

अश्वनी लोहानी
ASHWANI LOHANI



अध्यक्ष, रेलवे बोर्ड
एवं
पदेन प्रमुख सचिव, भारत सरकार
रेल मंत्रालय
CHAIRMAN, RAILWAY BOARD
&
EX-OFFICIO PRINCIPAL SECRETARY
GOVERNMENT OF INDIA
MINISTRY OF RAILWAYS
28th November, 2018

D.O. No. E(MPP)/2016/3/20

My dear Pradeep Kumar,

Sub: Process reforms in Training- Revision of Training Modules of Non-Gazetted Staff.

Please refer to my D.O. letter dated 24.02.2018 wherein it was advised to consolidate the training infrastructure currently spread over many entities, by developing Multi-Disciplinary Training Institutes both at the Zonal and divisional Railways level leading to judicious utilization of resources and providing integrated training to the Railway employees.

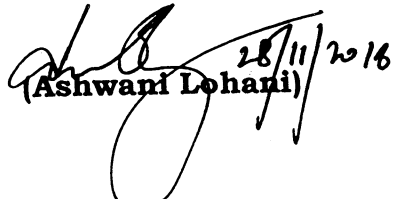
Training, as an essential component of Human Resource Development, is integral to capacity augmentation and competency building. For a labor intensive organization such as ours, it is imperative to create the right training infrastructure and environment that fosters a culture of learning as our employees navigate the rapidly changing maze of technologies, products, services and policies.

In order to align the entire training curriculum with the strategic vision and mission of our organization, I authorize DG/NAIR as the head of the Academic Council of all CTIs, to develop training modules for all segments of employees of Indian Railways. The curriculum so designed should focus both on the content and the delivery to broaden the horizon of Railway employees by multi-disciplinary training. Soft skills training and functional training, must get integrated. Modules on Ethics and Integrity be woven into the course curriculum. The learning delivery can be a combination of class room training, e-learning, online education and such other learner-centric frameworks. The overall aim has to be to make the employees productive, responsive, technologically proficient and future-ready.

With best wishes,

Yours sincerely

Shri Pradeep Kumar
Director General
National Academy of Indian Railways
Vadodara.


(Ashwani Lohani) 28/11/2018

Copy to: All General Managers, Indian Railways.

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GOVERNMENT OF INDIA
MINISTRY OF RAILWAYS
24th February, 2018

DO No. E(MPP) 2016/3/20

My dear General Managers,

In my earlier DO dated 30.10.2017 launching 'Project Saksham', I emphasized the importance of continuous learning and training to upskill the talent in Indian Railways to improve efficiency and optimize productivity.

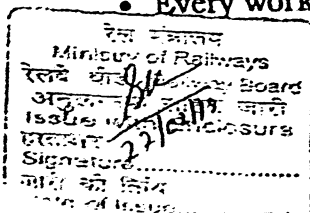
Excellent training infrastructure is vital to impart quality training and competency building of our 13 lakh employees. At present, there are 62 main training centers and 238 other training centers spread out across Indian Railways (IR). Multiplicity of centers leads to dissipation of resources resulting in poor infrastructure. Many of them, especially the smaller ones, are not easily accessible as they are located in remote areas. These factors act as deterrents in attracting motivated and effective instructors, which is the most crucial input for providing quality training. All this has had a negative impact on the training provided in our training centers.

Further, most of the training centers in IR are established along departmental lines. Train operation is a multi-disciplinary task requiring coordinated efforts of all departments. Therefore, it is crucial for IR to rethink the training strategies and reorganize the training centers.

Consolidation of training infrastructure will help in utilizing the resources judiciously and provide integrated training to our employees. Training of staff from multiple departments in one campus will also encourage cross functional learning and inculcate feeling of camaraderie.

Following plan of action is suggested for consolidation of the training centers:

- Every Zonal Railway should have one Multi-disciplinary Zonal Training Institute (MZTI) for Supervisors, Running staff, ASMs, Guards, TTEs etc.
- Every Division should have one Multi-disciplinary Divisional Training Institute (MDTI) for technicians, artisans and support staff.
- Every workshop/production unit should have a basic training center.



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- Other than above, only specialized training centers should be allowed.

These training centers should be developed as 'Centers of Excellence', each having adequate class rooms, model room, practical training facilities, hostel rooms, sports and recreational facilities etc.

Existing ZRTIs/MDTCs should be developed into Multi-Disciplinary Zonal Training Institutes (MDZTI) with CPO as administrative in-charge who shall be advised by an Advisory Board comprising of one SAG officer from each department. A SG/JAG officer shall be the Principal of such MDZTI.

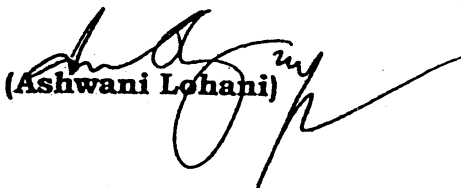
For Multi-disciplinary Divisional Training Institute, a suitable place may be identified by assessing factors like geographic location, feasibility of upgrading existing training centre, connectivity etc. DRMs may be asked to chalk out a detailed timeline for integrating all divisional training centers into a single integrated Multi-Disciplinary Divisional Training Institute (MDDTI). If there are multiple training centres of different functions at one location, the same shall be renamed by adding the function name in parenthesis after 'Multi-Disciplinary Divisional Training Institute'. Sr. DPOs should be nominated as the administrative in-charge of such training Institute. The plan for development of Zonal as well as Divisional multi-disciplinary training centers should also include a manpower plan specifying the requirement of instructors and a plan of action for appointing highly motivated staff having cross-functional knowledge of railways.

In order to augment the resources, training centres can also explore the possibilities of generating revenue by providing training to external customers.

The detailed implementation plan may be communicated to me in a month's time.

With best wishes,

Yours sincerely


(Ashwani Lohani)

General Managers
All Zonal Railways & PUs