GOVERNMENT OF INDIA
MINISTRY OF RAILWAYS
(RAILWAY BOARD)

No.2010/E(Trg.)13/1

New Delhi, dated 02.01.2015

The Director General,
NAIR/Vadodara

The Director,
IRICEN/Pune
IRISET/Secunderabad
IRIEEN/Nasik
IRIMEE/Jamalpur
IRITM/Lucknow
JR RPF Academy/Lucknow

Sub:- Report on Restructuring of the Probationary Training for IRSE, IRSME, IRSSE, IRSEE and IRSS.

Kindly find enclosed a copy of the Report on Restructuring of the Probationary Training for IRSE, IRSME, IRSSE, IRSEE and IRSS. Comments/Views on the recommendations specified in the above Report may be sent to this office by 2nd February 2015 positively.

(Padma Sharma)
Dy.Director(Trg.)
Railway Board

SN/4



Government Of India
Ministry Of Railways
(Railway Board)

Report
On
Restructuring
Of The
Probationary Training
For
IRSE, IRSME, IRSSE, IRSEE and IRSS

October 2014

New Delhi

1. Introduction -

1.1 With a view to revisit the training needs of the Probationers of the Group 'A' recruited through Engineering Service Examination, Railway Board vide its notification no. ERB-I/2011/23/41, dated 26.09.11 constituted a Committee consisting of following officers from Railway Board **(Annexure- I)** -

(i) Adviser (IR)	- Convenor	(ii) EDEE(M)	- Member
(iii) EDME(Dev.)	- Member	(iv) EDRE(S&T)	- Member
(v) EDRS(P)	- Member	(vi) EDCE(G)	- Member

1.2 The following were the **Terms Of Reference** for the above Committee :

(i) To revisit the training needs of Probationers of Indian Railways keeping in view the changing environment in the transport sector.

(ii) To review the contents and duration of the training module for Probationers in light of the above and also keeping in view the involving learning methodology, prevalent in the corporate sector, PSUs and other Engineering Services;

(iii) To review the period of posting against working post during the training period and suggest rearranging the sequence of theoretical and practical training, if necessary; and

(iv) To suggest appropriate pedagogy and components of blended learning.

2. Methodology Adopted -

The Committee adopted the following approach :

(i) Normatively assessing from first principles the training needs of an officer during the first 5-6 years of his service,

(ii) Adopting a historical approach,

(iii) Looking at other relevant reports / studies

- Report of the 2nd Administrative Reforms Commission **(November, 2008)**
- Report of Ayyar Committee, set up to review the structure of the probationary training of IAS Probationers **(2007)**
- Report of the Bijlani Committee, set up to analyze management training needs of the officers of Indian Railways **(1999-2000)**
- Report of EDs' Committee set up to revisit needs of IRPS, IRAS & IRTS probationers

(iv) Factoring in the syllabus of the new mid-career training programme of officers including the training being imparted by reputed academic institutions in India and abroad,

(v) Factoring in the training in private sector and some of the progressive Public Sector Undertakings, and

(vi) Stakeholder consultation on training

The Committee consulted following groups of stakeholders :

a. Young direct recruit Gr. 'A' Jr. Scale and Sr. Scale officers, who have undergone the probationary training in the recent past

b. Probationers (2009 and 2010 batch) who had been undergoing probationary training at the time of review

c. Officers in JAG and SAG, such as Branch Officers and DRMs /ADRMs, who would have directly or indirectly supervised the work of the young direct recruit Gr. 'A' officers

d. DG/NAIR and Directors of respective institutes as well as the respective training in-charges to elicit their views

In addition to seeking views in regard to adequacy/effectiveness of various components of training and suggestions in regard to the design, content and methodology of the training, the Committee also consulted stake holders on three very pertinent issues, viz.

- ✓ the issue of giving weightage to the probationary training marks in determining inter-se seniority;
- ✓ the issue of grant of long leave to those Probationers who intended to appear in subsequent Civil Services Examination. This issue is considered of a great relevance for the effectiveness of the Probationary training in light of there being a strong evidence of lack of seriousness on the part of those Probationers who are taking Civil Services Examination during their Probation period and
- ✓ the need and extent of management inputs at probationary training level.

3. Existing System -

The broad scheme of the 78 weeks Probationary Training is brought out in the following Para :

(i) The training of probationers belonging to different services has been centralized with different Institution / Railways as under :

Service	Institution
IRSE	IRICEN, Pune
IRSME	IRIME, Jamalpur
IRSEE	IRIEEN, Nasik
IRSSE	IRISET, Secunderabad
IRSS	NAIR, Vadodara

(ii) Indian Railways' Foundation Course

The Railway Foundation Course (FC) is organized for all the above mentioned services alongwith Civil Services Probationers at National Academy of Indian Railways (NAIR). The duration of Railway FC is ten weeks.

(iii) The Probationers also undergo 4 weeks Induction Course (IC) towards the later part of their Probationary training. The Probationers are also sent for 2 to 4 weeks discipline-specific professional course at a reputed management institute to have an exposure of the latest concepts, technological advancements and best practices being followed in the corporate sector in their respective disciplines.

iv) In 2007, a General Management Course of 3 months duration at IIMs was also introduced. This course was held immediately after the Phase-I professional and before the field training. This was subsequently reviewed.

v) Determination of Seniority

The inter-se seniority of Group 'A' probationers of a particular examination batch and of a particular service is decided on the basis of marks obtained by them during the probationary training as well as the marks obtained by them in the UPSC Competition (or during the apprenticeship training for SCRAs) giving weightage of marks as follows :

✓ **UPSC Marks**	-	**2050**
✓ **Probationary Training Marks**	-	**1250**
❖ NAIR : Foundation Course	-	150
❖ Induction Course	-	150
❖ Phase-I Professional	-	200
❖ Phase-II Professional	-	200
❖ Assessment by Director	-	070
❖ Practical/Field Training	-	280
❖ Posting Examination	-	200
Sub-Total	-	**1250**

In case of Engineering Services Examination, the maximum marks of UPSC competition are 1200. Therefore, for the purpose of determining seniority on the basis of above norms, the marks obtained by the candidate in the UPSC competition are normalized by multiplying with a factor of 2050 / 1200 (= 1.71083).

Similarly, for the SCRA Probationers, the maximum marks permissible during their 4 years apprenticeship period are 2400. The marks scored by them are normalized by multiplying with a factor of 2050 / 2400 (= 0.854).

(vi) Existing practice for Grant of leave to those Probationers who are taking Civil Services Examination in subsequent years -

- The present system is to give leave for appearing in the writing exams. and not for preparation.
- In the year 1999, the issue had engaged the attention of the Board when it was decided by the Board (MS) that those Probationers who intended to appear in any subsequent recruitment examination(s), should, after completing joining formalities, proceed on a long spell of leave of such duration so as to actually commence their Probationary training with the next or any subsequent batch. The same procedure was to be followed when a Probationer reported after availing leave and wanted to again appear in the subsequent recruitment examination.
- In the year 2005, the above system of taking long leave was reviewed by the Board in light of the problems being faced with it and it was decided by the Board that only a short leave may be granted to the Probationers to enable them to appear in the examination and not for preparation for the examination. This system continues at present.

(vii) Existing training schedule for the Engineering Services

The existing training schedules for the five Engineering Services are placed at **Annexure-II (i) to (v).**

4. **Practices Prevailing In Some Of The Progressive PSUs** -

The practices being followed in the Public Sector in regard to imparting of training to their Executive Trainees were also given a look with a view to acquire useful ideas. The position ascertained in this regard from a few of the progressive PSUs is brought out below :

Prevailing Practices In Some PSUs -

Unit	Duration Of Training	Contents Of Training	Details Of Training
BHEL	12 months	Technical, Financial, Management, HRM	• Initial induction classroom training of 45 days • 'On the job' training for 10½ months with mentor
SBI	18 months	Technical aspects about banking	• Foundation course for 2 months • 'On the job' training for 8 months each in 2 phases (Phase-I without powers for approvals/sanctions) • Classroom training for balance period

IOC	12 months	Engineering	• Induction training for 2 weeks • Practical field training for 4 weeks • On the job training for 10½ months (approx.)

As may be seen, all the above PSUs have only a short duration classroom induction training, whereas the 'on the job' training constitutes major portion of the training.

5. **Feedback Received From Various Stakeholders : Response Of Stakeholders** -

SL	Item	Stakeholder's Views		
		Probationers	CTIs	Committees' View
1.	Training needs of probationers to be revisited	Yes	Yes	Yes
a.	On the job training under mentor	Yes - under nominated mentors in between technical trainings	Yes - proper monitoring and weekly feedback must	Yes. Mentors should be nominated by name and weekly feedback should be sent to CTIs. Duration of this to be kept as 3 months at the last leg of probationary period
b.	Adequacy of duration of training	Adequate. Orientation towards practical training is required	Adequate	Adequate and should be increased to include CSFC at LBSNAA
c.	Common Foundation Course at LBSNAA	Yes, so as to learn the best practices of other services and developing rapport with	Yes, Modalities have to be worked out to open Railways facilities to	Yes so that feeling of oneness and exposure to knowledge of other services is imparted widening

SL	Item	Stakeholder's Views		
		Probationers	**CTIs**	**Committees' View**
		civil servants	other services so as to get Railway Prob. accommodated in LBSNAA	the horizon
d.	Joining at one time in respective CTIs	Yes	Yes	Yes, so that all can undergo training together, bringing harmony and oneness.
e.	Counting marks for seniority	No, because there is lot of subjectivity	Yes, however, not so much weightage, viz-a-viz UPSC exams. needs to be given	No, because it leads to competitiveness which is not the intention of the training. *However, the best practices of IRITM and NAIR can be studied and methodology to reduce weightage can be evolved.*
f.	Granting long leave for reappearing in Civil Services and seniority issue	Yes. Seniority should not be affected.	Yes, since training is not taken seriously by probationers appearing for Civil Services. This affects the quality of training and environment of training. Seniority issue not a concern	Yes. Since the probationer will remain a Central Govt. employee, he should be given opportunity to appear for exam. properly without disturbing the training of other candidates. However, seniority shall be governed as per rules.

6. Deliberations And Analysis Of The Issues Impacting The Probationary Training -

6.1 The probation period is the proverbial 'formative years' when an organization can create lasting impressions on the eager and open mind of a new entrant to the organization. This is the crucial period in which the young Probationers get first exposure to the organization culture and it offers a great opportunity to the organization to imbibe appropriate professional values in the young minds.

6.2 Beside handling the delicate issue of imbibing appropriate professional values, the Probationary training should aim to impart the Probationers with the knowledge, skills and competencies to enable them to effectively shoulder the responsibilities of the various posts held by them in first 4-5 years of their service, i.e. in Jr. Scale and Sr. Scale posts, where-after the officers would become due for exposure to next training, viz. the JA Grade Promotional Training Capsule which would be expected to impart relevant managerial skill sets to prepare the officers to effectively discharge the responsibilities of a JA Grade assignment, say of a Branch Officer in a Divisional set up.

6.3 Broad expectations from the Probationary Training so spelt out, the Committee has examined various issues impacting the Probationary Training. The Committee has also drawn from the 2nd ARC Report, the Ayyar Committee Report as well as from the Bijlani Committee Report, as found relevant to the present exercise.

6.4 The following Para bring out the analysis :

(i) Foundation Course at LBSNAA, Mussoorie - There is no denying the fact that the Combined Civil Services Foundation Course, held for different Civil Services at Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, provides a great and unique opportunity for developing *'spirit de corps'* and fostering appropriate attitudes and values in the young minds of the Probationers belonging to different Services. The importance of imbibing these values right in the beginning of the career of the officers can hardly be over emphasized. Both, ARC and the Ayyar Committee, have also emphasized the importance and relevance of the above Foundation Course. The ARC goes on to add that all Services including Technical Services which do not undergo the Foundation Course at present, should also be included in the course. ARC has also recommended that it would also be appropriate if this course could be conducted at a single institute like the LBSNAA.

(ii) Desirability Of Inculcating Right Values And Attitudes - The Ayyar Committee has laid down very high emphasis on the desirability of inculcating right values and attitudes in the minds of young Probationers. It identified following three values and attitudes that should be instilled during the Probationary training and later reinforced in mid-career training :

(a) Personal values and attitudes, such as integrity (Financial and Intellectual), work ethic, inner strength and self confidence to face the tough challenges and crisis in life and career.

(b) Professional values and attitudes, such as professional integrity, commitment to the Constitutional values, principles of good governance and public life, such as accountability, outcome orientation, transparency, responsiveness, rule of law, honesty, openness & objectivity and nation building.

(c) Leadership and Team Work Qualities - Even though the Combined Civil Services Foundation Course at Mussoorie also addresses the issue of inculcating right values and attitudes, yet, in the present day context, when erosion in the values of the society at large has become a matter of grave concern, the present Committee has considered it desirable that above values are further reinforced in the course of the Probationary Training at Indian Railway's end. The emphasis on inculcating right values and attitudes during the course of the training of the Gr. 'A' Probationers would have still greater relevance for the Indian Railways in view of the position that the Engineering Services Probationers do not undergo the Civil Services Foundation Course at Mussoorie.

(iii) Developing OLQs - Several of the respondents have observed that inculcating Officer Like Qualities (OLQs) is also one of the key objectives of the Probationary training which needs greater attention. Several suggestions in this regard have been received. The Committee notes that the objective of developing OLQs cannot be seen in isolation from the objective of the overall development of the Probationers. However, the Committee noted following concerns in this regard which need to be appropriately addressed :

(a) The attitudes and behavior of an individual get conditioned and frozen by the response one receives against his/her behavior/actions. It is of utmost consequence that Probationers are made to feel important and their problems & complaints are given due consideration and are promptly attended to. At the CTIs, the Probationers need to be well taken care of right from their first arrival at the CTI. Similarly, The Probationers must be looked after well when they visit field units for training. This will instill the desired sense of authority and command in the minds of the Probationers. Many Probationers have spoken about laxity in the arrangements and system's response at CTIs in comparison to the position existing at LBSNAA and even at Officers' Training Institutes in the states. It has been suggested by them that the CTIs in Railways to adopt the systems and practices as exist at the LBSNAA.

(b) Many of the Probationers come from small towns/village background. They are not familiar with appropriate mannerisms. It will be worthwhile to expose the Probationers to a short course in protocol, etiquettes and mannerisms.

(iv) On the issue of grant of a year's leave to those taking Civil services Examination in subsequent years, Heads of CTIs and the training in-charges for the three Services have voiced strong concern in regard to the lack of seriousness towards the probationary training on the part of the Probationers who take Civil services Examination during their Probation. It has been brought out that this malaise has been spoiling the overall environment and discipline in the Training Institutes. It has also been indicated that the system of giving weightage of probationary training marks in determining seniority has also not proved to be of much help as the Probationers have far greater stakes in Civil Services Examination.

The Committee considers the above issue to be a major irritant in the probationary training structure, which, if not tackled appropriately, would continue to vitiate the training atmosphere. The Committee is of the firm view that the problem can be solved only by having a system wherein the Probationers are required to proceed on long spell of leave of such duration so as to actually commence their probationary training with the next or any subsequent batch. The Ayyar Committee has also taken a serious note of the above problem of lack of seriousness on the part of the Probationers, being faced by various Training Institutes and had made similar recommendations.

(v) Duration Of The Probationary Training - The Probationary training has manifold objectives, viz., to instill in the new recruit the ethos of public service, to facilitate an understanding of the structure of the government machinery and the role of its different components and to impart the skills and knowledge necessary for performing a specific job. Developing of 'spirit de corps' amongst the Probationers of different Gr. 'A' Services of the Government of India is another key objective. The Committee is of the view that the present $1\frac{1}{2}$ years duration of Probationary training is fairly appropriate keeping in view its manifold objectives. The 2nd ARC had also considered this issue and held the view that the duration of the probationary training should not be reduced.

(vi) System Of 'On The Job' Training - The questionnaire based survey, conducted to obtain the perception/views of officers and Probationers belonging to various services, has revealed an all round dissatisfaction with the present system of field training which is seen to be not well structured. Almost all the respondents to the questionnaire have indicated 'on the job' training as the preferred option for the field training. The probationary training for the IAS Probationers also has the age old and time tested tradition of 'on the job' training by way of district training of which a considerable portion involves holding independent charge of various posts on the district. The probationary training of the Indian Customs & Central Excise also has an 'on the job' training component of 3 months duration towards the end of the probationary training. In all the public and private sector undertakings, of which position has been obtained by the Committee, the 'on the job, training constitutes major component of the entry level training. The Bijlani Committee, in its

reports published in the year 2000, also recommended 'on the job' training for Probationers of all Services.

This Committee also notes that the existing field training structure does not bring about desired seriousness. The Committee is of the view that the problem can be tackled by better structuring the present system of 'field training'. The Committee recommends that the field training should also have a component of 'on the job' training wherein the Probationers are made to handle actual charge of the working posts under close supervision and mentoring.

The six months reduction in earlier Probation period of 2 years is actually 'On the Job' training & should continue and to be seen in that perspective.

The Committee views that 'on the job' training format would offer to the Probationers a much deeper understanding of the rules and regulations and their application in actual practice. The 'on the job' training format would also render to the probationers first hand exposure of the working systems of the Indian Railways and its organizational work culture. This exposure would also help the Probationers gain deeper and contextual appreciation of the theoretical inputs that are given to them from time to time. This will also give a greater comfort level and confidence to the Probationers in independently handling the charge of the working posts.

The Bijlani Committee had recommended 22 weeks of 'on the job' training for probationers of all Services. However, this Committee is of the view that the duration and timing of the 'on the job' training may differ for different Services depending on the quantum of theoretical inputs required to be given to the Probationers of the respective Services before the Probationers are adequately prepared to take on the 'on the job' training. Sensitiveness of the decisions required to be taken by the Probationers in performance of their duties on the working posts would also be an important consideration. The Committee has further fine-tuned the structure of the 'on the job' training component, benefitting from the feedback received from the Probationers as well as from their mentors with regard to this training module.

(vii) <u>System Of Mentoring</u> - The Committee recommends that 'on the job' training of the Probationers should be imparted under the 'mentoring' system, as is being done in the case of IAS Probationers. The 2nd ARC has also appreciated the system of 'mentoring' of IAS Probationers by the District Collector. BHEL and State Bank of India also follow the mentoring approach towards training of their new recruits in the officer/managerial cadres. A mentor would be expected to guide and personally coach the Probationer while the Probationer works on the working post under the overall supervision of the mentor so that the Probationer is able to gain maximum out of the 'On the job' training.

(viii) <u>Pedagogy</u> - Several respondents have pointed out inadequacies in the teaching methodology suggesting greater use of various teaching aids. The Committee

has found merit in the following observations/concerns and suggestions of various stakeholders :

- Problem solving approach should be used rather than telling provision of codes and manuals. Lectures on all topics should be followed by case studies, problem solving and then suitable tests on the topic.
- There should be greater use of audio-visual aids, corporate film, business games, quiz competition etc.
- There should be more group activities such as group projects/ presentations to give experience of team working and developing 'spirit de corps'.
- There should be a quiz-like programme at the end of every month for evoking participation, which should be conducted by probationers themselves under the guidance / supervision of some SAG officers invited from any of the Railways.
- More lectures by Railway officers of senior and middle management may be organized to bring about greater practical orientation. The honorarium amount may be raised to attract guest speakers
- Practical assignment may be given during field training.
- It would also be a good idea to send the Head of the Training Institutes and the Faculty to LBSNAA, Mussoorie for exchange of ideas in this regard. The Committee, however, notes that a lot needs to be done in the area of developing case studies and training videos, as presently not much content of immediate relevance to the Indian Railways is available. Development of case studies is a specialized field requiring involvement and supervision of academic for which Institutes should be assisted by suitable financial delegations and outsourcing some activities.

(ix) System Of Supervision Of The Field Training - Presently, there is a system of maintenance of daily diaries by the Probationers which are seen by the training in-charges. The respective training in-charges also take feedback and evaluate the performance of the probationers during field training. However, the feedback received from various stakeholders brings out that supervision and support during the field training is quite inadequate and the monitoring systems of the CTIs need to be strengthened. It has also been commented that the field training is loosely structured and the Probationers are not taken care of during the field trainings.

This committee has recommended inclusion of a component of 'on the job' training to make the field training more focused and productive. System of mentoring has also being recommended. The Probationers would also be required to give weekly feedback to their training in-charges about the new things learnt by them during the week. In this way, the problem of supervision and support will be largely taken care of in the 'on the job' training format. However, a component of the field training would continue to be in the

conventional 'field attachment' form. There would be need to strengthen the system of supervision and support for this component by introducing a system of weekly feedback through e-mails and regular telephonic interaction of the Probationers with the respective training in-charges.

(x) Management Inputs - The Committee also delved on the issue of need and timing of imparting the General Management as well as the functional management inputs through top of the rung Management institutes. The Committee noted that in comparison to many public sector and other undertakings, in the Indian Railways a Probationary officer, when posted, is called upon to manage much larger number of functions under his/her responsibility and the tasks expected from the officers are much more complex and have a wider span of control. The Committee also noted that the Probationers come from a variety of academic streams and hardly any one has any exposure to the principles and practices of management. The Committee, accordingly, viewed that there is a need to give some management inputs to the young Probationers to equip them to better manage their work in the initial 4-6 years of their service. It was appreciated that the officers would again need to be given further management inputs in $4^{th}/5^{th}$ year of their service to prepare them to shoulder higher responsibilities of the posts of Branch Officers on the Divisions or other equivalent posts. The Bijlani Committee had also held similar views in the matter.

Management inputs during the Probationary training should aim at developing personality and leadership skills of the Probationers to enable them to better lead small teams within their departments. **The Committee is also of the view that the creative and inquisitive young minds of the Probationers should also be given exposure to the best practices in their respective professional areas by way of short duration management capsule in reputed management institutes.** The management input may be organized towards the end of their probationary training by which time they would have become familiar with the working of their respective department so as to enable them to better appreciate the theoretical inputs in the real life work situations.

The Committee noted that recently a 3 months management training capsule has been introduced for all Gr. 'A' Probationers immediately after their NAIR Foundation Course. This training has been arranged at IIMs. The Committee, however, viewed that the required management inputs could be given in a much shorter duration. On the issue of the timing of the Management inputs, the Committee viewed that Probationers will be able to better relate to and benefit from the managerial inputs once they have had some amount of exposure of the working of the Railways. Since the Probationers would also be expected to undergo 'on the job' training for some length of time in the course of the Probationary training, it was viewed that the management inputs may be given towards the end of the Probationary training by which time the Probationers would have gained some working experience.

The Committee recommends 2-3 weeks of General Management capsule at suitable reputed Management institutes like IIMs/XLRI/MDI/ISB. The contents of the training may be finalized by the NAIR/BRC and Director of the respective Institutes in consultation with the management institutes. The Committee also recommends that in the course of the Probationary Training, there should be greater emphasis on group activities, such as group projects/ presentations etc. to develop communication and interpersonal skills. Greater use of tools, such as case studies, business games and quiz competitions etc. will also contribute towards this end.

(xi) Selection of the Head of the CTIs and Faculty Members - Importance to selection of the Head of any training institute can hardly be overemphasized. The leadership and direction provided by the Head of Training Institute is of critical importance in building both prestige & capacity of the institution, particularly in attracting good faculty. However, the existing system of selection of the Head of CTIs is not at all conducive to attracting persons with right competencies. The post of DG/NAIR is in GM's grade which is filled up from out of the candidates empanelled for the post of GM. However, hardly any empanelled officer shows keenness to join as DG/NAIR since everybody aspires to become Open Line GM. Holding the post of DG/NAIR also has the disadvantage of loosing chance for further promotions. The system of appointment of the Faculty Members also does not help attract competent persons.

The ARC has observed that Seniority is not always the best criteria for selecting the head of a government training institute. Rather, it is important that an officer, who has real interest as well as experience in training in his / her earlier assignments, is selected to head the training institutes. It recommends a professional head hunting approach to select heads of training institutions. The ARC notes that suitable incentives also need to be provided so that the best possible person is identified and made available to training institutions. It has recommended that the same principle should apply for selection of faculty members. It would be useful to have a balanced blend of academic and officer faculty.

The Ayyar Committee has recommended that it is important for the Government to take exceptional care in appointing the Director and that once appointed, the Director should stay for a term of four or five years, and that this should be made clear at the time of the appointment. The Ayyar Committee has also emphasized the need for induction of Faculty from academics to provide outsider's perspective in the training of the civil servants. There is a pressing need to revise our policies and systems in regard to appointment of Heads and Faculty of our training institutes to facilitate selection of persons with right aptitude and inclination. Indian Railways can suitably borrow from the 2nd ARC Report and the Report of the Ayyar Committee.

(xii) Institution Building - The Committee recognized the importance of creating right kind of enabling environment for the CTIs to facilitate them to grow into Centres of Excellence. It strongly advocates that the CTIs need to be given greater financial and operating autonomy.

Training program of the probationers is exhaustive 78 weeks period which encompasses not only class room training, but extensive field training also. These modules are interspersed with examination/assessment tests which are very much like the professional post graduate courses from any university / institute. It is proposed that the Probationers be awarded M.Tech. degree on successful completion of the training program from a UGC recognized institute / university.

This will not only bring a degree of seriousness in the probationers, but also will reward the successful officer with an additional qualification. It can also be thought of making this an essential requirement for officers aspiring for posting at Research & Design or Training Institutions. The proposed plan of awarding degrees can later on be expanded to train persons from outside Railways in the field of railway transportation. These officers will form the pool of trained workforce from which the ancillary/support industries to Railways can draw upon. In return, the training institutes may also gain the much desired financial & operating autonomy.

(xiii) The Scheme Of Probationary Training Marks Impacting Seniority - The scheme giving weightage of the marks obtained during the Probationary training in determining the seniority was introduced on Indian Railways to tackle the issue of lack of seriousness on the part of the Probationers towards the probationary training. The inter-se seniority within a batch happens to be quite a significant factor governing promotions up to very senior positions. It was considered that prospect of climbing up in the inter-se seniority position would be a very big incentive for the probationers to motivate them to do their best in the training.

The feedback received from the training institutes reveals that the problem of lack of seriousness towards the training still persists and is a major cause of concern. In the course of its interaction with the training institutes, the Committee noted that the fact that a large number of Probationers take subsequent Civil Services Examination during their probationary training has been the root cause of the problem of lack of seriousness, since such Probationers focus only on the Civil Services Examination in which they have much higher stake. For them, loss in seniority is of minor consequence in comparison to getting into IAS or any other Service of greater value to them.

The Committee had detailed discussions with various stakeholders, including probationary training in-charges for the respective training and the Heads of the training institutions, on the issue of giving weightage of the training marks in determining the seniority. The views of Probationers and young officers in

Jr. Scale and Sr. Scale were also sought by way of a questionnaire. The response has been a mixed one.

The Committee has had detailed deliberations on the issue. It notes that the scheme, in its present form, suffers from several flaws as brought out in the following Para :

(a) The relative weightage given to the UPSC marks and training marks is lopsided even though, on the face of it, it may appear to be of reasonable order. This is because the spread of UPSC marks is too small in comparison to the spread of Probationary training marks. Marks obtained in the Civil Service Examination by the top ranker and the bottom ranker of any service, leaving aside the candidates selected against reserved vacancies, may at best differ by 1 percent. In fact, in any Service one may find several candidates with exactly same UPSC marks. In contrast, the training marks can easily differ by 10-20 percent. Thus, the effective weightage of probationary training marks becomes many times in comparison to the UPSC marks and consequently, it is the Probationary training performance which primarily determines the overall merit and the seniority, even though the weightage for UPSC marks, on the face of it, is more than 2/3rd. Certainly, giving such a high effective weightage to the probationary training marks would not have been the intention of the policy makers.

(b) There is a great deal of subjectivity in the evaluation of the performance of the probationers during different training capsules. The evaluation process is such that personal biases are bound to creep in. It would be, nay, impossible to do away with the personal biases and the elements of subjectivity. In such a situation, the system of giving weightage to the marks obtained during the probationary training in determining seniority would also have grave risk of infusing unhealthy competition amongst the Probationers.

(c) In the present scheme of evaluation, emphasis is given to performance during various written examinations. There is little/no weightage to performance in presentations, group tasks etc. to judge communication, inter-personal skills and leadership qualities. Thus, the evaluation is not a true reflection of the knowledge, competencies and skills of the probationers and may also not have any co-relation with the performances of the officers on working posts. In this regard also the scheme does not appear to be of much relevance.

(d) Generally, the purpose of training is quite different from the one of the recruitment process. The objective of the recruitment process is to select the best candidates. After the selection of candidates, the training is imparted to them to hone their skills and competencies and to equip them with the necessary knowledge about the job. Communication and inter-personal skills and leadership qualities are competencies as

much relevant for the job as is the job related knowledge. Further, in the specific context of the Government sector, imbibing the probationers with the right kind of values and attitudes including 'spirit de corps' is also viewed as an important objective of the initial training. However, the evaluation system downplays overall development of the Probationers by excessively focusing on testing of the knowledge acquired by the probationers by way of various written examinations. Thus, the scheme does not further the primary objectives of the probationary training.

(e) The scheme of giving weightage of the marks obtained during the Probationary training in determining the seniority of the probationers is also not in sync with the HRM policies and philosophy of the Indian Railways in regard to career advancement, as brought out below -

- The promotions to almost all levels are broadly governed by the seniority-cum-fitness criteria based on 'bench mark' system. All the officers, who obtain ACR ratings above the prescribed bench mark, are considered for promotion in order of their seniority, without there being any further differential treatment on the basis of their relative ACR ratings. Thus, if the bench mark happens to be 'good', all those officers who have secured 'good', 'very good' or 'outstanding' ACR ratings, are treated at par, while they are considered for promotions in order of their inter-se seniority. The 'outstanding' ones do not supersede 'very good' ones or 'very good' ones do not supersede 'good' ones and further, amongst two 'outstanding' or two 'very good' performances there is no preferential treatment to the better one of the two. In the scheme for promotion from Jr. Scale to Sr. Scale the benchmark is 15 points. Thus, all officers, who obtain 15 or above points, qualify for promotion and are considered for promotion in order of their inter-se seniority position.
- In contrast, during the probationary training every mark matters for seniority determination. In a batch there would be many probationers whose performance could broadly be considered as 'outstanding'. However, even within such a group even slightest difference in marks can alter their relative seniority positions. Thus, the scheme of giving weightage of the marks obtained during the Probationary training in determining the seniority does not also fit into the overall HRM policy framework. The Committee is of the view that the Probationary training scheme should not be more stringent than the scheme for promotion from Jr. Scale to Sr. Scale. Therefore, all those probationers who obtain marks somewhat equivalent to score of 15 (overall rating 'good') should qualify in the training and be treated at par. Within this group of qualified Probationers, there should not be any supersession. In other words, their inter-se seniority should not be disturbed.

- **In the light of the above, the Committee is of the view that the scheme of taking into consideration the performance during the probationary training in determining the seniority of the probationers is not benefitting the Administration in any way. Rather, it is becoming counterproductive.** While, it is important that probationers take their probationary training seriously and develop required competencies and skills, it is really of not much consequence that they have to give outstanding performance in various written examinations during the training. On the contrary, **the training should facilitate all round development of the Probationers and endeavour to imbibe values which are necessary for public service and good governance.**
- The Committee also noted that in the case of IA&AS and Indian Customs and Central Excise Service also, the marks obtained during the Probationary training are not counted for determining the inter-se seniority.

6.5 Further Interaction With Union Public Service Commission :

(i) In the meantime, Government of India (UPSC) have appointed a Committee of Experts to review the existing structure of Engineering Services Examination and suggest necessary changes. According to the notification vide UPSC's no. F/2/4/2012-EI(B), dated 04.12.12, the Committee comprises of Prof. R. Natarajan, former Chairman/AICTE (as Chairman); Shri A.K. Vohra (Retd. MS/R.Bd.), Shri S.K. Mittal (Retd. DG/CPWD), Prof. A.K. Jain (Head/C.E. Deptt./University of Delhi), Prof. K.K. Agarwal (VC, IP University) & Shri Vinay Modi (Representative from industry) as the Members and Additional Secretary (RER)/UPSC as Member Secretary.

(ii) This Committee held four Workshops at Jaipur, Ahmedabad, Guwahati and Bengaluru between September 2013 and February 2014 in which various stakeholders of Engineering Services Examination, i.e. Ministry of Railways, CPWD, Telecom Departments, Army etc. participated, alongwith faculty from various renowned academic and research institutions. During the deliberations, various thoughts were exchanged, so that the scheme of Engineering Services Examination may be better streamlined and joining of successful candidates may be possible at the earliest opportunity after completing their Graduation Degree and better candidates opt for Engineering Services Examination instead of aspiring for other private or public sectors.

(iii) Based on deliberations of these Workshops and interaction with the UPSC's Committee of Experts, the following points were considered appropriate and are being included in this report for consideration of Ministry of Railways (the Nodal Ministry for ESE) and communicating to Govt. of India (UPSC) accordingly.

(a) The present system of two tier examination (written & personality test) needs to be converted to **three tier examination for ESE** in which one Preliminary Examination would be quite useful & fruitful for screening the huge number of candidates (about 2 lacs for total 800 posts every year).

(b) It was opined that **UPSC should hold Preliminary Examination for ESE** and screen the candidates from two lakhs to about 10,000 or so for Main Examination, so that arrangements are required to be made for less number of serious candidates.

(c) **Number of attempts** for appearing in ESE should be limited to **FOUR**, as also prescribed for the Civil Services Examination. It will encourage the seriousness of candidates and moreover, higher entry age group in the prestigious services could be avoided.

(d) **Syllabus** needs to be updated and has to be dynamic with the changing times.

(e) Knowledge testing of candidates is necessary through both objective and subjective examinations; because while **objective tests** check the knowledge in width, the **subjective papers** are required to assess the knowledge in depth.

(f) **Cut-off marks** need to be specified for eligibility of candidates appearing in ESE and it may be kept as 50% passing marks in B.Tech. Examination. This limit may, however, be relaxed to 45%, if the candidate has the qualification of M.Tech. also.

(g) Some questions on **Ethics** and **Integrity** may be part of examination paper, as in CSE. **Leadership** quality is also required to be tested, because an officer in the Junior Scale has to lead a big force of about 200 persons in the field on posting after the probation period.

(h) Schedule of Examination needs modification and the **Proposed Revised Pattern & Schedule** is proposed as under with **Summary Of Calendar** enclosed as **Annexure II**.

(1) The proposed new scheme for Engineering Services Examination shall comprise of three parts :

Part A.	-	Preliminary Examination	:	400 Marks
Part B.	-	Mains Examination	:	600 Marks
Part C.	-	Personality Test	:	200 Marks

(2) Engineering Services Examination (Preliminary) shall be held on **Second Sunday of February** every year. The examination pattern shall be as under :

It shall comprise of the following two Objective Papers -

- **Objective Paper-I** : **General Ability Test**

  Duration : 2 Hours (from 09.00 hrs. to 11.00 hrs.)
  Max. Marks : 100
  Comprising of : Part 'A' - General English
  Part 'B' - General Studies, including questions on Ethics and General Management

- **Objective Paper-II** : **Engineering Discipline Test**

  Duration : 3 Hours (from 14.00 hrs. to 17.00 hrs.)
  Max. Marks : 300
  Comprising of : Multiple choice questions to judge ability to understand the subject with wider spectrum in breadth, alongwith concepts of design and related Technical Ability, Aptitude & Skill from the concerned Engineering disciplines

(3) Result of ESE (Preliminary) shall be declared by UPSC by **15th April**.

No. of candidates equal to about 12 times the notified vacancies for the year shall qualify for appearing in ESE (Mains); based on total cut-off marks for the year (with minimum 30% qualifying marks in both the Papers)

(4) The successful candidates shall be required to apply on-line for ESE (Mains) by **30th May**.

(5) Engineering Services Examination (Mains), with Conventional Papers, shall be held on two days on **3rd set of weekends (Saturday & Sunday) of July** every year (i.e. the dates will fall between 15th and 22nd July).

(6) ESE (Mains) will comprise of the following **Conventional Papers** :

Day - 1 : **Saturday**

- **Paper-III** : **General Studies**

  Duration : 2 Hours (from 09.00 hrs. to 11.00 hrs.)
  Max. Marks : 100
  Comprising of : General Studies with Management Skills, Leadership, Ethics, Integrity, IT applications etc.

- **Paper-IV** : **General English & Rajbhasha**

  Duration : 2 Hours (from 14.00 hrs. to 16.00 hrs.)
  Max. Marks : 100 (only for qualifying & marks not to be added)

Comprising of : General English, Essay, Précis, Translation to/from Rajbhasha etc.

Day - 2 : **Sunday**

- **Paper-V** : **Engineering Discipline - I**

  Duration : 3 Hours (from 09.00 hrs. to 12.00 hrs.)
  Max. Marks : 250
  Comprising of : Descriptive & analytical questions for half of the subjects of complete syllabus.

- **Paper-VI** : **Engineering Discipline - II**

  Duration : 2 Hours (from 14.00 hrs. to 17.00 hrs.)
  Max. Marks : 250
  Comprising of : Descriptive & analytical questions for the remaining half of the subjects of complete syllabus.

(7) In this way, the ESE (Mains) shall be conducted by UPSC for only about 8000 to 9000 candidates, while presently; the arrangements are required to be made for about 2 lakh candidates; thereby, huge reduction in efforts & workload.

Result of ESE (Mains) with only about 9000 candidates appearing the ESE(M) shall be declared by **end of September**. Marks of ESE(Prelims.) shall also be added to the marks of ESE(Mains) while preparing list of successful candidates for Personality Test for ESE.

(8) Interviews (Personality Test) for the successful candidates (about 2000 to 2400 nos.) shall be held at UPSC during the period : **1st November - 15th December**.

(9) **Medical Examination** for all the candidates called for interview shall be organized by Ministry of Railways at their Zonal Railway Hospitals (as already agreed by DG/Railway Health Services/MOR) within 10 working days subsequent to the date of interview of the respective candidates.

Medical Examination Reports for all the candidates, who attended the Personality Test at UPSC, shall be submitted by the notified Railway Hospitals to Ministry of Railways, latest by 15th January.

(10) **Final Result of ESE** after interviews shall be declared by UPSC by the **end of January**.

(11) Based on Final Results by UPSC and Medical Examination reports from Railway Hospitals for each candidate, Allotment of Services to the successful candidates shall be done by Ministry of Railways

in the month of February and Appointment Letters shall be issued within the **First Week of March**.

(12) **Date of Joining** of various Services to the successful candidates will, thus, be **First Monday of April** every year.

(v) It would be better if various Ministries, participating in Engineering Services Examination have proper communication regarding their services and job requirements through their websites/information system or through newspapers or similar media; so that candidates appearing for ESE and opting for various services may have a clear understanding of the services and in turn self-judging their suitability to various services for their career.

(vi) Based on above discussion, the proposed scheme and schedule of Engineering Services Examination may be summarised as under, which clearly specifies the dates for ESE (Prelims), ESE (Mains), Personality Test, Medical Examination and Date of Joining to respective Engineering Services, as covered through ESE -

Proposed Scheme And Schedule For Engineering Services Examination

SL	Activities	Time Frame
1.	**Engineering Services Examination (Preliminary, if recommendations are accepted) -**	**Second Sunday of February** (i.e. between 8th and 14th Feb.)
1.1	Objective Paper-I : General Ability Test	
1.2	Objective Paper-II : Engineering Discipline Test	
2.	**Result of Engineering Services Examination (Prelims.)**	**15th April**
3.	Last Date for **Application to ESE (Mains)**	**30th May**
4.	**Engineering Services Examination (Mains) -**	**Two days on 3rd Set of Weekends (Sat. & Sun.) of July** (i.e. between 15th and 22nd July)
4.1	Paper-III : Engineering Discipline - I	
4.2	Paper-IV : Engineering Discipline - II	
5.	**Result of ESE (Mains)** {Marks of ESE(Prelims.) shall also be added to marks of ESE(Mains) while preparing list of successful candidates for Personality Test}	**End of September**
6.	**Personality Test** (Interviews) Max. Marks : 200	**1st November - 15th December**
7.	**Medical Examination** {For candidates, appearing in Personality Test}	Within 10 Working Days to date of Interview of Candidate (In Railway Hospitals)
8.	Submission of **Medical Examination** Reports to Ministry of Railways {for all the candidates}	**15th January**
9.	**Final Result** of ESE after Personality Test	**End of January**
10.	**Allotment of Services** by Ministry of Railways	**End of February**
11.	**Appointment Letter** issuing by Ministry of Railways	**First Week of March**
12.	**Date of Joining** to Respective Engineering Services	**First Monday of April** (i.e. between 1st and 7th April)

7. **Proposed Revised Training Schedule** -

The proposed training schedules for the five Engineering Services are placed at **Annexure-III (i) to (v).**

8. **Recommendations** -

SL	Items	Recommendations	Action Required By
1.	Common Foundation Course at LBSNAA, Mussoorie	• All probationers be asked to join at respective CTIs at one date and further they would be undergoing Common Foundation Course alongwith other Services. • The Annual Calendar for ESE, as proposed in Para 6.5 above needs to be implemented by Govt. of India.	• To ensure that all probationers join at one date, it is essential that their orders from Railway Board are issued in time, which otherwise get delayed because of delayed result of their Medical Examination, conducted at Central Hospital, Northern Railway. It is proposed that the activity of medical examination be decentralised to accommodate Probationers, so that their Fitness Certificate is available in Board's Office for issue of their orders in time. • Establishment Directorate should coordinate with UPSC and advise them MOR's (Govt. of India) decision for the revised scheme & calendar for ESE. • To ensure that probationers undergo Common Foundation Course at Mussoorie, DG/NAIR and Training Directorate should finalise the modalities with DOPT & LBSNAA/Mussoorie.
2.	Inculcating right values and		

SL	Items	Recommendations	Action Required By
	attitude -		
a.	Personal values and attitudes	By introducing a short course of one week for ethical training, their personal values and attitudes can be influenced. This Course should form part of Foundation Course being conducted by NAIR, Vadodara. To that extent, duration of Foundation Course needs to be increased.	NAIR/Vadodara to select suitable institute for imparting training module of one week to probationers of all Services. Letter from Railway Board authorizing CTIs already exists (letter of 2008).
b.	Professional values and attitudes	This gets covered in Item 1 above where probationers are exposed to the best practices and principles of good governance and public life at LBNSAA.	Foundation Course at LBNSAA, Mussoorie would help in this regard.
c.	Leadership qualities & team work		
3.	Developing Officer Like Qualities (OLQs) -		
a.	Improvement in systems at CTIs	Faculty members and associated staff be exposed to the existing practices at good academies.	Respective CTIs to nominate associated staff and faculty for a short course of 3-4 days.
b.	Etiquettes & mannerism		
4.	Granting long leave of one year for appearing in Civil Services Examination	It is recommended that to avoid indiscipline and spoiling of overall environment in the Training Institutes, the candidates who are not interested for the time being in Training for want of leave for preparing Civil Services Exam be allowed to proceed on one year leave by bringing the probationers at bottom	DOPT may be approached to decide the issue of seniority of such probationers, who have availed this facility.

SL	Items	Recommendations	Action Required By
		seniority within the Batch.	
5.	Duration of Probationary Training	$1\frac{1}{2}$ years of probationers training is considered to be appropriate. However, duration of CSFC needs to be included over and above 78 weeks of training.	Necessary changes in the schedule for the next Batch needs to be worked out by Training Directorate in association with the concerned Technical Directorates.
6.	System of 'On Job' Training	Field training should be oriented towards specific items for which 'On-the-Job' Training at the end of Phase-I and similarly, before their posting needs to be introduced.	Respective CTIs to coordinate with nominated Railways.
7.	System of mentoring	A mentor for group of probationers (maximum 3) be nominated to act as Personal Guide/ Coach during their 'On-the-Job' Training.	Respective Directorate to nominate Mentors and some financial authority be specifically assigned to them for taking care of the additional workload and nominal allowances. Mentors need to be reviewed after every 3 years since their job is similar to that of a faculty member of an Institute.
8.	Pedagogy	The Institute should be assisted by suitable financial delegations for outsourcing the activities like preparation of case studies, calling lecturers from reputed institutes and for developing training videos etc.	Railway Board to issue the delegation of authority, commensurate with the activities.
9.	System of supervision of the field training	Gets covered in Items 6 & 7.	Gets covered in Items 6 & 7.

SL	Items	Recommendations	Action Required By
10.	Management inputs	It is recommended that a Management Capsule of 2 weeks be made part of the Induction Course at NAIR/ Vadodara wherein academicians from reputed management institutes be called.	Training Directorate needs to issue sufficient authority to NAIR/Vadodara and Directors of respective Institutes for calling eminent speakers, captains of industry and achievers in various fields for taking such course.
11.	Selection of the Head of the CTIs & Faculty Members	The selection procedure defined in Training Manual needs to be adhered to.	Action required by all Board Members in ensuring that there is no deviation from the already set norms.
12.	Infrastructure improvements requiring financial and operating autonomy	Greater financial and operating autonomy is required to be given to all CTIs to ensure that the works sanctioned by Zonal Railways are executed for improvement of infrastructure and liquidated in a time-bound manner.	Necessary orders to be issued by Railway Board on the pattern similar to those issued for NAIR/Vadodara vide no. 2012/CE-I/TRG/4/ RSC, dated 19/7/2012.
13.	Counting marks during probation period	Though views of the CTIs and that of probationers are at variance, however, the Committee recommends that the evaluation of the probationers should be less subjective and not have severe implication on his UPSC seniority unless and until his performance is 'below average'.	Necessary guidelines need to be issued by Board.
14.	Training Schedule	Training Schedule is improved for every Service, as per inputs of concerned AMs.	Necessary guidelines need to be issued by Board.
15.	Interaction with the President of	Interaction of Probationer with Governor of State on the occasion of Foundation Day/Annual Day of the	Necessary guidelines need to be issued by Board.

SL	Items	Recommendations	Action Required By
	India	training centre of valedictory alongwith Interaction with the President of India at the final stages of probation period.	
16.	Foreign exposure to probationers	Foreign exposure to probationers, involving two visits, one to the best managed freight system and one to best managed passenger system of the world.	Necessary guidelines need to be issued by Board.

20/11/14
(Ragini Yechury)
ED(IR)
(Convenor)

15/10/14
(S.K. Saxena)
EDEE(M)
(Member)

15/11/14
(Nitin Chowdhary)
EDME(Dev.)
(Member)

16/10/14
(Satish Kumar)
EDRE(S&T)
(Member)

17/11/2014
(D.K. Jain)
Adv.RS(P)
(Member)

15.10.14
(Alok Kumar)
EDCE(G)
(Member)

Annexure – II/1

REVISED TRAINING SCHEDULE FOR I.R.S.M.E. PROBATIONERS (SCRAs and DIRECT RECRUITS)

SL	Module	Location	Duration of training (in weeks)	
			SCRAs	Direct Recruits
1.	**Workshops**			
	1.1 Diesel POH	Kharagpur Golden Rock	--	1
	1.2 Carriage POH	Kharagpur	1	1
	1.3 Wagon POH	Kharagpur	1.5	1
	1.4 Manufacturing	Kharagpur	1.5	1
	Shops	Kharagpur	--	2
	1.5 Service functions (MWT), Elect. Repair, Stores Accounts, Estt.,	Kharagpur	2	2
	1.6 Wheel Shops, NDT	Kharagpur	1	1
2.	**Mandatory Courses**			
	2.1 Foundation Course	Vadodara	8	8
	2.2 Induction Course	Vadodara	6	6
	2.3 Professional Phase I	Jamalpur	7	7
	2.4 Professional Phase II	Jamalpur	7	7
3.	**Training at Non-Railway Establishments**			
	3.1 Parliamentary Procedures	New Delhi	1	1
	3.2 Power Electronics Course	IIT/Kharagpur	6	6
4.	**Production Units**			
	4.1 DMW	Patiala	1	1
	4.2 RCF	Kapurthala	1	1
	4.3 RWF	Bangalore	1	1
	4.4 ICF	Perambur/ Madras	3	3
	4.5 DLW	Varanasi	4	4
5.	RDSO, Lucknow	Lucknow	4	4
6.	Conducted Tour	CLW, MGS, MKH, DNR	2	2
7.	Training at specific Railway			

SL	Module	Location	Duration of training (in weeks)	
			SCRAs	Direct Recruits
	Establishments 7.1 Diesel Shed 7.2 Electric Loco Shed	 Golden Rock Tatanagar	 1 1	 1 1
8.	Divisional Training 8.1 Diesel Operation Maintenance 8.2 Coaching Stock Operation & Maintenance 8.3 Goods Stock maintenance 8.4 Goods and Coaching – Train Examination & Yard working 8.5 Crew Management and Fuel Accountal 8.6 Control Office Working 8.7 Divisional Office Management, Statistics Coordination with other Departments & Headquarters and attending Break-down Operations as occasioned.		 3 2.5 1.5 2 1 1 2	 2 2 1 2 1 1 2
9.	Reporting formalities, initiation, preparation for departmental examinations, project work, travel, leave etc.		5	5
	GRAND TOTAL		**78 weeks**	**78 weeks**

Training Programme for IRSS Probationers

SN	Training Description	Duration in weeks (Existing)			Revised Program Duration in		
		Inst	Field	Total	Inst	Field	Total
A	**Management Training**						
1	Railway Foundation (Splitting the course in NAIR as under)	10	0	**10**	10	0	**10**
	(a) At NAIR/Vadodara				8		
	(b) Civil Services Interaction at LBSNA and General Management Studies Exposure at IIMs etc.				2		
2	Railway Induction	4	0	**4**	4	0	**4**
B	**Professional Trg.**						
	(I) Training within Railway						
4	Joining Time/(Curtain Raiser)	1	0	**1**	1	0	**1**
5	Purchase office	5	5	**10**	4	3	**7**
6	Depot Management (including Inventory Management)	3	4	**7**	3	2	**5**
7	Stores Budget, Stores Accounts, Books Audit	1	2	**3**	1	1	**2**
8	Staff matters, Material Handling	1	0	**1**	1	0	**1**
9	Preservation, Material Technology, Materials specifications, testing and Value engineering	0	2	**2**	0	1	**1**
10	Computerization, EDP, MMIS etc.	1	0	**1**	1	0	**1**
11	Law (Various Acts related to supply contracts)	1	0	**1**	1	0	**1**
12	Import clearance (Shipping)	0	1	**1**	0	1	**1**
13	Major Workshop Training	0	2	**2**	0	2	**2**
14	Diesel & Electric loco Sheds	0	2	**2**	0	2	**2**
15	Division including Imprest Holders	0	1	**1**	0	1	**1**
16	Training in the allotted Zone	0	6	**6**	0	0	**0**
17	***Attachment Posting in alloted zone ("On the job" training in depot/division)***	*0*	*0*	***0***	*0*	22	**22**
	(II) Training at PUs, CTIs, Other Institutes and Interfaces						
18	IRIMEE, IRICEN, IRISET, IRIEEN, IRITM	4	0	**4**	4	0	**4**
19	BIS	1	0	**1**	1	0	**1**
19	RDSO	1	0	**1**	1	0	**1**
20	Railway Board	0	1	**1**	0	1	**1**
20	DGS&D	0	1	**1**	0	1	**1**
21	I&S Kolkata	0	1	**1**	0	1	**1**
21	Production units- ICF, CLW, RWF, RCF, DLW, DMW	0	6	**6**	0	4	**4**
22	Parliament Training	0	1	**1**	0	1	**1**
22	Railway Interfaces, DOI/NTH, RITES, CMT	0	0	**0**	0	0	**0**
	(III) Departmental Exams, Project work						**0**
23	Project work	3	5	**8**	0	1	**1**
24	Department Examinations, relieving etc.	2	0	**2**	2	0	**2**
	Total Weeks (A1+A2+B(I) +B(II)+B(III)	**38**	**40**	**78**	**34**	**44**	**78**

REVISED TRAINING CURRICULUM FOR I.R.S.E. PROBATIONERS

Training Order	Item of Training	Duration (Weeks)	
		Existing	Proposed
	Institutional Training –		
1.	Introductory Course at Indian Railways Institute of Civil Engineering, Pune (IRICEN)	**1**	**1**
2.	Foundation Course - *(Splitting the existing course at NAIR as under)*	**10**	**10**
	(1) At National Academy of Indian Railways (NAIR / Vadodara)		**8**
	(2) Civil Services Interaction at Civil Services Academy and General Management Studies Exposure at IIMs (By splitting F.C. at NAIR)		**2**
3.	Phase-I Course at IRICEN {Coverage of Basic Technology of Permanent Way, Bridges and Works **with Computerisation & Advancements**}	**8**	**8**
	Field Training –		
4.	**Open Line Field Training –**	**13**	**13**
4A.	***Training with SSE/Works – 2 weeks***	**1**	**2** (12 days)
4A1.	Organisational set up of SSE/Works Office, Stores, issue of materials, distribution of labour & work, procurement of stores items, stock verification, working of Time Keepers etc.		2 days
4A2.	Measurement of Works including white-washing, plastering, RCC and foundation, brick work, road work etc.		3 days
4A3.	Inspection of Buildings, Steel Structures, Maintenance of road side station buildings, quarters, passenger amenity works etc.		5 days
4A4.	Assessment of demand and maintenance of water supply system		2 days
4B.	***Training with SSE/P.Way – 6 weeks***	**8**	**6** (36 days)
4B1.	Organisational set up of SSE/P.Way's office, working of time keeper, maintenance of muster sheets and service records of **Track Maintainers**, various Registers like Section Register, Creep Register, Curve Register, Points & Crossings Register etc. **and working through TMS**		3 days
4B2.	Study of Stores and Workshop Organisation of SSE/P.Way including procurement & accountal of P. Way materials, disposal of scrap, reconditioning of Points & Crossings, repair of gang tools, issue of materials to gangs, various stock & non-stock items etc.		3 days
4B3.	Inspection of Curves, Level Crossings, Points & Crossings and Gangs **alongwith Trolley inspection with SSE/P.Way**		4 days
4B4.	Complete study of gang working for **systematic track maintenance activities**		3 days
4B5.	Training at site of special works like deep screening, CTR, TRR, TSR, TFR replacement of Points & Crossings, rebuilding of minor bridges, reconditioning of Points & Crossings etc.		6 days

Training Order	Item of Training	Duration (Weeks)	
		Existing	Proposed
4B6.	Training in regular maintenance items like gap survey, pulling back of rails, casual renewals, picking up of slack, overhauling, lubrication of rail joints, attending to rail fracture, realignment of curves, working of ballast trains, dip-lorrying of materials etc.		4 days
4B7.	Ballast measurement, Testing of Ballast etc.		2 days
4B8.	Training with SSE/P.Way - USFD		4 days
4B9.	Mechanised Track Maintenance and Track Renewal **activities**		7 days
4C.	***Training with Assistant Divisional Engineer (ADEN) – 3 weeks***	**3**	**3** (18 days)
4C1.	Organisational set up and functioning of ADEN's office, maintenance of service records, seniority, trade test, promotion, training & placement of staff, preparation of work orders, submission of proposals for new works, management of cash imprest etc.		3 days
4C2.	Inspection of P.Way Gangs, Points & Crossings, Curves, Level Crossings, Bridge, Buildings & Structures, Offices of **SSEs/P.Way, Works, Bridge** with ADEN, witnessing of staff payment, attending to staff grievances, Measurement of ballast, deep screening works, building works etc.		5 days
4C3.	Attachment with ADEN to understand his day to day duties, accompanying ADEN to all places of duty as far as possible, learning to work with Unions		10 days
4D.	***Training with Senior Divisional Engineer / Divisional Engineer & Other Branch Officers of Division – 2 weeks***	**1**	**1** (5 days)
4D1.	Organisational set up of Division, functioning of Sr.DEN's office, budget control, preparation of estimates for work, opening of tenders, issue of work orders, finalisation of zonal contracts, divisional drawing office, Accident Enquiry, D&AR Enquiry, meeting Branch officers of other departments etc.		3 days
4D2.	Divisional Control Office to see working of Traffic Control, Engg. Control, S&T Control, TRD Control, Commercial Control. Study of management of blocks {one day to be spent with Section Controller}		2 days
5.	**Open Line Bridge Training including Bridge Workshop, Bridge Maintenance with SSE/Bridge and Major Girder Erection**	**5**	**3** (18 days)
5A.	Training in Bridge Workshop including visit to templating, fabrication, riveting shops etc.		5 days
5B.	Training with SSE/Bridge including inspection of major girder bridges, measurement of camber, painting of bridges, riveting, welding, lubrication of bearings, introduction of service span etc.		7 days
5C.	Training in major girder erection		6 days
	Institutional Training –		
6.	Indian Railways Track Machines Training Centre, Allahabad (IRTMTC) **{Covering basic principles, functioning of prime movers, pneumatic /**	**1**	**3**

Training Order	Item of Training	Duration (Weeks)	
		Existing	Proposed
	hydraulic / electrical / mechanical systems and general principles of lining & levelling systems alongwith all aspects of operation & maintenance of track machines, assembly and overhauling}		
7.	Appreciation Course on Electrical Engineering at IRIEEN / Nasik	**1**	**1**
8.	Appreciation Course on Mechanical Engineering at IRIMEE / Jamalpur	**1**	**1**
9.	Appreciation Course on Signal Engineering at IRISET / Secunderabad	**1**	**1**
10.	Appreciation Course on Traffic Management at IRITM / Lucknow	**0**	**1**
	Field Training –		
11.	**Training in Survey & Construction Projects –**	**12**	**12**
11A.	**Planning and** Survey		2
11B.	Training in major construction projects involving tunnelling, bridges and earthwork in embankments & cuttings		6
11C.	Training of special construction works at sites involving yard remodelling & Open Line works		4
	Institutional Training –		
12.	Phase-II Course at IRICEN {Coverage of advanced topics in Permanent Way, Bridges, Works, **Contracts & Project Management and Computer Applications**} *(earlier it was 8 weeks for Phase-II and 3 weeks for computer applications, which have been merged as 10 week course)*	**11**	**10**
13.	**Organised Educational Tour from IRICEN/Pune at Major Construction Project Sites including those of RVNL, IRCON, DFCCIL etc., Structures of Marvels, Private Industries and Research Institutions (CSIR Labs)**	**0**	**4**
14.	Induction Course at NAIR / Vadodara	**4**	**4**
15.	**Training in Principal Chief Engineer's Office –**	**3**	**2** (10 days)
15A.	Acquaintance with Organisational set up of HQ office of Engg. Department, meeting various HQ officers (GM, AGM, PCE, CTE, CBE, CPDE, CGE, CE/TMC, CE/Works etc.)	1 day	1 day
15B.	Training in CPDE's office {Preparation of Works Programme, Budget Allocation, Technical Sanction to the execution of new work, Out-of-turn sanction, provision of Passenger Amenity Works etc., Standard drawings and Policy Circulars in regard to works and planning}	4 days	2 days
15C.	Training in CTE's office {Preparation of track renewal proposals, procurement & distribution of Permanent Way materials, track monitoring, maintenance of statistics pertaining to track etc., Flash Butt Welding including visit of FBW Plant}	4 days	2 days
15D.	Track Machines Organisation under CE/TM {Machine deployment, procurement of track machine spares and statistics pertaining to track machines}	Nil	2 days
15E.	Training in CBE's office {Study standard drawings of various types of	4 days	2 days

Training Order	Item of Training	Duration (Weeks)	
		Existing	Proposed
	bridges, quarters, platform shelters, foot-over bridges and other available standard design, procedure for obtaining CRS sanction for movement of ODC, new rolling stock & organisation of Drawing Office}		
15F.	Training in CGE's office {Recruitment, promotion, transfer and posting procedure for all categories staff, dealing with PNM items, Parliamentary questions, Land Plans & Management of Railway Land etc.}	2 days	1 day
16.	Visit to ICF, RCF, DLW, CLW and RWF (Any one PU)	**2**	**1**
17.	Training at Research Design and Standards Organisation (RDSO) including visit to Thermit Portion Plant (TPP), Lucknow	**2**	**1**
18.	Visit to Railway Board, RITES & IRCON Offices and Rail Transport Museum **including audience with Hon'ble President of India**	**1**	**1**
	Concluding Part –		
19.	**Pre-Posting Training covering ethics, leadership, integrity aspects through visiting faculty & experts at IRICEN, Pune**	**1**	**1**
20.	**Posting Examination** and **Passing Out Ceremony** at IRICEN, Pune	**1**	**1**
	TOTAL PERIOD OF PROBATION	**78**	**78**

Note : Allotment Of Zonal Railways to IRSE Probationers will be done in the beginning of Phase-I training at IRICEN, Pune