Week	once in 3 years
Asstt. Guard	1 Week	once in 3 years
Trains Clerk	1 Week	once in 3 years
Cabinman	1 Week	once in 3 years
Leverman	1 Week	once in 3 years
Pointsman	1 Week	once in 3 years
Yardmaster	1 Week	once in 3 years
Switchman	2 Week	once in 3 years
Section Controller	2 Week	once in 3 years
Gateman	1 Week	once in 3 years
Platform porter	1 Week	once in 3 years
Asst. Driver	2 Week	once in 3 years
Driver Diesel	2 Week	once in 3 years
Driver Elect.	4 Week	once in 3 years
Shunter	2 Week	once in 3 years
Motorman	4 Week	once in 3 years

## VI. TRAFFIC (COMMERCIAL) DEPARTMENT

CATEGORY	DURATION OF THE COURSE	PERIODICITY
Commercial Inspector	4 Week	once in 3 years
Goods, Coaching, Parcel Clerk	1 Week	once in 3 years
TTE / TCs	1 Week	once in 5 years
ECRC	1 Week	once in 5 years
Commercial Clerk	1 Week	once in 5 years
Claims Inspector	1 Week	once in 5 years
Coach Attendant	1 Week	once in 5 years
Marker	1 Week	once in 5 years
Claims Clerk	2 Week	once in 5 years

## VII. STORES DEPARTMENT

CATEGORY	DURATION OF THE COURSE	PERIODICITY
Initial Grade Clerk	5 Week	once in 5 years
Ward Keeper / Head Clerk	3 Week	once in 5 years

#### VIII. Chemist & Metallurgist Supervisors and staff

CATEGORY	DURATION OF THE COURSE	PERIODICITY
Lab Assistant in all Grades	3 weeks	once in 5 years
Chemical & Metallurgical Assistants in all grades.	4 weeks	once in 5 years
Chemical & Metallurgical Superintendents in all grades	4 weeks	once in 5 years

### Inserted vide Railway Board's letter No. E(MPP)96/3/34 dated 21.09.2000 (RBE 166/2000)

#### \$\$\$\$ IX Statistical Department

1.	Junior Clerks	1 week	Once in 5 years
2.	Senior Clerk	2 weeks	Once in 5 years
3.	Statistical Inspector Grade III	3 weeks	Once in 5 years
4.	Statistical Inspector Grade II	3 weeks	Once in 5 years
5.	Statistical Inspector Grade I.	3 weeks	Once in 5 years

\$\$\$\$ Inserted vide Railway Board's letter No. E(MPP)99/3/2 dated 7.10.2004 (RBE 218/2004).



## **TRAINING MANUAL**

### **APPENDIX - IV**

#### **Essential features of News Letter and Annual Report**

#### **APPENDIX-IV**

#### **Essential features of News Letter and Annual Report**

- 1. Objectives of Training Institution.**
- 2. Details of courses conducted.**
- 3. Number of seats offered and utilised in each course.**
- 4. Feedback received from the field officers and supervisors on effectiveness of training and action taken thereon.**
- 5. Important innovative practices reported to the Training Centre (refer para 4.4) and recommendations emerging, during the course of training, for improvements in the performance of the Railway system with a special section on safety and customer care.**
- 6. Training methodology used - Initiatives taken in adopting new training techniques in training delivery and design.**
- 7. Information on Institutions' Library, Computer Centre, Model Rooms including additions made.**
- 8. Extra curricular activities.**
- 9. Details of publications of journals / papers by the Training Institution.**
- 10. Organisation of Training Institution and list of faculty members, indicating changes in incumbency or vacancies.**
- 11. List of important visiting lecturers invited by the Training Institute.**

## TRAINING MANUAL

### APPENDIX - V

#### LIST OF INSTITUTIONS APPROVED FOR "TRAINING OF TRAINERS" COURSE

#### APPENDIX-V

#### LIST OF INSTITUTIONS APPROVED FOR "TRAINING OF TRAINERS" COURSE

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1. Supervisors Training Centre, Southern Railway, Bangalore.
2. Administrative Training Institute Lalithamahal Road; Mysore 570010.
3. Assam Administrative Staff College, Jawaharnagar, Khanapara, Guwahati 781022.
4. U.P. Academy of Administration, Nainital, UP
5. Institute of Secretariat Training and Management, Old J.N.U. Campus, New Delhi-110067.
6. Lal Bahadur National Academy of Administration, Charle Ville, Mussoorie 248179 (UP)
7. M.P. Academy of Administration, Arera Colony, Hitkaraninagar, Bhopal 462016 (MP)
8. Sardar Vallabhbhai Patel, National Police Academy, Hyderabad - 500052.

Substituted vide Railway Board's letter No. E(MPP)97/I/3/Vol. II/Pt. dated 14.07.1999 (RBE 171/1999)

1. Supervisors Training centre, Southern Railway, Bangalore
2. Administrative Training Institute Lalitha mahal Road, Mysore 570010
3. Assam Administrative Staff College, Jawahar Nagar, Khanapara, Guwahati 781022
4. U.P. Academy of Administration, Nainital, U.P.
5. Institute of Secretariat Training and Management, Old J.N.U. Campus, New Delhi 110 067
6. Lal Bahadur National Academy of Administration, Charle Ville, Mussoorie 248179 (U.P.)
7. M.P. Academy of Administration, Arera Colony, Hitkarani Nagar, Bhopal 462016 (M.P.)