

CHAPTER-2

TRAINING FRAMEWORK OF THE INDIAN RAILWAYS

“ The major challenges before Indian Railways in providing services matching with customers’ expectations, in resource generation through improved productivity and in assimilating rapid changes in technology can be met effectively only through continuous up-gradation of knowledge and skills of Railway men and women and by developing right attitudes in them. Role of training in achieving this cannot be over emphasized.”⁶

K Balakesari (1998)

Ex Member Staff, Railway Board,

2.1 Training infrastructure

2.1.1 Training on the Railways is multi faceted: There are various types of training on the Railways- initial, refresher, promotional and special training. In terms of purpose, the training could be vocational training, updating, multiskilling training etc. Training activities include

- i. Direct Training (trainer/tutor based)
- ii. On the job coaching/mentoring

⁶ Manual on Management of Training, Ministry of Railways, issued in June 1998

- iii. Desk instructions/performance aids
- iv. Open learning
- v. Workshops etc

2.1.2 Comprehensive Training manuals: The Manual on Management of Training, Ministry of Railways provides “a framework within which the training function could be effectively managed. It explains training and development process, stages in training and their relationship with performance based issues, roles of the organization, training managers, line managers and supervisors, trainers etc in facilitating integrated approach to training”⁷. The Ministry of Railways has also issued Training manuals for each of the Departments and for the Production units, which contain the mandatory training courses to be taken by every category of employee, the duration of the courses, the frequency and the detailed syllabus. These have also recently been uploaded on the Indian Railway’s website.

2.1.3 Training infrastructure strengthened over the years: Training of its personnel has always been priority for the Indian Railways. Indian Railways has, perhaps, the best training facilities in the whole of Asia & Africa to train personnel in rail transport. These facilities have come up over the years due to the need to equip its officers and staff in acquiring knowledge and new sets of technical and

⁷ Ibid.

managerial skills in line with the changing organizational requirements. More than 2,00,000 staff is imparted training every year.

2.1.4 Training Institutes for Officers: Specialised Training Institutes undertake training of executives responsible for maintenance, operation, planning, development of infrastructure & assets, Finance and HR. These are:

- I. Railway Staff College, Vadodara
- II. Indian Railway Institute of Civil Engineering, Pune
- III. Indian Railway Institute of Signal Engineering and Telecommunications, Secunderabad
- IV. Indian Railway Institute of Mechanical and Electrical Engineering, Jamalpur
- V. Indian Railway Institute of Electrical Engineering, Nasik
- VI. Indian Railway Institute of Transport Management, Lucknow
- VII. RPF Academy Lucknow, for officers of Railway Protection Force and

2.1.5 Training facilities for Supervisors and Staff: To provide training to supervisors and other staff there are 291 training schools located over various Zonal Railways. (A list of training centers is at Annexure 2). The **Zonal Training Railway Institutes (ZTRIs)** impart training to Supervisory and other Gr C categories. To impart specific skills to categories of staff such as tradesmen,

Basic Training Centers (BTCs), Divisional Training Schools and a number of other specialized training centers are run on the Zonal Railways. The BTCs are attached to major workshops to make the training practical. On the job training is also given to staff engaged in operations and maintenance. The training institutes, particularly, the ZTRIs are equipped with laboratories, model rooms, outdoor demonstration yards, computer centers, library, hostel facilities etc.

2.1.6 Training of personnel from other countries: The Railways also undertake training of personnel from other countries, such as those from Africa, Middle East, South East Asia and the Far East in the Indian Railway Training Institutes.

2.2 Recent Initiatives

A number of new initiatives are being taken by the Railways to provide better and more comprehensive training. These initiatives have resulted in improved manpower productivity, reflected in higher traffic units per employee over the years.

2.2.1 Existing infrastructure is being upgraded : The training infrastructure of 291 Training Centres spread over the entire system including the Centralised Training Institutes and 52 Main Training Centres is being upgraded.

2.2.2 New training frontiers-Customer Care: A dedicated training institute has been set up to train different categories of staff in areas relating to customer

care. Keeping in view the changing expectations of customer service and delivery, the Railways are training about 1.25 lakh front end staff such as station masters and booking clerks in upgrading their customer care skills to provide the customers a world class customer service experience. This is expected to increase their productivity and further contribute to the efficiency of the organization.

2.2.3 Computer based training has begun: Computer based training is being imparted at the Zonal Training where training of staff of operating and commercial departments in safety related modules is being supplemented with Computer based training incorporating multimedia and interactive training.

2.2.4 More comprehensive training: The field units are proposed to be given more powers "to make liberal and extensive use of outside training facilities in IT and technology areas." Refresher courses for each of the safety categories are proposed to be made more useful by comprehensive inclusion of case studies of accidents caused due to human failure of that category of staff. "Training modules will give stress on 'know-why' and 'show how' rather than the know-how to stress on the practical aspects of the training system."⁸

⁸ CHAPTER VII HUMAN RESOURCE MANAGEMENT & DEVELOPMENT. (Online)

Available: www.indianrailways.gov.in/depts/safety/corp-sftypln-chap7.htm

(accessed 9 September 2008)

2.2.5 **'Foreign' exposure even for Supervisors:** Indian Railways has been facilitating visits by its officers to other countries. Supervisory staff is also now being deputed to foreign countries for training to give them wider exposure. The services of non railway organizations are also being utilized for developing the competence of railwaymen.

2.2.6 **Yoga:** Preliminary studies have shown that in respect of certain safety categories, there is a correlation between practicing yoga and reduction of accidents due to human error. The Railways, therefore, have incorporated yoga into the training framework. It is reported that although not compulsory, the attendance is in the range of 80-90%.

2.2.8 **Training in Disaster management:** Officers and non-gazetted categories of staff would be trained in Disaster management every five years through specially designed modules. All on-board staff are proposed to be covered by these modules.

2.2.9 As seen above, the Indian Railways have a well established training infrastructure in place and improvement in training is a constant endeavour.