For the fulfillment of the administrative duties and to make the officers and staff understand their responsibilities, training in the public organization like Indian Railways is most essential. Particularly, the railway job is oriented with many technical and specialities. As such, to produce a reliable work-skill, efficiency and broadening the views - training is imparted to the staff of the R.F.Railway to fit them with the ever changing situation and save them from the mechanisation.

Training is imparted to the staff of different categories of the R.F.Railway in different ways and at different institutions by formal or informal ways and departmentally. In almost all cases - training is given to the staff after their first appointment to the railway for certain duration - varies from Class to Class and nature of job in the railway. Practically the duration of period of training in the case of Class I (Probationers) is longer than two classes of employees of the railway with some exception in case of trade apprentices/apprentices in the Class III who are placed in the ....
supervisory category after the successful completion of training, subject to passing of their examination. The system and process of training in different categories of staff will be dealt in class-wise with programme of courses and names of Institutions of training within and outside N.F.Railway.

TRAINING OF CLASS I (CLASS 'A'):

It was already mentioned in earlier chapter that recruitment in the Class I services is made through (a) Competitive Examination held by U.P.S.C. and (b) by promotion of specially qualified gazetted railway servants of the Class II Services - which includes officiating gazetted railway servants of the service or department (to a certain percentage). All the direct recruit in Class I services in the railway - generally remain on probation for a period of 3 years.

The probationers recruited to the various Railway Services Class I, shall undergo practical and theoretical training on the line, in various railway establishments and at the Railway Staff College, Baroda (1) for the first two years, except in the case of Medical Department - where the period of training will be 3 months only.

After each course at the staff college and at the

(1) Baroda has been re-named as Vadodara in the Indian Rly. Administration.
conclusion of the period of training, the probationers have to pass a qualifying examination. They will be given charge of a working post - provided they successfully complete the prescribed training including training at the Railway Staff College and pass the examination.

The Class I probationers are selected on different streams and those opt for railways are selected from (1) Engineering service Examination such as (a) Indian Railway Service of Engineers (b) Indian Railway Signal & Tele-communication Service and (2) Civil Services Examination such as (a) Indian Railway Traffic Service (b) Indian Railway Accounts Service (c) Indian Railway Stores Services etc. conducted by the U.P.S.C. They are given three types of training viz., General Administration, specialised and field training by three phases. Out of the total 3 years - 2 years in academic/institutional training and one year on job training.

The programme of IRSE, IRTS, etc. are given below with a detailed course of the training of the Class I probationers:

**I R S E (Training Programme)**

**First Phase:**

(a) Railway Staff College, Baroda (General Course)

(b) Permanent way School, Pune (Advance track training)

(c) Research, Design and Standard Organisation or

(1) Chapter I (Section A) Pp. 1 to 7 of Indian Railways Estt. Manual.
(d) (i) Bridge or Engineering workshops.
(ii) Sleeper treatment plant-Katihar.
(e) Special Open line bridge works under a Bridge engineer of Zonal Railway.
(f) Surveys and Construction of new lines, design of railway yard and major bridge projects (In Zonal Railways only)

Second Phase:

(g) Railway Staff College, Baroda (specialised Course)
(h) Yard remodelling, track renewals, including PWI's Office procedure and working with signal staff in a division of Zonal Railway.
(i) Open line works with IOW, including IOW's office procedure, works in running sheds, sick lines, and station yards of a division of Zonal Railways.
(j) Assistant Engineer's Office Procedure & Working in a division of Zonal Railways.

(k) Divisional Drawing office of Zonal Railway.
(l) In Headquarters of a Zonal Railway - particularly Engineering Accounts, Personnel and Chief Engineer's Office.

(m) (i) Chittaranjan Locomotive works & Diesel Locomotive Works.
(ii) Wheel and Axle Plant - Bangalore.
After completion of the first years training the IRSE Probationers will be examined by the Chief Engineer (both written & oral) of a Zonal Railway at the Headquarters. They will also be examined after their second year training by a Committee consisting of the Chief Engineer, Chief Personnel Officer and FA&CAO of the Zonal Railways at the Headquarters. On successful completion of this training - they will be posted as Assistant Engineer of a Zonal Railway for on job training. Their final confirmation will be ensured by the Chief Engineer of Zonal Railway after completion of third year training (followed by an oral test) subject to the approval of the General Manager.

(I.R.T.S.) (Training Programme) (1)
(including Commercial Deptt.)

Phase I:

(1) Foundational course at the National Academy of Administration, Mussorie.

(2) Induction course at Railway Staff College, Baroda.

Phase II:

(3) Area School to learn Guards duties and working as a Guard in division of Zonal Railway.

(4) Booking office, parcel office, goods shed and Transhipment shed in a division of Zonal Rlys.

(1) Rule 103 ibid
(5) Traffic Accounts, attached with a TI/Accounts of a division of Zonal Railways and personal preparation of balance sheets at important Railway Station.

(6) Working as yard master, Asstt. Station Master, Station Master and Train Examiner in a Division of Zonal Railway.

(7) (i) Working as Power Controller
(ii) Training in Divisional Headquarters of Zonal Railways.

(8) Training in different departmental offices of the Headquarter of a Zonal Railway including Commercial, Personnel and Operating Branches.

(9) IRCA Publications- containing Railway Rules, Regulations, bye-laws etc.

While the probationers are in the divisional training - they are supervised by an Administrative officer of respective division nominated by the General Manager of Zonal Railway. The nominated officer of the division will send an assessment report of the probationer to the General Manager after completion of training in the division. In the headquarters, they will be under supervision of an administrative officer of departmental concern - nominated by the General Manager.

All the probationer get their 1st and 2nd
confirmation at the end of each year's training subject to passing of the examination held by a Committee consisting of HOD's of Commercial, Operating and Personnel Branch - nominated by G.M. After their second confirmation they are absorbed in the Zonal Railway against a Class -I designated post for on job training followed by an examination before they are finally confirmed on the post subject to approval of the G.M. If, however, a probationer cannot qualify himself in the examination - he is allowed an extension of a year for further training and passing the examination. This happens rarely.

In case of IRS5 or Stores Services, the probationers have to undergo training on the following programme:

**First Phase**

1. General course at Railway Staff College, Baroda.
2. Depot training in a Zonal Railway including major workshops.
3. (i) Stores Accounts and Stock verification,
   (ii) Training with imprest holder (both (i) & (ii) in a Zonal Railway Headquarters).
4. Outside department - in the office of Director of Suppliers and disposals - New Delhi.

**Second Phase**

5. Controller of Stores office of a Zonal Railway headquarters.
6. Railway Staff College, Baroda.
In the N.F. Railway, the IRSS probationers have to undergo training at the following Depots, Workshops etc., where they acquaint themselves with (i) Stock verification and recoupment, (ii) receipts and supply (iii) Inspection and other policy matters regarding stores procurement, supply etc. at -

(a) N.F. Railway Stores Depot at Beliaghata, Calcutta (which is the main depot, empowered with the purchase of almost all stores material of N.F. Rly.)

(b) N.F. Railway Stores Depot at - Dibrugarh Town, Pandu (Gauhati), New Bongaigaon/Bongaigaon, Siliguri Junction, New Jalpaiguri, Katihar and Tindharia in the Darjeeling Himalayan Rail Section.

(c) N.F. Railway Workshops at Dibrugarh Town and Carriage and Wagon Workshop at New Bongaigaon.

(d) N.F. Railway Printing Press at Kurseong in the Darjeeling-Himalayan Rail Section.

After completion of the above training, the IRSS probationers are posted at the N.F. Railway Headquarters against a Class I designated post for on job training under supervision of a nominated administrative officer. They have to pass the examination (both written and viva-voce) at the end of each years training by a Committee of HOD's nominated by the G.M. of N.F. Railway before they are finally confirmed.
In almost all Class I Probationers of different stream have to undergo practical training in the workstudy programme on the working of different departmental units, fields or in the offices of the N.F.Railway - to assess the lapses, difficulties, discrepancies and practical deficiencies and suggesting remedies thereof. In this respect the Railway Board, nominates some of the Class I Officers to take refresher course in the workstudy programme at the Staff College, Baroda for two weeks at a later stage of their appointment. Moreover, the Class I probationers of N.F.Railway have to undergo training in the computer programming at the Data Processing Centre of the N.F.Railway - which is a full fledged unit of the Accounts Branch.

In case of Indian Railway Accounts Services or IRAS the period of training of probationers are generally two years. Throughout the period of their training they will be required to maintain a diary and submit a monthly narrative report to the F.A & C.A.O., N.F.Railway.

The detailed course of study may be laid down by the FA&CAO, N.F.Railway subject to the general rules provided in the Indian Railway Establishment Manual (1).

The programme of the IRAS probationers is mostly based on the line of programme in the I.R.E.M. which are given below : -

(1) Para 109 of Chapter -I(Sec-A) ibid.
Programme of IRAS Probationers:

(1) Foundational course at the National Academy, of Administration, Mussorie.

(2) Indian Audit and Accounts Service Training School, Simla.

(3) Traffic or Revenue Accounts.

(4) Expenditure Accounts of new Constructions of a Zonal Railway.

(5) Open line expenditure Accounts (excluding stores & Workshops) of a Zonal Railway.

(6) Stores and Workshops Accounts.

(7) Railway Staff College, Baroda.

(8) (a) Railway Electrification and (b) Integral Coach factory, Perambur.

(9) On job training i.e. periodical Accounts and reports.

The training of IRAS Probationers at the Zonal Railways in all the branches and divisions of the Railway Accounts Offices, will be of a practical nature. In the course of their practical training, probationary Accounts Officers shall have to study all codes, Regulations and Orders that bear on the practical training.

The probationary Accounts Officer is required to pass the departmental examinations within a period of three years after recruitment. In case he fails to do so, he will be liable to lose his appointment. (1)

(1) Page 2 (Column 4 ) Appendix 1 of IREM
Before the probationary officers are put to practical training, they are given special lessons embracing a broad outline of the N.F. Railway Organisation and the various units of its administration by a Senior Accounts Officer nominated by the FA&CAO. They have also to be acquainted with detailed working of each branch of the Accounts Office - where they may be receiving training (1) and also peruse important current cases and discuss such cases with the Sectional Officer. The FA&CAO is the examining authority.

In case of the Medical Department, when the candidates are appointed on the suggestion of U.P.S.C., the probationary Medical Officers are given training in the Medical Department itself. It was already mentioned in the earlier chapter, that the Medical Officers are provisionally recruited by the CMO locally on ad-hoc measure. The Medical Officers recruited locally, may appear in the UPSC Medical Services Examinations and if selected, may be put to a regular job as District/Divisional Medical Officer in the N.F. Railway and shall have to undergo training prescribed by the Railway Administration.

The training imparted to the probationary Medical Officers are only for a short period of 3/4 months as per following programme.

(1) Ibid.
(1) Headquarters CMO's Office
(2) Railway Staff College, Baroda
(3) Divisional Headquarters Office, under the Divisional Medical Officer or DMO

While the Probationary Medical Officers receiving training in the Divisional Headquarters of a Division, the DMO will send an assessment report to the CMO on the completion of the training.

Before posted as ADMO/DMO in the regular post of the Medical Department of the N.F.Railway, the probationary Medical Officers will be examined by the CMO or by the Additional Chief Medical Officer, if nominated, (as it is observed in the N.F.Railway system).

Mention has also been made in Chapter II (Recruitment of staff) about special class Apprentices—who will subsequently be posted as Class -I Officer of a Zonal Railway. The special class Apprentices shall have to undergo practical and theoretical training for 4 years in the first instance under an indenture, binding them to serve the Indian Railways on completion of their training, if however, their services are required (1). The continuance of Apprenticeship from year to year will depend on satisfactory reports being received from the authorities under whom they are working.

(1) Para 110, Chapter I (Part II Sec. –A) of page 9 ,IREM.
During the apprenticeship, they will be required to undergo training in four periods of one year each and examined at the end of each session. If unsuccessful at any of the examinations, they will, depending on their performance, be given chance to sit for and pass in supplementary examination or reverted to the next lower batch or removed from Apprenticeship as per provision laid down in the IREM (1).

Before the completion of the 4th year of training the apprentices are listed in order of merit on the results of the examinations held and the reports on the Apprentices received during the period of apprenticeship.

Apprentices on successful completion of their training are appointed as Officer on probation for 3 years during which their services will be liable to termination on 3 months notice on either side as per rules of the Railway (2). Before completion of first year of probation, the probationers must qualify for AMIE (India) (2) or AMIME (London) Examination to have the job in the Indian Railways. If they cannot acquire this qualification, their services will also be terminated.

During the probationary period, they will have

(1) Ibid
(2) Associate Membership of the Institution of Engineers (India) or Associate Membership of the Institution of Mechanical Engineers (London) - depends upon the option of the candidates.
to attend prescribed course of training in the
Railway Staff College, Baroda and to qualify in the
tests held in the College. The tests in the College
is compulsory and must pass it. Failure in the
tests, particularly in case of the apprentice
probationers, often disheartens them, though they
may have second chance to pass the tests. The
Second chance depends on the exceptional circumstances,
provided the record of the officer is such as to justify
such relaxation being made by the proper authority.
Failure to pass the tests may involve the termination of
services, and in any case, the officer (Probationery)
will not be confirmed till he passes the test, this
period of training or probation being extended as and
when necessary.

Before the end of the 2nd year of probation, they
are required to undergo a departmental examination
which includes Accounting & Estimating, General &
subsidiary Rules, Factories Act, Workmens' Compensation
Act, ability to handle labour and general application
to work or works on which each officer is engaged while
on probation in a Zonal Railway. They will be required
to pass the departmental examination within the second
year of the probationary period. If, however, they fail
to pass, their services may be terminated - depending
on the discretionary authority. In some cases, it is
seen that their yearly increments have been stopped till they pass the departmental examination. Where the probationary period has been extended for failure of passing the departmental examination within the stipulated period - the Increments will be regulated and confirmation will be given to them only after passing the departmental examination (1). It is already mentioned that the extension of probation is granted i.e. the second chance to pass the examination is given in exceptional circumstances only, provided the record of the candidate is good during the period of training. In the N.F.Railway the special class Apprentices Probationers completed their training successfully in first chance. Moreover, in the N.F.Railway, there is a small number of Special Class Apprentice probationers for training. But the Probationers have to undergo rigorous training for seven long years. Other probationers need only 3 years training. It is understood, that these probationers join as special class apprentice, without having their bachelors degree in Engineering nor they complete the Administrative Service Examination through UPSC. But in course of their training, they must go through a tough practical training including the examination like AMIE (India) phase by phase, which is not less than that required for a bachelors degree in Engineering. Moreover,

(1) Ibid.
they will also receive the same type of training in
the Railway Staff College, Baroda and other units and
institutions like the IRSE probationers. Not only that,
the Apprentice probationers are sent to the Forest
Research Institute, Dehradun for an intensive training
in Timber Technology for a period of about two months -
after 2/3 years experience in the above mentioned post
in the Zonal Railway - particularly as Mechanical Engineers.
Naturally, the point of question arises, the apprentice
probationers may seek a change in their service after the
bonded period with the railway for better prospect. In
that case the railway will loose a competent officer
although not many instances are there in the N.F.Railway's
record. It means, the railways nurtures and prepares the
cream and other concern gets their readymade service
for the job. So far, it is learnt that this happens
due to nature of the job in the Railway as well as the
pay structure (which is much lower than a private concern)
and future prospect which is not bright enough as much as
in other private Engineering Firms. This, of course,
depends upon the circumstances and capacity of the candidates
seeking a change in service - after absorption in the
Railway.

The training of the special class Apprentices
is carried on phase by phase and major part is given in
the Railway workshop at Jamalpur under Eastern Railway.
Others are given training in other workshops and
institutions through a long process of programme (1). The programmes are very long and are fixed as per provision of the Railway Rules (fixed by the Rly. Board) subject to alteration, addition by the Rly. Board, from time to time. The programme is detailed below:

AT JAMALPUR (IST PHASE)

1) Basis Training Centre & Satellite Shop
2) Machine Shop
3) Tool and Template Shop
4) Wheel Shop
5) Brass finishing shop
6) Blacksmith & Spring Shop
7) Forge Shop
8) Die Sinking Shop
9) Pattern Shop
10) Brass and white metal foundry
11) General Iron foundry
12) Steel foundry, bolt and nut shop and rolling mills
13) Boiler shop, repair, welding, erecting & millwright shops.
14) Machine Tool Reconditioning shop
15) Power House and Electric Shop
16) Railway Car shed at Howrah (during final school session)
17) Metallurgical laboratory
18) Heat Treatment Shop

(1) Ibid.
19) Production Department under Planning Superintendent
20) Under Supervision of Chief Draughtsman (Fig. 1: Tool)

OUTSIDE JAMALPUR (2nd PHASE)

1) Carriage and Locomotive Works - Chittaranjan
2) Integral Coach Factory, Perambur, Madras
3) Diesel Locomotive Works, Varanasi
5) Railway Staff College, Baroda (for General Course of training).
6) Diesel Loco overhauling works at Kharagpur.

After the above training the (Apprentice) probationers are sent to the Zonal Railway - to which they are posted subsequently as officers and will continue the next phases of training on respective Zonal Railways.

AT THE ZNAL RAILWAY (1) (3RD PHASE ANY, N.F.RLY.)

1) Carriage and wagon shop (at bongaigaon of N.F.Rly.)
2) Running and Maintenance of Rolling Stock on any of the Divisions (of N.F.Rly.)
3) Attached to CME's office (N.F.Railway Hd. Rs.), for research investigation on project works.

After completion of the training the next phase of training is imparted at different units of Carriage and Wagons shops in the following units/subjects: Saw Mill, Coach Construction, body repairs, carriage lifting & fitting, paint & Trimming shops, train lighting, tank wagons and wagons periodical overhauling etc.

(*) Our study is on N.F.Railway and as such the name of places and units of N.F.Railway has been mentioned in the bracket.
While the probationers are placed at the Divisions they have to undergo training in the following subjects.

Fire dropping and steamman's duties, firing yard pilots, firing goods passenger and express trains, with Loco Inspectors/Fuel Inspector, Inspection of incoming and outgoing engines, boiler washout and periodical examination of boilers, running repairs and schedule examinations of steam engines and diesel engines, shed stores etc.

They will also have the practical training in the Railway yard of a big station (Tinsukia & New Guwhati in the N.F. Railway) with Yard TR's and with Yard Master and Yard Controlling Officers. Apart from that, probationers will be attached to an 'A' Class relief train (except when working on running duty) to enable him to learn breakdown work.

Other than special class apprentice (who will subsequently be posted as Class I Officer) there are temporary Assistant Officers - who have not been classified as Class I till their confirmation and posting in the Zonal Railway. The training of temporary Assistant Officer in different departments is regulated by the provision laid down in the I.R.C.M. and directives of the Railway Board. But, until they are put to on job training - they have to complete the course of training at different Institutions and establishment of Indian Railways as in case of other Railway probationers. The temporary officers or those who are officiating in Class II Services are
normally given two months training at the Rly. Staff College, Baroda and then posted to the Zonal Railway for on job training. This, depends upon the course or programme of training. The temporary officers have to pass the departmental examination at the end of each year by the nominated authority of the Zonal Railway.

In the N.F.Railway system, it is seen that there are not many temporary officers, who are qualified through UPSC. The probationers who opt for the N.F.Railway, are IRAS, IRSE etc. and receive their training as per programme mentioned elsewhere in this chapter.

Training for the Class II Officers is different from that of Class I probationers and it also depends upon the age, experience etc. of the Class II Officers as most of them are promoted from the lower category. Railway staff empanelled for Class II Service when appointed to officiate in Class II Service are required to attend a regular course at the Railway Staff College, Baroda and have to pass the test conducted by the Principal of the College. The Officers have to secure 45% in individual subjects and 50% in aggregate of their regular course of training at Staff College, Baroda. A second chance in the event of failure is generally not given, except in exceptional circumstances which will be decided by the Principal of the College. Failure to pass the test may involve reversion of the officer to Class III.
The Officers, who are over 45 years (with adequate departmental experiment) at the time of empanellment are not required to attend the regular course and their merit is assessed by the Principal on the basis of their performance in the Class, at the discussion and the paper written by them on any particular subject (relating to Railway Administration) of interest in their own line. (1)

Class II Officer - who are recruited as temporary Assistant Officers with no previous railway experience, will have to undergo training in the following programme for certain period fixed by the Railway Board. The GM may at his discretion, curtails the period of training except in respect of the training at Railway Staff College, Baroda (2).

Duration of practical training varies from person to person.

PROGRAMME OF TEMPORARY ASSISTANT ENGINEERS:

1) Railway Staff College, Baroda in General Course of Railway Administration.

2) Practical training in the Zonal Railway with -
   a) Assistant Engineer on open line
   b) " " on Construction
   c) Permanent way Inspectors
   d) Inspector of Works (Special & Engineering works)
   e) Signal & Bridge Inspectors.

The details of practical training may be modified.

(2) Chapter 1 - Para III(III) JREH.
by the Zonal Railway having regard to the major Engineering works in progress in the zone (1).

Programme for the training of temporary Assistant Officers - particularly other than experienced staff, is a prolonged one and mostly given in a Division of the Zonal Railways. In the N.F.Railway system, the programme of Temporary Assistant Commercial Officer is appended (as an instance):-

**Programme:**

1) At the Zonal Training School, Alipurduar to learn the guards duty.
2) Working as a Guard in a Division.
3) Railway Staff College, Baroda for General Administration course.
4) Booking office, Parcel office, Goods shed and Transhipment Shed of a big station in a Division.
5) Working as Yard Master & Station Master of a busy station.
6) In the Hd. Qrs. Accounts Office for Traffic Accounts, including personal preparation of balance sheet etc.
7) Divisional Headquarters office
8) Understudying a Commercial Inspector.
9) Headquarters office at Maligaon in the Commercial and Operating Department.

(1) Ibid
The duration of training varies from 15 months to 20 months or less, which depends upon the discretion of the G.M., N.F.Railway. The period may be reduced to 12 months if the course have to be condensed as deem suitable by the authority (1).

Training programme of temporary Assistant Accounts Officers (direct recruited) are also imparted mostly in the Zonal Railways as per rule of the Indian Railways - laid in the establishment Manuall. N.F.Rly. has no option in this respect and follows the same programme laid down in the IREM - particularly those who have not been promoted from a lower grade. The training programme of an Assistant Accounts Officer in the N.F.Railway is appended :

1) Traffic Accounts at the Headquarters.
2) Expenditure Accounts of -
   (a) New Construction
   (b) Open line - excluding stores, and workshops,
      Divisional Office.
   (c) Central Office expenditure.
3) Stores Accounts
4) Workshop accounts
5) Railway Staff College, Baroda
6) Periodical Accounts and returns.

Programme No.6 above includes training in the Railway

(1) Ibid - Para 113 (b) Note Portion - Chap.I Part (II)
Boards Office, New Delhi and in the IRCA, New Delhi for a certain period. The duration of training of these Officers may vary from 12 months to 15 months at the discretion of the General Manager, N.F.Railway.

All these temporary officers (other than the promoted one) have to pass both the lower and higher departmental examinations for the Indian Railways Accounts Services. They will have to pass the lower departmental examination within 15 months and higher departmental examination within 4-5 months and 3 years respectively after joining the service. It is observed in the N.F. Railway system that ordinarily these officers are put in charge of working posts at the end of passing of their lower departmental examination.

In all cases of the temporary Assistant Officers of different departments, a general list of important items of work to be done (on completion of the probationary period) is drawn by the Railway Staff College, Baroda, in consultation with the Railway Administration. These items are discussed while under training at the Railway Staff College at the end of the General Course (1).

 Practically, these temporary Assistant Officers (other than the promoted one) are posted against a working post for a short period till a post in the Class I

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(1) Ibid (Para 121 (Section A) Chap.I Part.II)
or Senior Scale is readily available for their post, after completion of their training. The Railway Administration ensures that during the practical training, these temporary Assistant officers work in independent charge of the Assignment. The HOD and other Senior scale Officers concerned send for these temporary Assistant Officers once in a quarter during the training period and test them by an oral test and make assessment of their necessary experience and guide them in possible fields. While undergoing training in the Divisions/Headquarters/Workshops - they have to maintain two note books for recording alternatively in each book, what he has learnt during a month and the note books on the general procedure - submitted monthly to the HOD or nominated authority of the department for perusal. It is already mentioned that the promoted Class II Officers are not required to undergo any schedule programme of training as in the case of temporary Assistant Officers (direct recruited). But they are sent to the Railway Staff College, Baroda in due course rather at a later stage of their service as Class II Officer against a regular working post in the R.F. Railway. Neither they need a training in the General Administration of the Railway nor any other technicalities as per provision of the rules applicable to the probationary Officers, since they are well experienced on the line and have acquaintance with the line of working job - being empanelled from the lower category, where they worked for a considerable period.
TRAINING IN CLASS III & CLASS IV (NON-GAZETTED) SERVICES

As in the cases of Class I and Class II Officers in Railways - there is provision of training in some categories in non-gazetted service, i.e. Class III and Class IV services as well. Mention has already been made elsewhere in this Chapter, that training in all the categories of non-gazetted services are not necessary or essential, considering the nature of the job performance. Obviously, many of the categories in the Class III and Class IV services are exempted from any training, particularly which is not either technical or procedural in nature. In course of study, it is observed in the N.F.Railway system that the staff of lower categories like peons, dak couriers, porters, record sorters etc. (in the Class IV service) need no training, though the later needs a thorough training in the procedural work, considering the nature of job. There is no provision of a direct recruitment in the post of a record sorter, which is filled by promotion from Peons & Daftaries as per existing rule of the railway. Same is the case of a dak courier who need a detailed training - but is not given for obvious reason.

In the Railway non-gazetted services, three types of training imparted to the Class III & Class IV staff viz., (1) initial training course - imparted immediately after the recruitment either as apprentice or as trainee staff. (2) Refresher Course - while working against a regular post and (3) Promotional
course. In the Indian Railways, training courses have been introduced in technical categories, transportation/commercial categories and in few other cases, where some preliminary knowledge is necessary in performing their job. The training period of different categories are not uniform and depending upon the Administrative discretion.

The initial course has to be completed within the stipulated period and passing of this course is obligatory in all the categories as prescribed by the Administration. Similarly, it is a pre-requisite condition for promotion, in case of post where promotional course are prescribed and passing in the examination after completion of the course. It is observed in the N.F.Railway system, that the Traffic Staff, particularly engaged in train passing, train operational job, who are directly concerned with the safe working of trains are sent by the Administration to qualify themselves in the examination of refresher course. In their case, no written examination is necessary rather the nature of examination mostly confined to oral and practical tests. same is the case of technical staff of the Engineering branch, who are required to qualify themselves through an examination after completion of their scheduled training. It is further noticed , in promotion as well as in refresher courses, the staff are allowed atleast three chances to pass the examination, If, however, one failed
to pass the examination in three chances in promotion course (which is a pre-requisite condition to promotion) is allowed to avail more chances at his own cost (1). Training is optional to the staff of 55 years and above who are exempted from prescribed refresher courses (2). Apart from the above, there is the age limit beyond which transportation staff are not eligible for qualifying for promotion to certain categories.

It is already mentioned that training is necessary to almost all categories of post of the railway. But programme/schedule is different, which depends upon the nature of job. Generally, the Ministerial staff are trained departmentally or through some training Schools/Colleges in certain cases and the programme/schedule is also prescribed by the department concerned. The duration of training is also short, which is 2/3 months - subject to passing of the tests/examination. On the other hand, the technical recruits have to undergo training in different schools/workshops or Units of a Zonal Railway with prescribed schedule and programme. The training period is also longer and varies from trade to trade or nature of the job. To have a detailed idea, prescribed training programme of an apprentice signal Inspector of R.F.Railway can be studied - which is appended -

(1) Railway Board's letter No.E(RC)1-73 PA 1/196 dt. 5-1-75
(2) Railway Board's letter No.E(trg)-75(30)/10 dt. 11-9-75.
Training Programme for Apprentice Signal Inspector:

**FIRST YEAR**

(1) Railway Signal Workshops (at Pandu of N.F. Railway)

(a) Mechanical and (b) Electrical for practical training in fitting, machine, smithy and electric shops, test rooms and training centre.

While at the training centre - a supervisor Signal Inspector/Instructor attached to Signal workshop shall supervise the training Apprentices in all its phases in close connection with the workshop and open line authorities.

The apprentices are given practical and theoretical lessons in workshops methods, in standard practices for installation and maintenance of mechanical and electrical signalling equipment, in the use of gauges and testing of mechanical signalling equipment, working and testing of electrical and power signalling equipment, working and testing of electrical and power signalling apparatus in accordance with the standard service. (1)

**SECOND YEAR**

(2) Training School (at Pandu of N.F. Railway) for training in general rules, transportation, system of working, signal and interlocking etc.

(3) On open line (with a signal inspector in the division) for training in installation and maintenance of signal gear etc.

(4) Drawing office of the Headquarters (at N.W.Rly. Headquarters Signal & telecomm)

(1) IREN - Annexure V to para 160 - Page 105
Branch, Maligaon) for training in preparation of signalling schemes and plans thereof.

THIRD YEAR:

(5) On open line (in a division of N.F. Railway) -
   (a) With a signal Inspector for training in the installation and maintenance of signalling gear.
   (b) With a P.W.I. (1) for various methods and technicalities of Rly. track system.
   (c) Stores department (Signal & telecomm.) for acquaintance of the nomenclature, classification of items of signalling stores, sources of supply, procurement, receipts, stock checking etc.

4TH YEAR:

(6) On job training - working with -
   (a) Signal maintainer (Mechanical) All in a big station of a division.
   (b) Signal Maintainer (Electrical)

(7) Drawing office (at headquarters).

The apprentices will be examined by the HOD or by Senior Officer nominated by the HOD at the end of each years training and finally confirmed against a working post on successful completion and passing of the examinations and test.

(1) Permanent Way Inspector.
For other Apprentices, the training schedule and programme are different and depends upon the nature and trade. In the U.F.Railway system, almost all the Apprentices (other than Traffic & Commercial) shall have to undergo training in the departmental units/workshops on the schedule of programme fixed by the Railway Administration.

Traffic Apprentices shall have to undergo training for a period of three years at least. But, those departmentally appointed from other categories e.g. Assistant Station Masters, Yard Masters, will undergo training for lesser period, since they had already undergone the training on certain subjects after their first appointment. In this case, the period of training is for two years—depending upon the competent authority to decide and fix the programme. The Commercial apprentices are imparted training mostly in the Commercial Departments for a period of two years on subjects prescribed by the Administration (1). In both the cases the Apprentices are required to undergo theoretical and practical training at Zonal Training School (at Alipurdhar in the U.F.Railway), divisional unit and at headquarters (at Railison of U.F.Railway).

(1) U.F.Railway's letter No.E/10/4/Pt.III(Tr.) dt. 17-6-75.
TRAINING PROGRAMME OF COMMERCIAL APPRENTICES (E.R.Railway)

1. Coaching Accounts and General Rules (Chapter I to VI Part I and Part II of General Rules) (1)

2. (a) Training in a Division: In booking, reservation and parcel offices of a big junction station.
   (b) Work independently as Assistant Booking and Parcel Clerks.

3. At Zonal training School, Alipurduar in Goods Accounts.

4. Working with Road Van Clerk and Parcel Van Clerk.

5. (a) Training in Goods and Transhipment sheds.
   (b) Working as Assistant Goods and Transhipment Clerk.

6. Work with Station Accounts Inspector.

7. Work with TTE's in a division.

8. (a) Work with Commercial Traffic Inspector.
    (b) Work with complaints Inspector and catering Inspector.

9. In a division Commercial Office to learn the office procedure.

10. At Headquarters Commercial Offices -
    (a) Claims Section
    (b) Rates & Refund Section
    (c) Attached to Rates and Development Inspectors.
    (d) Others sections in Headquarters Commercial Office including clearance of station outstandings, publicity & lost property office.

11. Study the working conditions in a big goods depot (such as Katihar, New Jalpaiguri, New Bongaigaon, Tinbukti etc.).

(1) General rules of the Commercial Deptt. are given in the Commercial (Code) Manual, etc. published by the Indira Gandhi Conference Association, New Delhi.
There are at least 3 (Three) tests for the Commercial apprentices during their training. (1) The tests are conducted by the FA&CAO for item 1 to 6 & by CCS for items 7 to 12 (2) after completion of the training itemwise. In addition to that, the Principal Zonal Training School, Alipurduar Jn. will also take the test as usual on the subjects for which training has been imparted to the Apprentices. The Apprentices are directed to different officers to undergo training on the items mentioned as per scheduled of programme. During this period the apprentices have to move from one unit office to another or in the divisional offices for different training. Mostly, the apprentices are absorbed as Commercial Inspectors/Rates Inspectors or Claims Inspectors after successful completion of their training and passing the tests. It is observed in the N.F.Railway system, that the Commercial Apprentices are given the same type of training though they may be appointed and posted in any of the three branches of the Commercial Deptt. with suitable designation. Such as Claims/Rates or Commercial Inspectors. Some of them are sent to the Divisions as divisional Commercial Inspector with the same capacity.

For Traffic Apprentices - different schedule of programme for training is fixed by the Railway Administration of 3 years duration. The schedule programme of training

(1) Railway Board's letter No.E(NG)57-RRI/12 dt. 29-9-58.
(2) Ibid.
which they have to undergo after their initial appointment are the following:

**FIRST PHASE:**

2. Picking up and with a Guard on different types of training in a division.
3. Working as Guard independently with different types of training - mostly pick up and shunting of goods trains and parcel express. (about 4 months in a division).
4. Refresher Course combined with goods working at Zonal Training School, Alipurduar Jn. N.F.Railway.
5. (a) Working as Assistant Yard Master at a medium traffic Yard in a division. 
(b) Working as Asstt. Yard Master at a large Traffic Yard in a division.
6. **Learning the duties of a Station Master at a large station in a division under supervision of the Station Master.**

**SECOND PHASE:**

7. **Senior Transportation Training at Zonal Training School,** Alipurduar Jn.
8. **Learning the work of a Traffic Inspector in a division with a Traffic Inspector;**
9. Learning the work in the Divisional Central Office.

THIRD PHASE:

10. Working as a section controller in different Control Offices of the Divisions about 4 months.

11. Learning the work of Deputy Chief Controller & Chief Controller under supervision of Deputy Controller and Chief Controller of the Offices.

After the first phase of training - examination will be held at ZTS and after second phase examination will be held in the Divisional office which will be conducted by the Senior Divisional Operating Supdt. of the Division. Final Examination (both written & viva - voce) will be conducted by the Administrative officer nominated by the head of the department of the Operating Department.

The Divisional Officer (under whom the training will take place) is nominated by the Administration who arranges to select the stations/yards and offices for the training. He also select the supervisors/ Inspectors under whom the Traffic Apprentices will be trained, in different subjects. The Divisional Officer will send an acquaintance Certificate of the trainees to the Headquarters after the stipulated training in the division on a prescribed proforma.

(1) Ibid.

On successful completion of training and passing of
final examination - the traffic apprentices are directed to report to the Divisional Operating Supt. for appointment against a working post in the category of Station Master/Asstt. Station Master/Asstt. Yard Master/ Traffic Inspector or as Section Controller (on receipt of an option from the staff.)

Other than the Apprentices, the ministerial (Class III) staff have to undergo training after their first appointment (for a period of 3 months) in the department itself, where they are to acquaint themselves with the departmental office work (including all section) on the subjects pertaining to the respective departments as well as general knowledge of the entire Railway Organisation.

The new recruits in the Accounts department have to undergo training on various subjects of the accounts to enable them to acquire knowledge of the system of accounting on the Railways. They have to undergo training in different sections of the Accounts department under the supervision of the Sectional Officer.

After the training the trainees are examined by the departmental officer - particularly a senior scale officer nominated by the Administration, and provided against a working post in the same department on successful completion of training and passing the examination.

Apart from this, the Accounts Clerks will have
to undergo training in the initial course, which is on job training (i.e. after they have been appointed in the department) for a period of 45 days at least. The training is imparted by Senior Supervisors as well as by Assistant Accounts Officer in a separate wing of the Accounts building. Same is the procedure in the Statistical department also, where the duration is 75 days and training is imparted by the compilation Officers and Senior Supervisors of the department. This is a departmental training although passing of this examination is compulsory. Unless they complete this training they will not be eligible for the next higher promotion or confirmation in service as it is observed in the N.F. Railway system. Some of the staff of both the departments are nominated for training in refresher course at Zonal Training School, Udaipur of Western Railway for a period of one month. But this training is optional from the staff side and they may take the training at their own interest.

Class III technical staff has to undergo training in different schools and workshops of the N.F. Railway on the subject of their job performance. The duration varies from category to category generally from 2 years to six months. These persons are to be trained phase by phase, in the Railway Units according to the scheduled programme fixed by the Administration. Tests/examinations are held after each phase of training by the
nominated officer (Senior Scale) or by the Superintendent/Principal of the Training Schools – where they undergo training. Passing in the tests/examination is compulsory. If they do not pass, they lose their appointment. In special circumstances, they may be given one or two chances if they failed to pass even in the 2nd chance – depending upon the discretion of the authority. The Fireman of (Engine) the Mechanical department are generally promoted from the lower class of categories, (necessary from technical grade) shall have to undergo training for a period of 10 months at least in a Loco Shed of a big junction, station. They are imparted training by the Senior Supervisory staff on the following (1) subjects:–

1. Engine boiler washout
2. Repacking, Oiling & greasing.
3. With engine fitter
4. With boiler maker
5. With Engine Examiners.

They have to acquire thorough knowledge on the subject during their training and have to pass the test conducted by nominated officers of Mechanical Engineering department. Practically, this type of training should have been given to the Fireman after the initial appointment in the Railway. Eventually the

(1) IREM – Chapter I para 105 (P. 116)
training is imparted at a later stage i.e. as a promotional course. But the special class Fireman in the Mechanical department have to undergo training according to the scheduled programme and syllabus and if successful in the tests/examination they are appointed against a working post. (1)

In Class IV categories training is imparted only where necessary and not all the staff have to undergo training after their first appointment. Training is required for such categories particularly to Class IV operating staff where technical knowledge is essential and they are given training at different schools or units of the Railway. In the N.F. Railway, training to Class IV staff is given in the Area Schools at Katihar, Lumding and Tinsukia with shed training school for literacy at Nadia, Lumding, Alipurduar and Badarpur. Class IV staff other than operating, Mechanical and some categories of Civil Engineering Department, need no training particularly. It is learnt in course of study that, N.F. Railway maintains Mobile Training car for the Carriage and Wagons artisans as well as to impart training to Gatemen and other Class IV Civil Engineering staff of this Railway. The utilisation of this Mobile Training car by the N.F. Railway is not regular due to difficulties in arranging proper supervisory staff for imparting training or other operational troubles.

(1) Ibid.
In the Headquarters at Maligaon, Class IV employees (of different branches of Headquarters) who have selected for promotion to the post of Clerk (Class III) are appointed to officiate as a Trainee Clerk subject to certain conditions. (1) The conditions are -

1) They will be put against working post for one month to acquire the knowledge of Railway working.

2) They will also have to undergo training for another two months for theoretical and practical knowledge of the office works in the office - where they are posted.

After training an examination (written) will be held and conducted by an Assistant officer of the branch nominated by the Administration. Maximum two chances will be given to them to pass the examination. In case any one failed to qualify in the prescribed examination held after training, a second chance is given to them. If they failed in the second chance also, then they will be reverted to his former post in the Class IV category (2).

For imparting training to Class III and Class IV staff of the N.F.Railway, different Schools/Centres are established. (3)

(2) Ibid
### Name of Training Schools/Centres

<table>
<thead>
<tr>
<th>Categories of Staff imparted training.</th>
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<tbody>
<tr>
<td>Permanent Way Inspectors, Inspector of Works, Permanent Way Ministry, Sub-oversers, Station Masters, Asstt. Station Masters, Guard, Trains Clerk, Signallers, Cabinman, Grade I Section Controller, Commercial Inspectors, Asstt. Commercial Inspectors, Goods/Coaching Clerks, TTE's, Pointsman, Leverman etc.</td>
</tr>
<tr>
<td>2. Technical Training School, New Bongaigaon</td>
</tr>
<tr>
<td>Drivers, Shunters, Train Examiners, Wagon and Carriage Artisan, Electrical Fitter etc.</td>
</tr>
<tr>
<td>Mechanical Signal Maintainer, Electrical Signal Maintainer, Telecommunication Mechanic, Wireless Mechanic etc.</td>
</tr>
<tr>
<td>4. Diesel Training Centre, Siliguri Junction</td>
</tr>
<tr>
<td>Diesel Drivers, Driver Assistant, Steam driver, Steam fireman, Loco Inspector etc.</td>
</tr>
<tr>
<td>5. R.F.F. Training Centre, Domohani</td>
</tr>
<tr>
<td>For the training of Railway Protection Force Staff e.g. Rakshak (Class IV) &amp; Refresher Course for Asstt. Sub-Inspector (Class III).</td>
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</tbody>
</table>

Initial, refresher and promotional courses of training are imparted and conducted by the above Schools/Centres in the N.F.Railway. Apart from the above, some more training centres are available on this railway imparting training to some categories of Class III and Class IV staff of N.F.Railway. (1)

(1) Ibid.
Name of Schools

1. Area School at Katihar, Lumding & Tinsukia
   Imparting training to Class IV Operating Staff.

2. Two basic training centres at New Bongaigaon & at Dibrugarh.
   Impart training to Trade Apprentices under the Apprentices Act.

3. Primary Course training Centre at Lumding, Alipurduar Jn. & at Katihar.
   Imparting training in Primary course to Engine Cleaners.

A question may arise whether these institutions have been utilised properly and whether they are adequate for the purpose of training the staff of N.F. Railway. We are informed by the N.F. Railway authorities that they were not utilised and that they are not adequate. Their future is not bright. The reasons are the quality of the candidates recruited is not good. Further the recruits are reluctant to undergo training.

Training is of two kinds - Pre-entry and post entry. It is an essential object that there is still greater need for imparting proper training by arranging courses to suit the changing requirements of the Railways. But how far the training in the Rlys. can cope the present change and advancement of the Railways.

Training of the gazetted staff is controlled by Railway Board through various training Schools and
Institutions. But it has little use in practice.
Most of the gazetted designated posts are not filled by the Officers trained on a particular stream nor they are given training in that line. As such, one who could prove himself fit in some post may fail in other to which he has little or no practical knowledge. Because their experience in theoretical/practical training is not adequate in this case - the dealing subject being different in the designated post held.

In case of Class II gazetted employees - there is no systematic arrangement for training - since this posts are mostly filled by the supervisory staff with adequate working experience promoted from lower category. They are, however, sent to the Railway Staff College, Baroda for a refresher course of training in the Railway Administration for a short duration. During this short course, they are being trained in the techniques, sum and substance of the working of the Railway Administration.

As for the training of the Ministerial staff it can be safely said that the system prevails is old and orthodox type, without which it could easily be possible to carry on the job by a person with 2/3 months experience in the office. The recruits in the Accounts Department require training in the various subjects of Accounts, so as to acquire a back-ground knowledge of
the system of Accounting on the Railways during the initial period of three months after their appointment. On the N.F. Railway there is no facility for such training though very recently, a training centre within the Accounts building itself for this purpose has been opened.

The Administrative Reforms Commission, in their reports on the Railways, have pointed out that, there is an urgent need for a major change in the role assigned to the Accounts and Finance Officers of the Railways. The energy of the Accounts officers and staff should be centred on the following items to improve the existing system:

1) Performance budgeting.
2) Responsibility accounting and management accordingly.
3) Effective economy and overall efficiency.
4) Examination and evaluation of major schemes by applying new techniques.

Railway Board also stressed the necessity for augmenting facilities for in-service training to the Section Officers and allied staff on the Zonal Railways. The N.F. Railway, on its part is trying to keep up to date with the recent changes - though progress is not very appreciable.

Generally Officers and Staff of N.F. Railway are

reluctant to go for the training courses. This may be, basically due to fear amongst the officers and staff that on their return from training, they may be transferred to some other place. As such to encourage the staff to go for the training, the Administration should ensure that after the completion of the training of officers and staff, they are not transferred to other places. Moreover, Boarding and lodging facilities for staff at the training centres are not up to the mark, which has to be improved, so that staff going for the training do not find any inconvenience during their stay in those schools/centres. The training course should be intensive in nature with modern technique and apparatus of the present age to enable them to acquaint with the recent developing situation and upliftment.