CHAPTER VIII
TRAINING

Training has been defined as a continuing necessity in the same way that education of a person never really ends.\(^1\) In the Government services training is "the process of developing skills, habits, knowledge and attitudes in employees for the purpose of increasing the effectiveness of employees in their present Government positions."\(^2\) Rapidly changing aspects of society and increasing complexity of modern life create many difficulties in the functioning of the Government and administration. In order to match itself with the dynamic environment and to catch the rapidly changing techniques, the Governments have to arrange training programmes not only for the new recruits but also for those who are already in service.

This new task of the training of Civil Services has become more and more complex as it is required to control the conditions and environment of the administrative machinery. In addition the training programmes have also to ensure higher efficiency of the administrative system.\(^3\) In this Chapter, Iran's
system of training of Civil Services has been described in details.

Beginning of Civil Service training in Iran goes back, to the establishment of "Public and Business Administration Institute" with the assistance from California University under the Faculty of Tehran University in 1954. 4

Several other training centres have been gradually started and expanded. Among the training institutes which provide training courses are -

(1) Industrial Training Organization founded in 1962.

(2) Management Studies Centre established in 1971. 5

Also in 1969, the Central Personnel Agency 'SOAE' took necessary measures by establishing a training centre to provide both pre-entry and in-service training exclusively to the Civil Servants to up-grade their knowledge and abilities; and fulfil the training needs of the Government employees in administrative field, "The State
Management Training Centre" 'SMTC' has thus, been established for the above purposes.  

Another significant feature of the training programmes in Iran is that a number of Ministries and Agencies have their own training programmes and organise their programmes for their own employee training agencies. Some Ministries/Agencies, due to their specialisation in the field e.g. Ministry of Health, Treatment and Medical Training or Telecommunication Company have to make arrangement to training their own employees. There are also some Agencies which train their own employees. The most important among them are as follows:-

(1) National Iranian Oil Company,
(2) Plan and Budget Organisation,
(3) The Central Bank of Iran,
(4) Iran National Airways Company,
(5) Chamber of Commerce.

The Central Personnel Agency delegates the powers and responsibilities for holding the training programmes and their implementation to the concerned Agencies.
Training system in Iran is an important tool of planned changes aimed at increasing the effectiveness and standards of public servants. Training of Civil Servants in organised manner, is relatively a new phenomena and the concept of training in scientific and modern methods has been dealt with only after 1966 and creation of the Employment Law.

Prior to 1966, the training of Civil Servants was not given much importance. A statistical survey done in this field shows that till 1966 there was no technical training programmes in the ministries/agencies and about 62 per cent of the administrative training programmes were in service training and 38 per cent of them were pre-entry training programmes. Moreover administrative training was usually given at the departmental levels. This clearly shows that training in both technical and administrative fields needed more scientific attention. It was necessary to adopt continuous and more scientific training methods and also more surveys in this field to find out the defects in the techniques and methods of training system.
On the whole before the enactment of 1966 Employment Law, the following drawbacks and deficiencies were prevailing in the training system.

(1) Most of training programmes were not based on training needs due to lack of programming and exact definition of the job and condition of its occupancy.

(2) Selection of training instructors were not based on their qualifications and specializations.

(3) There was no uniformity in selecting the trainees regarding age, education, job point of view etc.

(4) The training programmes were mostly theoretical and in some cases it was just like attending the classroom lectures without any text-books or notes.

(5) There was no organisational unit for accepting the training responsibilities in the Government.
(6) Sufficient budget was not provided for the training programmes and therefore, it was impossible to arrange for the long and short term training programmes.

(7) The goals of training programmes were not clear and as a result it was almost impossible to evaluate the consequences of these programmes.

(8) There was lack of basic information regarding the techniques, methods and implementation of training programmes. It was not believed that training is necessary for administrative cadres.

(9) There was no relation between promotion and training.

(10) Absence of a competent centre to harmonize the maximum utility of training facilities, to avoid wasteful and monotonous methods of training and to regulate training programmes of the various ministries/agencies made the task of training of Government employees almost impossible.
The training activities in Ministries/Agencies were geared up and took new turn after the 1966 Employment Law was implemented and consequent to the creation of the Central Personnel Agency 'SQAIE', which has involved itself in preparing and redressing of the training needs of the Civil Servants. Various training programmes have now been regulated by the Ministers/Agencies and have been executed after the confirmation by the Central Personnel Agency 'SQAIE'. For example between 1966-1970, there were 470 training programmes for the Government employees of which 67.4 per cent were in technical field and 32.6 per cent were in Administrative field. In the year 1974, there were 735 training programmes and the number of Government employees participated in these programmes crossed 15,000.12

It has been said that the need for training is universal. Every Government organisation whether administrative, industrial or otherwise, required a number of individuals to be trained so that they can discharge their duties more efficiently.

Most of the administrative organisations have also to prepare themselves for the new techniques in
their related fields. Training programmes are expected to be prepared keeping in mind the following suggestions:

(1) Training activities must be planned to satisfy specific needs felt by the potential learners.

(2) Learning is a very personal thing resulting from efforts on the part of the learner.

(3) Productive training activities can be more generally insured when verified principles of learning are followed.

(4) In the industrial situation, the most efficient learning takes place on the job and as a result of some planned man to man instructions.

(5) Classroom instruction supplements and reinforces on the job learning experiences.

(6) All component instruction is preceded by careful planning and preparation.
(7) A balanced training function includes a full range of learning experiences to enable employees to meet the demands placed on them by the organisation.

(8) Measurement of the amount and direction of learning and on the job improvement is necessary to determine training pay off.

(9) The real pay off from training comes on the job when learners modify their behaviour by applying advanced knowledge, improved skills or more mature attitudes.

(10) In so far as the demands placed on individuals change with time, training must be continuous.

(11) Every supervisor has the responsibility to provide meaningful learning experience for those who report to him.

In Iran, the training institutes, with the approval of the training unit of the Central Personnel Agency 'SCAE' announce the details about the training programmes annually to different Government Ministries,
Agencies or Organisations. Those Government Organisation wishing to send their employees for training programmes send the list of their employees to the training Institute. 14

Implementation of Training Programmes:

A training programme is set with the joint efforts of the Central Personnel Agency 'SCAE' and training institutes. The 'SCAE' also acts as coordinator during the training courses. Training Certificates are also given by the SCAE.

A training programme in technical fields has to provide directions, subject to be taught and method of instruction which determines well each unit functions.

The contents of each training programme have to be approved by the SCAE in the initial stage, before it starts. The following steps are to be taken for carrying out the training programmes. 15

1) In the initial stage the training needs of Government organisation/Ministries are taken up on the basis of information
collected from them, by the training unit of Central Personnel Agency (SCAE).

(2) The specifications of each training programme, i.e., method of training, contents and duration etc., are prepared by the training unit of the Central Personnel Agency 'SCAE' and handed over to the training Institutes.

(3) The required technical facilities are made available to the training Institute.

(4) The specifications of each training programme are informed either directly to the Ministries/Agencies and Organisations or published in daily newspapers.

(5) The candidates participating in training programmes have to score 60 per cent of the aggregate marks, which is calculated in the following manner:

(a) The training programme for experts consists of the following examination, which are held at the end of the programme.
1) Written examination .. 50
ii) Practical examination .. 30
iii) Seminars/Discussions .. 20

Total .. 100

(b) Training programme for administrative personnel contains the following:

i) Written examination .. 60
ii) Practical examination .. 40

Total .. 100

(6) At the end of the programme certificates of passing the training course are given to the successful candidates. 16

Training Programmes:

Public Services, even the simplest one are unlikely to be of a high quality, unless the employees have proper training. The ultimate purpose is to make sure that the employees perform the assigned task perfectly. In Iran, there are two types of training programmes depending upon whether they are carried out before the entry or after the entry. The training programmes for Government employees are divided into the following two categories:-
(1) Pre-entry training

(2) In Service training.17

(1) Pre-entry Training:

Pre-entry training is usually aimed at preparing candidates for public employment. Here the candidates undergo required training before taking up the formal employment. This type of training includes the following programmes for the candidates:18

(i) Orientation Training:

This training is given to all the candidates at the time of entry to public services. It is planned to make the new recruits aware of the general duties and environment of the work etc.

(ii) Specialised Short-Term Pre-Entry Training:

This type of pre-entry training usually is given to those employees who need specialised skills or techniques in their particular jobs. This short term training is given for jobs like accounting, cartography, statistics etc.19
(iii) **Long-Term Pre-Entry Training:**

Some of the employees may be given a long term pre-entry training. The training of this type mostly ends with granting certificates at the end of the course. For example, Ministry of Agriculture and Rural Development gives the training of the above mentioned type, for agricultural promoters, forester and woody to serve in different parts of the country.20

The Ministry of Post, Telegraph and Telephone prepares the trainees under such programme as Telegraph Operator, Radio and Telecommunication Engineer etc. This method of training is also used to train Nurses, Assistant Engineer in Hygiene in the Ministry of Health, Treatment and Medical Training.21

(iv) **Out of the Country Training:**

Training may also be arranged and conducted in foreign countries but it depends upon the approval of the Central Personnel Agency 'SCAE'. Article 46 of the Employment Law provides that "the utilisation of the 'out of the country training grants' awarded
to the employees of Ministries/Agencies takes place with the approval of the Central Personnel Agency.\textsuperscript{22} For example the Ministry of Economic Affairs and Finance, sends students for seven years' Chartered Accountant Course to England every year.\textsuperscript{23} It is to be added here that the trainees may be sent only to those foreign countries which are approved by the Government of Iran with the confirmation of the Ministry of Foreign Affairs.\textsuperscript{24}

The Ministries/Government Agencies cannot establish any Training Institution, classes, courses or such similar programmes, which create any employment obligation for the Government, unless they have obtained the prior approval from the Central Personnel Agency.\textsuperscript{25}

(2) \textbf{In-Service Training}:

In service training is given to the employees to update their knowledge and skill. In this type of training an employee gets his training, while in the service and this is the chief reason for its practicality. In service training programme also is aimed at increasing awareness of the employees
about the latest scientific and technical development in the field. The training of this type may both be formal and informal and usually it is combined with the work experience. 26

In Iran, the in service training is provided in the following manner:-

(a) Job-Training: It is intended to increase the employment skill, knowledge and necessary information relating to his job and responsibilities. After the training an employee can perform his job independently. A skilled employee can help his organisational colleagues about the relevant tasks, he has learned. This method of training helps the employees to locate the areas of his weakness and provides the necessary guidance to improve his work. 27

(b) Orientation Training: This method of training is aimed at renewal and up-dating of the previous knowledge of the employees. With this type of training, the skills and knowledge of the employee can be up-dated and up-graded.
(c) **Development Training**:  

In order to give more responsibilities to the employee and to promote him to higher post, this method of training is made use of.  

In-service training can be given in two ways. Firstly, if it is given during the work hours along with performing his routine administrative duties; it is called as the job training. In this type, the employees receive instructions while performing his daily duties. On the job training is given mostly by the Section Managers and Unit's supervisors, to the employees. These skilled trainers, help the trainees to focus their attention on the relevant tasks. The trainer can detect and control the employee's difficulties and correct them. He can also locate area of the weakness and provide the trainees with extra practice and guidance.  

Off the job training, usually is given in the out of the job environment or after the daily working hours. This type of training can be given by sending Civil Servants to participate in some training programmes, courses or seminars etc. Employees can have the advantage of availability of
many programmes and courses outside the organisation. This also may help the trainee in career development and personality building.30

Please see Table No. 5 on next page.

Training Institutes:

Training in Public Administration in Iran took a new dimension only after the establishment of Central Personnel Agency (SCAE) in 1966. As stated earlier, a number of training institutes were in existence before 1966, but after the adoption of the Employment Law, a strong need was felt for the training of civil servants in a very compact and organised manner. The responsibility for designing and training of Civil Servants were given to the Central Personnel Agency.31 Under the supervision of the SCAE almost all Government Ministries/Agencies have their own training institutes. Some training centres have also been set up in addition to Ministries/Agencies which provide professional training courses for the employees of the Government.

These different training institutes provide training to employees of different Government
Table No. 5

In-Service Training Needs of Ministries and Government Agencies covered under 'SEL'

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Average length of Training course</th>
<th>Estimated number of trainees</th>
<th>Place of Training</th>
<th>Estimated per head expenses</th>
<th>Estimated total expenses</th>
<th>Organisations which need the training</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Advanced Management</td>
<td>10 weeks</td>
<td>677</td>
<td>*</td>
<td>25000</td>
<td>16955000 All Government Agencies.</td>
</tr>
<tr>
<td>2</td>
<td>Principles of Supervision.</td>
<td>3 weeks</td>
<td>2661</td>
<td>*</td>
<td>7000</td>
<td>18627000 -do-</td>
</tr>
</tbody>
</table>

(II) Administrative and Finance Cadre:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Activity</th>
<th>Average length of course</th>
<th>Estimated Trainees</th>
<th>Place of Training</th>
<th>Estimated per head expenses</th>
<th>Estimated total expenses</th>
<th>Organisations which need the training</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Expert on Training</td>
<td>154 hrs.</td>
<td>152</td>
<td>*</td>
<td>7000</td>
<td>1064000 All Government Agencies.</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Expert on Budget and Financial Affairs</td>
<td>76 hrs.</td>
<td>1514</td>
<td>*</td>
<td>5000</td>
<td>7570000 -do-</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Expert on Organisation and Methods</td>
<td>164 hrs.</td>
<td>162</td>
<td>*</td>
<td>7000</td>
<td>1134000 -do-</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Expert on Classification and Evaluation</td>
<td>124 hrs.</td>
<td>97</td>
<td>*</td>
<td>-</td>
<td>582000 -do-</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Auditing</td>
<td>64 hrs.</td>
<td>769</td>
<td>*</td>
<td>4000</td>
<td>3076000 Most of Government Agencies.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Accounting</td>
<td>68 hrs.</td>
<td>3131</td>
<td>*</td>
<td>4000</td>
<td>12524000 -do-</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Primary Accounting</td>
<td>62 hrs.</td>
<td>1928</td>
<td>*</td>
<td>3600</td>
<td>6940800 -do-</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Personnel Administrator</td>
<td>114 hrs.</td>
<td>750</td>
<td>*</td>
<td>5000</td>
<td>3750000 -do-</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Secretaryship</td>
<td>64 hrs.</td>
<td>451</td>
<td>*</td>
<td>3600</td>
<td>1623600 -do-</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Office Affair and store management</td>
<td>38 hrs.</td>
<td>1330</td>
<td>*</td>
<td>3200</td>
<td>4256000 -do-</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Office affair and Filing</td>
<td>34 hrs.</td>
<td>4966</td>
<td>*</td>
<td>3000</td>
<td>14898000 -do-</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Store-keeping</td>
<td>40 hrs.</td>
<td>850</td>
<td>*</td>
<td>3000</td>
<td>2550000 -do-</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Supply</td>
<td>40 hrs.</td>
<td>150</td>
<td>*</td>
<td>3000</td>
<td>4500000 -do-</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Typist</td>
<td>2 weeks</td>
<td>156</td>
<td>*</td>
<td>2000</td>
<td>318000 Planning Organisation,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sugar Organisation,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Ministries of Finance, Health</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>and Justice.</td>
<td></td>
</tr>
</tbody>
</table>

Source: Department of Educational Planning and International Cooperation (14) - Pre-entry and In-Service Training needs of Ministries/Government Agencies covered under State Employment Law (SEL), until the end of Fifth Developmental Plan - Educational Planning Division, S.O.A.E., Tehran, 1972, (In Persian).
Organisations who are sent for training. The training institutes inform those organisations/Ministries in advance about their training programmes which are approved and accepted by the SCAB.32

In Iran the training Institutions are continuously engaged in providing the training programmes. It is considered as a continuous process to get the Government employees acquainted with the latest developments and techniques in their own field.33

Training Institutes for Public services in Iran can be divided into the following three main categories.

(1) Training Institute attached to the Ministries/Government Agency.
(2) Private Training Institutes.
(3) Short term training centres (conducted in the Ministries/Government Agencies).34

(1) **Training Institutes attached to Ministries/Agencies:**

These institutes carry out pre-entry and in service training programmes for the candidates newly joining the Government Services in different Ministries/Agencies.35
There are two types of training Institutes attached to Ministries and Government Agencies.

Training Institutes which provide common Administrative Training. Some of them are -

(1) State Management Training Centre (SMTC):

This training centre was established by the SOAE in 1969 for the purpose of general training of Civil Servants. SMTC is the biggest training centre in the field of Public Administration and Management. 'SMTC' organises seminars and training programmes on various subjects for middle, senior and top level managers and administrators.36

The training at the 'SMTC' plays a very significant role in the whole programme of training in Iran. The outline of the few selected programme at SMTC during 1985-86 are as follows:

(1) 3 days training programme for top management on advanced management for the Director-Generals, Head of Departments, Governors, Mayors and those of the same grade or rank.
(2) 6 weeks training programme on "Public Management" for top/middle management with organisational posts of not below Assistant/Secretary to the Director-Generals, Assistant to Head of Departments/Sections/Units etc., who have the supervision experience of not less than 2 years.

(3) 5 weeks training programme on "Organisation and Method" for Senior, Middle level executives/administrators.

(4) 7 weeks training programme on "Plan and Budget Expertise" for middle level administrators.

(5) 4 weeks training programme on "Position Classification Expertise" for middle management.

(6) 1/2 weeks training programme on "Financial Affairs and Accountancy."

(7) 3 weeks training programme on "Personnel Administration."
(8) 3 weeks training programme on "Administrative Services."

(9) 14 days pre-entry 'Orientation Training' Programme for the employees at the time of the entry to give them necessary introduction and knowledge for the environment of the job. 37

(2) **Industrial Management Organisation (IMO):**

This organisation is attached to the Ministry of Economic Affairs and Finance which arranges the training programmes according to the Governmental as well as Private Organisational needs. Some of the training courses at IMO are in the fields of management, personnel administration, record management, industrial engineering, financial affairs and accounting, marketing and sales, store keeping supervision etc. 38

(3) **Institute of Management Planning (IMP):**

The Institute attached to the Ministry of Education arranges training courses and in-service training in Management and Planning in Education
and also provides for practical in-service training programme. IMP also arranges the following courses:

(a) Educational planning,
(b) Educational Management,
(c) Socio-Economic Development in Education,
(d) Regulating Programmes designed for giving lessons.
(e) Principles of Educational Training etc. 39

(4) Iran Management Programme: (Gachsar):

This organization arranges training courses in Persian and English languages for Management, senior civil servants of commercial and Government organisations with responsibilities of the faculty of Public and Business Administration, in Gachsar.

These Programmes are implemented under the supervision of an Executive Board composed of representatives of the National Iranian Oil Company, Central Bank of Iran, Chamber of Commerce and Iranian Industrial and Mines Organisation, Plan Organisation and State Organisation for Administrative and Employment Affair. 40
(5) Other Government/Semi Government Training Institutes which provide common Administrative Training are:

- Faculty of Public and Business Administration
- College of Business Administration,
- College of Accounting of the National Iranian Oil Company.\(^1\)

(B) Training Institutes attached to Ministries/Agencies which provide professional and Technical Training:

The daily need of the technicians and experts in different technical fields in increasing in Government Services. These experts and technical personnel are not available in the required numbers. Therefore, some of the Government organisations in Iran have made arrangements to provide training programmes in order to prepare and train the required experts. For this purpose they have established their own training centres.

These centres usually provide pre-entry training for those candidates, who are to perform technical duties and responsibilities, assigned on them. For example the Ministry of Agriculture and
Rural Development Train and Educate Agricultural Promoters for different parts of the country every year. The Ministry of Post, Telegraph and Telephone, train its required technicians and Engineers in Radio Telecommunication in the College of Telecommunication. In the same manner, Ministry of Health, Treatment and Medical Training, trains the candidates in the Ministry's Training Colleges of Nursing to prepare trained professionals and technicians in the field of Health and treatment.42

Following are some of the training Institutes which train their own experts:-

(1) Civil Aviation Training Institute,

(2) Training College of the Railways of Islamic Republic of Iran.

(3) Meteorological Training Institute attached to the Ministry of Roads and Transportation.

(4) Tribals and Junior Teachers Training College attached to the Ministry of Education.

(5) Pasture and Forest Training College - Korkan and Agricultural Training Centres.43
(2) Private Training Institutes:

There are number of Private Training Institutes which have started training courses in subjects like Accountancy, File Keeping, Store Keeping etc. But most of these institutes and courses are not recognised by the Government. 44

In technical and professional field following private colleges provide the following courses:

(1) Nursing Training Schools of the Red Crescent (Red Cross) Organisation, Tehran.
(3) Blind's Education School, Tehran.
(4) Nursery and Kindergarten Educator Training Centre, Tehran
(5) Social Worker Training Centre, Tehran
(6) Banking Institute, Tehran
(7) Accountancy College, Tehran
(8) College of Public and Business Administration (Ghazveen - Korkan - Kerman). 45

Training in India:

In India training of Civil Servants has assumed
greater role today. Post-entry training of Civil Servants is the responsibility of Central and State Governments. This initial post-entry training is imparted in two ways:—

(i) Institutional Training for Administration, Policy, Audit, and Accounts, and Income Tax Services.

(ii) Training under the guidance of senior and experienced officers for Defence, Accounts, Customs, Postal Services etc.46

The need for training of Civil Servants in India was felt due to the following reasons:

(1) The Civil Servants are to function in a democratic set up recognising the dignity of human personality.

(2) The very nature of his/her job as an administrator in the background of planned economic development to bring him/her closer to the people and his/her efficiency to be measured by the impact of his/her work upon the people.
(3) With increasing nationalisation of different industries, the Government is getting involved in running public sector undertakings. So the administrators should be aware of the important of human relations in industrial management.

(4) Modern research in the traditional theories of human nature and motivation. 47

In India, there are various training Institutes which provide the training facility for Government servants. They are:

**National Academy of Administration, Mussoorie:**

The I.A.S. School at Delhi and the I.A.S. School at Simla were merged into the National Academy of Administration at Mussoorie in 1959. This National Academy of Training provides three types of courses namely -

i) A one year course for I.A.S. officers,

ii) A refresher course of 6 weeks for the senior I.A.S. officers of 10-15 years studying.
iii) A five months combined course in foundational subjects for the All India and Central Services, Class-I.

After completing the one year training course at the Academy, the I.A.S. are posted in the various States where they receive practical training on the job.

**Police Training College, Abu:**

The new entrants to the Indian Police Service are trained in this College. The training is similar to that of I.A.S. but emphasis being placed on subjects like Criminal Law and Procedure, Criminology, Physical training, riding, shooting etc.

After completing the training course the Cadets are posted in the various States where they receive practical training on the job.

**Secretariat Training School, Delhi:**

The All India and Central Services of Government of India are trained at the Secretariat Training School, Delhi. Apart from practical administration, the training is also devoted to learning Hindi and
some foreign languages, international affairs, diplomatic techniques and procedure and connected subjects.

Training Arrangements for Certain Other Services:

For training to probationers of Income Tax Services, there is training school at Nagpur. The staff college at Broda trains the recruits to the Railway Traffic, Transportation and Accounts Services. 48

Administrative Staff College, Hyderabad:

This College has been established in 1957, and developed on the pattern of Administrative Staff College of Henley-on-Thames in England. The College aims at the executive development of administrators, both from business and industry as well as the Governments, at a point in their career when they are about to be promoted to positions of responsibility. The courses offered by the Administrative Staff College last for three months and three such courses are held in a year. 49

Training in England:

British Training system took a new turn after
Fulton Committee recommendations (1968). For the British administrators to be properly trained the Fulton Committee made the following recommendations in regard to training:

(1) The Service should develop greater professionalism both among specialists and administrators. For the former this means more training in management and opportunities for greater responsibility and wider careers.

(2) Recommended the establishment of a Civil Service College to provide major training courses in administration and management and a wider range of shorter courses.

The Civil Service College offers many training courses designed for different administrative and managerial trainees. The Civil Service College provides for the following courses:

(1) Major courses in administration and management.

(2) A wider range of shorter courses for a much larger body of staff.
(3) A base for research on Government organization and major policy problems.\textsuperscript{51}

Further the Civil Service College expanded the Central Training in three main ways:

(1) By providing post-entry training for administrative recruits in economic, financial or social areas of Government.
(2) By providing courses in administration and management for specialists.
(3) Conducting research into administrative problems.\textsuperscript{52}

Thus in England there is a systematic training programme for the Civil Servents at different administrative level.

**Training in U.S.A.**:

In the United States there exists a system of training which is both pre-entry and post-entry training to make the organizational members effective in promoting the organisation's goal.\textsuperscript{53} The U.S. specialist run the administration who get their training in professional colleges, which usually leads to academic degrees designed for the more
specialized governmental callings such as public health, welfare, recreation etc. 54

There are number of schools of public administration or public affairs which serve the purpose of preparing the candidate for Government services. 55

On the other hand the Universities have also brought programmes for the developing of post-entry training for the middle and lower rank of public employees. Moreover as the entry into the service in U.S.A. is on the basis of specialised knowledge, the role of the Universities and other similar Institutions is very important. 56

In the Government of Iran there is a growing realization regarding the importance of training for Government Servants, to ensure the efficiency of Public Administration and to transform the country's socio-economic life. Indeed, the training programmes are considered as vital aspect of administration for the nation-building in Iran. Emphasis is laid on efforts to build up the future trained personnel in administration and management. The training, institutions involved in training personnel have been
entrusted with the responsibility to find out solutions to different administrative problems.

In Iran there seems to be lack of unanimity in training programmes organized commonly for different administrative cadres which tend to embarrass both the trainers and the trainees.

There is no doubt that choosing a particular type of training has direct relation to the cost of providing that training. The long term training programmes may be too expensive compared to the short term trainings. Therefore, the training experts should always take enough care in choosing the techniques, types and methods of training. Iran cannot afford very long and expensive training programmes.

At present the above mentioned difficulties such as not properly and continuously examining the training programmes, weakness of the technical and administrative cadre in training centres make the present programmes to appear very far from the objectives of training of Civil Servants. As a consequence, it might be very dangerous for the administrative system in the country in future.
It is to be mentioned here that the relative failure of the training programme, has its roots in the socio-political affairs in Iran. However, there is no doubt that the training institutes like SMTC, IMO etc., have rendered a valuable service in training personnel for Government positions of essentially administrative character and has constantly trained those who require training. Moreover, the training programmes usually have given detailed knowledge to all those who have to perform Government functions effectively.
REFERENCES:


5. Ibid., p.321.


8. State Employment Law of Iran, op.cit., Note 2 of Article 44.

9. Ibid., Chapter.4


11. Ibid., pp.3-4.

12. Ibid., p.6.


15. Ibid., pp.8-10.

16. Ibid., p.9.


19. Department of Educational Planning and International Cooperation (14), Pre-entry and In-Service Training needs of Ministries/Government Agencies covered under State Employment Law, Until the end of Fifth Developmental Plan, Educational Planning Division, SOAEB, Tehran, 1972, p.15 (In Persian).

20. Ibid., p.16.


22. State Employment Law of Iran, op.cit., Article 46.


31. State Employment Law of Iran, *op.cit.*, Based on Article 44, and Note,2 of the same Article.


34. Pre-entry and In-Service Training needs of Ministries/Government Agencies covered under State Employment Law, until the end of fifth developmental Plan, *op.cit.*, p.17.


38. Pre-entry and In-Service Training needs of Ministries/Government Agencies covered under State Employment Law, until the end of fifth developmental plan, *op.cit.*, p.19.


42. Kolod Hussain, A Guidance to the Civil Servants Training, *op.cit.*, p.27.

43. Pre-entry and In-Service Training needs of Ministries/Government Agencies covered under State Employment Law, until the end of fifth developmental Plan, *op.cit.*, p.20.
44. Ibid., p.20.
45. Ibid., p.22.
55. Ibid., Stahl O. Gleenn: p.279.

***