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Azadi Ka
Amrit Mahotsav



Shri Narendra Modi
Hon'ble Prime Minister



CAPACITY BUILDING COMMISSION

MISSION KARMAYOGI
ANNUAL CAPACITY BUILDING PLAN

MINISTRY OF RAILWAYS
RAILWAY BOARD



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LIST OF ABBREVIATIONS

ACBP	Annual Capacity Building Plan
AM	Additional Member
APAR	Annual Performance Appraisal Report
CAGR	Compound Annual Growth Rate
CBC	Capacity Building Commission
CR	Central Railway
CRB	Chairman and CEO Railway Board
CTI	Central Training Institute
DG	Director General
DoP&T	Department of Personnel and Training
ECoR	East Coast Railway
ECR	East Central Railway
ED	Executive Director
ER	Eastern Railway
JICA	Japan International Cooperation Agency
JNPT	Jawaharlal Nehru Port
KR	Konkan Railway
MOR	Ministry of Railways
NCR	North Central Railway
NER	North Eastern Railway
NFR	North Frontier Railway
NR	Northern Railway
NWR	North Western Railway
PED	Principal Executive Director
RB	Railway Board
RBSS	Railway Board Secretariat Service
RBSSS	Railway Board Secretariat Stenographers Service
RDSO	Research Design and Standards Organisation
SCoR	South Coast Railway
SCR	South Central Railway
SECR	South East Central Railway
SER	South Eastern Railway
SR	Southern Railway
SWR	South Western Railway
WCR	West Central Railway
WR	Western Railway

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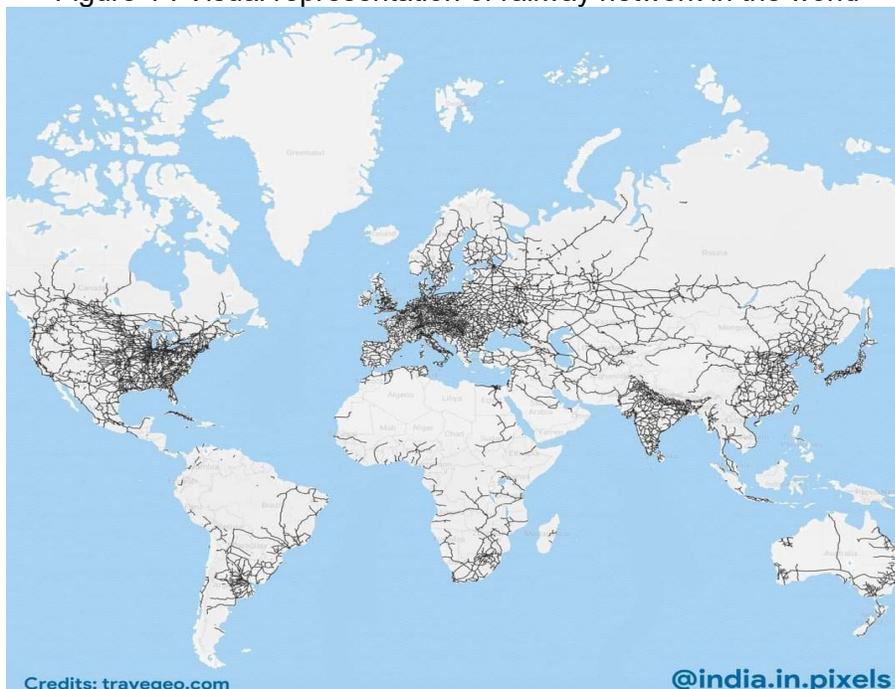
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1. RAILWAY SECTOR IN INDIA

1.1 India has the fourth largest railway network in the world.

The railway network in India, comprising of 68,043¹ route kms² is the fourth largest in the world. (USA with 148,750 kms, China with 109,767 kms and Russia with 85,555 kms are the top three)³.

Figure 1 : Visual representation of railway network in the world



Note: While visually the density of railway network appears high in Europe, no individual country has a railway network greater than India. The country with the largest railway network is Germany with 33,399 route kms.

1.2 Indian Railways carries the highest number of passengers through railways mode in the world.

While in terms of railway network size, India is the fourth largest, in terms of passengers carried, Indian Railways is at no. 1 position in the world. In 2020, 8 billion passengers travelled by railways in India. China's railway passenger volume is only around 37 percent of India's railway passenger volume. Russia is around 11 percent of India's railway passenger volume. In USA, the number of passengers who travel by rail is insignificant (0.1 percent of India). (footnote 3).

1.3 Only five countries in the world carry more than 1 billion tonnes per annum by railways; India is one of them

The countries that carry more than 1 billion tonnes of freight by rail mode are USA, Australia, China, Russia and India. The table below indicates the freight traffic carried by railways in the countries.

¹ [Statistical Summary, Indian Railways, 2021-22](#)

² Route kms: The distance between two points on the railway irrespective of the number of lines connecting them, whether single line, double line etc.

³ [UIC Statistical Synopsis, 2022](#)

Table 1 : Freight in million tonnes

Freight in million tonnes	
India (2020)	1208
China (2021)	2749
Russia (2020)	1366
Australia (2016)	1347
USA (2020)	1260

Source: UIC Statistical Synopsis, 2022; Trainline 9, Bureau of Infrastructure and Transport Research Economics, Australia, 2022

1.4 Mainline Railways and Metro Railways

In common understanding, any system that involves trains is considered “railways”. In India, Ministry of Railways oversees “mainline railways”. This is the railway system in which trains operate between cities. Ministry of Railways is responsible for construction, operations, and maintenance of mainline railway systems in India. “Metro railways” are railway systems which operate within a city. Ministry of Railways is responsible for the metro railway in Kolkata and for sub-urban trains that operate in cities like Mumbai, Chennai, Kolkata etc. Most of the other railway systems such as Delhi Metro, Ahmedabad Metro, Bangalore Metro, Hyderabad Metro etc. are operated and maintained by special purpose companies which are under the administrative control of respective State Governments. For these metro railway systems, the Ministry of Railways has the responsibility of technical planning and for ensuring that the design of the railway systems adhere to safety standards. Thus, the ambit of Ministry of Railways can be understood as mainly the construction, operations, and maintenance of mainline railway systems in India.

1.5 Mandate of the Ministry of Railways

Railway is a subject under the Union List of the Constitution of India. The following is mentioned in Article 366⁴ of the Constitution of India:

*“railway” does not include— (a) a tramway wholly within a municipal area, or (b) any other line of communication wholly situate in one State and declared by Parliament by law not to be a railway;*⁵

Thus, the Constitution of India grants jurisdiction over railway systems in India to the Central Government except for instances as mentioned in Article 366. Parliament enacted the Railways Act 1989 (the Act), which consolidates the laws relating to the rail transport industry in India, including rail infrastructure and rail operations. The Act came into force in 1989, replacing the Railways Act of 1890 which was originally enacted by the British Parliament. The Railway Act 1989 empowers the Central Government to construct, operate and maintain railway systems in India through Zonal Railways which are to be headed by a General Manager. The Act gives the authority to the Central Government to fix rates for the carriage of passengers and goods for the whole or any part of the railway. The mandate of the Ministry of Railways is to exercise the powers bestowed to the Central Government through the Constitution of India and the Act.

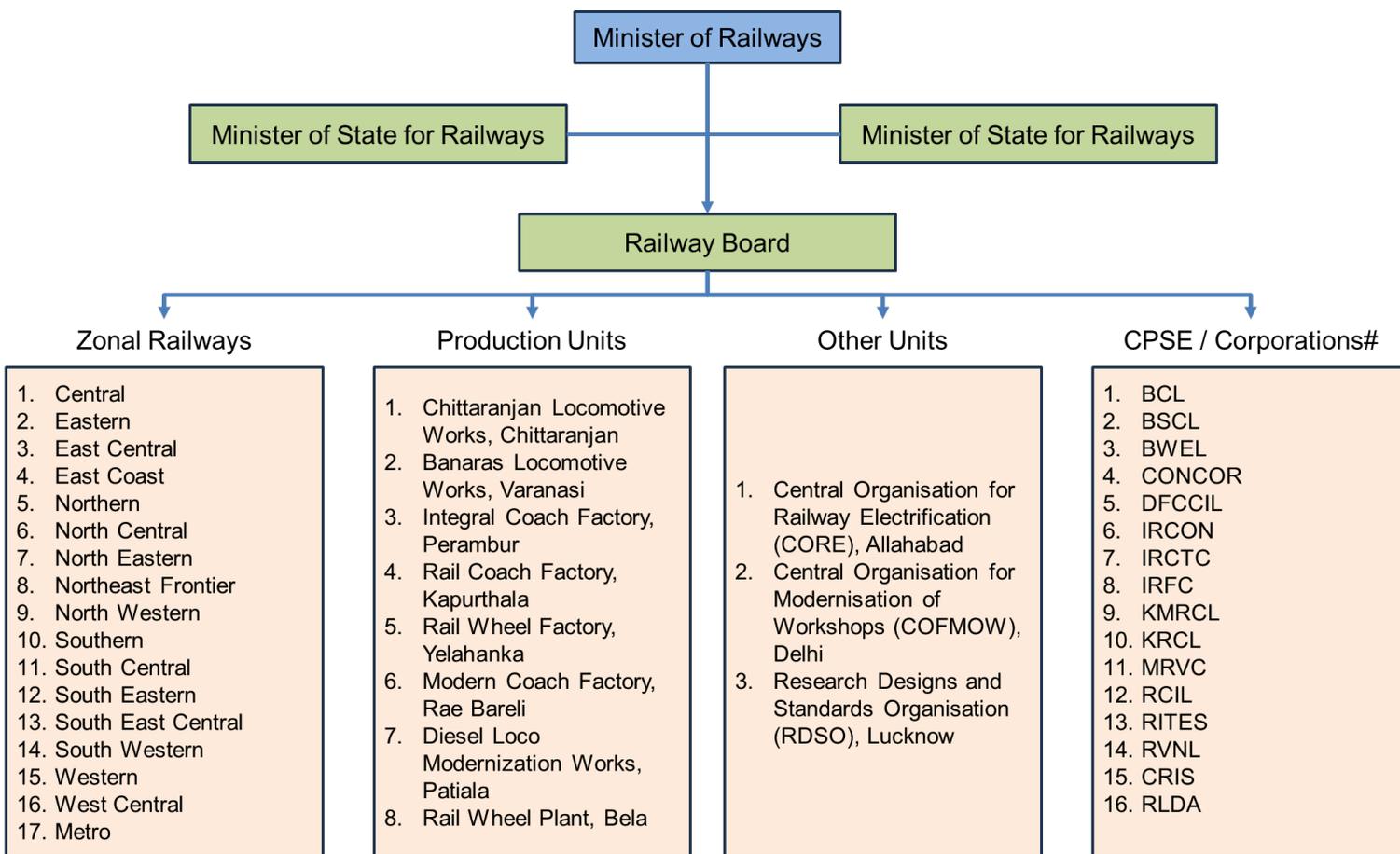
⁴ Article 366 provides definitions for various terms used throughout the Constitution of India. These definitions help to provide clarity and consistency in the interpretation and application of the Constitution.

⁵ Constitution of India, Ministry of Law and Justice, Government of India

1.6 Organization Structure of Indian Railways

“Indian Railways” is how the mainline railway system under Ministry of Railways, Government of India, is commonly referred to. Indian Railways has a complex organization structure. There are around 1.25 million employees⁶. The entire network is divided into 17 zones, primarily based on geographical grouping. Each zone has “Divisions” which are the field level operational units of the Indian Railways involved in the activity of operating and maintain trains and associated systems and infrastructure. There are 68 Divisions⁷ in Indian Railways. Zones are headed by a General Manager and Divisions by Divisional Railway Manager. Indian Railways also manufactures passenger coaches, locomotives and wheels and axles for rolling stock. These are manufactured in Production Units that are directly under the administrative control of Indian Railways. There are eight Production Units under the Indian Railways. There are also Central Public Sector Enterprises (CPSE), Corporations and other bodies / authorities which are under the control of the Ministry of Railways. The figure below shows the Zones, Production Units, CPSE and other entities under the Ministry of Railways.

Figure 2 : Organization Structure of Indian Railways



BCL - Braithwaite and Co. Ltd., BSCL - Burn Standard Company Limited, BWEL - Bharat Wagon and Engineering Limited, CONCOR - Container Corporation of India Ltd., DFCCIL - Dedicated Freight Corridor Corporation of India Ltd., IRCON - Ircan International Limited, IRCTC - Indian Railway Catering and Tourism Corporation, IRFC – Indian Railway Finance Corporation, KMRCL – Kolkata Metro Rail Corporation Limited, KRCL – Konkan Railway Corporation Limited, MRVC – Mumbai Rail Vikas Corporation Limited, RCIL – RailTel Corporation of India Limited, RITES – RITES Ltd., RVNL – Rail

⁶ Statistical Summary – Indian Railways, Ministry of Railways

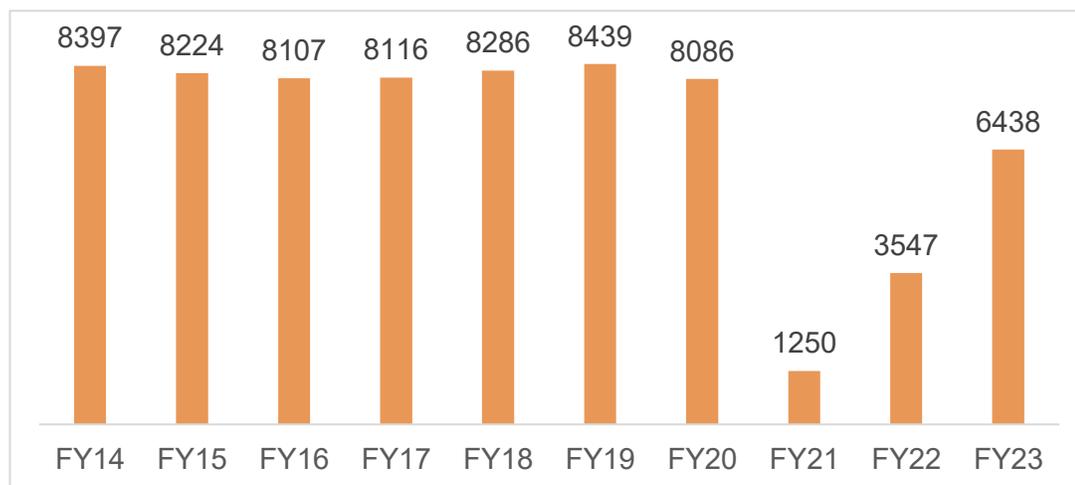
⁷ List of Zones and Divisions Names, Ministry of Railways

Source: Organisation Structure of Indian Railways, Ministry of Railways

1.7 Trends of passenger and freight traffic in Indian Railways

The graph below indicates the passengers carried by the Indian Railways in the past decade.

Figure 3 : Originating passenger in millions

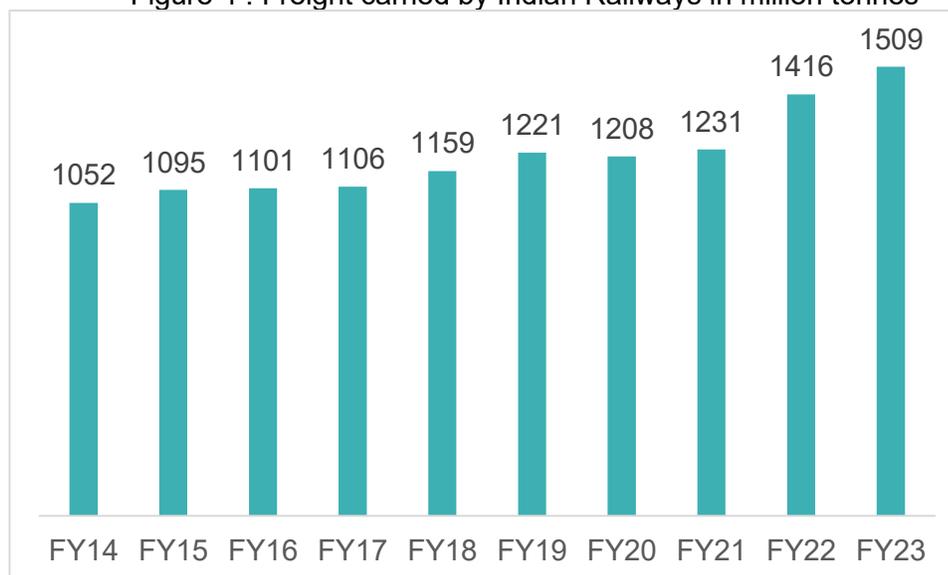


Source: Statistical Summary – Indian Railways, Ministry of Railways, Monthly Evaluation Report upto March 2023, Ministry of Railways

As can be seen in the graph above, the passengers carried by Indian Railways ranged from 8 to 8.4 billion from FY14 to FY 20. Due to the COVID pandemic, operation of passenger trains was stopped for a greater part of FY21. This resulted in a sharp drop in the number of passengers carried by Indian Railways. However, once the operations resumed in subsequent years, the number of passengers carried by Indian Railways has increased sharply and in FY23 has reached to around 75 percent of pre-pandemic levels.

The graph below indicates the freight carried by Indian Railways.

Figure 4 : Freight carried by Indian Railways in million tonnes



Source: Statistical Summary – Indian Railways, Ministry of Railways, Monthly Evaluation Report upto March 2023, Ministry of Railways

Unlike passenger traffic, the freight carried by Indian Railways was not affected due to the COVID pandemic. As can be seen, the freight carried by Indian Railways has increased year-on-year and at 1.5 billion tonnes in FY23.

1.8 Capital Investment trends in railway sector in India

Since 2014, the capital investment in railway sector by Government of India has seen a sharp increase. In the period 2014-50, total capital expenditure by Indian Railways was INR 6.5 trillion. This is more than the cumulative investment made in 60 years from 1951 to 2014 (in nominal terms)⁸. In the financial year 2023-24, the capital expenditure allocated to Ministry of Railways in the annual budget is INR 2.4 trillion, the highest ever annual allocation in the history of Indian Railways, about nine times the outlay in 2013-14⁹.

1.9 Reforms in Indian Railways

In the past decade various reform initiatives have been undertaken by the Government of India in the railways sector. Some of the important reform initiatives are indicated below.

- **Reorganization of Railway Board¹⁰:**

Before the reform, Railway Board comprised of the Chairman and eight Members, one each of the organized services i.e. Financial Commissioner (IRAS), Member Traffic (IRTS), Stock (IRSME), Member Traction (IRSEE), Member Materials Management (IRSS), Member Signal & Telecom (IRSSE) and Member Staff (IRPS). This had made the Railway Board an unwieldy organization. The Railway Board has been re-constituted to have a Chairman and 4 Members with a focus on the Railway's business. The new composition is:

- i. Chairman & CEO, Railway Board
- ii. Member/ Infrastructure
- iii. Member/Traction & Rolling Stock
- iv. Member/Operations & Business Development
- v. Member/Finance

- **Mission 100% electrification¹¹:**

The overall railway network in India is close to 68,000 route kms. Out of this, the share of electrified track was over 65 percent by the end of 2020. Indian Railways has embarked upon an ambition plan of electrification of its complete Broad Gauge network by 2023-24 which would result in reduced fuel expenditure and also savings in foreign exchange due to reduction in use of diesel. Indian Railways have also planned to gradually shift towards green energy usage for traction and non-traction purpose, which would enable Indian Railways to be Net Zero Carbon emitter by the year 2030.

- **Skilling India: Gati Shakti Vishwavidyalaya¹²**

The National Skill Development Corporation's report on "Human Resource and Skill Requirements in the Transportation, Logistics, Warehousing and Packaging Sector—2022", indicates that India will need a workforce of around 2.51 Crores by 2022, a significant increase from 0.73 Crores in 2008. To address the need for skilled manpower, The Ministry of Railways launched India's first transport focused university, the National Rail and Transportation Institute (NRTI), a deemed to be university, in 2018. NRTI aimed to help to attract fresh talent into rail and other transportation-related sectors, in addition to developing the capabilities of existing talent in Indian Railways and other organizations in the sector. NRTI has now been renamed as Gati Shakti Vishwavidyalaya (GSK). Gati Shakti Vishwavidyalaya (GSV) Vadodara was established through an Act of Parliament in 2022. This Central University is sponsored by the Ministry of Railways, Govt. of India and has Shri Ashwini Vaishnav, Minister of Railways, Communications, Electronics and IT as its First Chancellor. Focusing exclusively on transport and logistics sectors, GSV is a "first of its kind" university aiming to fulfil the mandate of the National Developmental Plans (PM Gati Shakti

⁸ Achievements of Ministry of Railways and Ministry of Commerce and Industry, December 2020, Government of India

⁹ Budget Speech 2023, Government of India

¹⁰ Reorganisation of Railway Board, Ministry of Railways, Government of India

¹¹ Mission 100% Electrification, Ministry of Railways, Government of India

¹² Skilling India: National Rail and Transportation Institute, Ministry of Railways, Government of India

National Master Plan 2021 and National Logistics Policy 2022) across railways, shipping, ports, highways, roads, waterways, and aviation etc¹³.

1.10 National Rail Plan

The National Rail Plan (NRP) was published by the Ministry of Railways in December 2020. The Ministry has envisioned the preparation of the NRP keeping the year 2050 as the horizon. The NRP consists of the following¹⁴:

- Passenger and freight demand forecast yearly till 2030 and for 10 year period for 2041 and 2051
- Assessment of present and future modal share of railways
- Assessment of rail infrastructure deficiencies
- Future infrastructure requirements- fixed and rolling Stock, considering the demand forecast and its implication on the existing railways network.

As per the NRP the current rail modal share in freight traffic of India is around 27 percent. The future modal share of railways, as per the NRP, can range between 30 percent to 45 percent, depending on the increase in average freight train speeds and extent of reduction in railway tariffs. In 2018, the total passenger traffic carried by Indian Railways was around 8 billion. By 2051, this could go up to 19 billion.

Seven High Density Networks (HDN) have been identified in the NRP. These are indicated as below,

- HDN 1 – Delhi Howrah main route
- HDN 2 – Howrah Mumbai main route
- HDN 3 – Delhi Mumbai main route
- HDN 4 – Delhi Guwahati main route
- HDN 5 – Delhi Chennai main route
- HDN 6 – Howrah Chennai main route
- HDN 7 – Mumbai Chennai main route

NRP envisages an additional 5,850 kms of dedicated freight corridors. It also envisages 7,479 kms of high-speed railway lines for passenger traffic. In 2018, Indian Railways had around 12,600 locomotives and 280,000 freight wagons. By 2051, this is expected to go up to 47,000 locomotives and 1 million freight wagons.

As per the NRP the total investment required is as indicated below¹⁵.

Period	2021-26	2026-31	2031-41	2041-51
INR billion	5,818	9,155	9,345	13,886

1.11 Mission 3000

In April 2022, the Ministry of Railways constituted a committee to deliberate and submit recommendations for planning various measures to achieve 3,000 million tonnes of freight loading. The following are some key points from the committee's report¹⁶.

- In 2012, the total freight carried by Indian Railways was 969 million tonnes. In 2022, it was
- For the period 2012 to 2022, the total freight carried by Indian Railways has increased by a CAGR of 4.1 percent. The highest growth rate is in raw material for steel industry (9.1 percent), pig iron and finished steel (7.4 percent). Container traffic has grown by a CAGR of 7 percent.
- Rail modal share is 50 percent and above in coal, iron ore, steel and fertilizers. In the commodity category designated as "Balance Other Goods" (BOG) the railway modal share is only around 6 percent.
- In absolute terms, coal accounted for around 660 million tonnes in 2021-22.

¹³ <https://pib.gov.in/PressReleaselframePage.aspx?PRID=1955461>, Accessed on 11 September 2023

¹⁴ [National Rail Plan, Ministry of Railways, India](#)

¹⁵ [Draft Final Report of National Rail Plan, Ministry of Railways, India, December 2020](#)

¹⁶ Report of multi-disciplinary committee for planning various measures to meet future demand of freight loading of 3000 million tonnes per annum by 2027, Ministry of Railways, 2022

- BOG accounts for a total market of 2 billion tonnes of which railways mode has a miniscule share. Major commodities in BOG basket are stone, bauxite, finished metals, zinc, manganese, agriculture produce, fodder, edible oil, ashes, gypsum, sugar, salt, sand, de-oiled cake, chemicals, dolomite, limestone, slag, timber, concrete product, etc., most of which presently move by road.
- On the supply side, to achieve 3 billion tonnes by 2026-27, augmentation & upgradation of network and procurement of additional rolling stock is necessary.
- To expand the demand side and to attract incremental traffic, a focused marketing strategy, dynamic pricing, mechanism for ensuring assured transit time, higher efficiencies, enhanced containerization, enablement of piecemeal loading, door to door service through intermodal integration and customer centric service delivery are required.

1.12 Vande Bharat Trains

The Indian Railways has launched India's first indigenous semi-high-speed train, Vande Bharat Express. The first Vande Bharat Express train was flagged off on February 15, 2019, on the New Delhi-Kanpur-Allahabad-Varanasi route. The Vande Bharat Express can run up to a maximum speed of 160 kmph. It can achieve high speeds due to faster acceleration & deceleration and will reduce journey time by 25% to 45%¹⁷. The reason for this is that unlike the existing passenger trains in India which are hauled by a locomotive in front of the train, the Vande Bharat trains are trainsets and have distributed power. As per the Union Budget of 2022, 400 Vande Bharat trains will be introduced in the period 2022 to 2025. The Vande Bharat trains also have many additional features as compared to the conventional passenger trains. These are as follows.

- Fitted with KAVACH. (KAVACH is an indigenously developed Automatic Train Protection (ATP) System for enhancing safety of running trains¹⁸)
- Kavach controls the speed of the train by automatic application of brakes in case loco pilot fails to apply the brakes
- Automatic plug doors
- Reclining ergonomic seats and comfortable seating with revolving seats in executive class
- Coach Condition Monitoring System (CCMS) display with remote monitoring

As of September 2023, 34 Vande Bharat trains are plying across various routes across India¹⁹.

1.13 Dedicated Freight Corridors (DFCs)²⁰

Currently, Indian Railways is building two dedicated freight corridors, viz., the Eastern Dedicated Freight Corridor (EDFC) from Ludhiana to Dankuni (1,875 kms) and the Western Dedicated Freight Corridor (WDFC) from Dadri to JNPT (1,506 kms). The WDFC receives funding assistance from JICA and the EDFC from the World Bank. Some of the salient features of the DFCs are as follows.

- Designed to carry double stack containers on the WDFC
- Accommodates 1,500 m train lengths as compared to 700 m in the rest of Indian Railways network
- The train load than cab carried is upto 12,000 tonnes as compared to 5,400 tonnes in the rest of Indian Railways
- The permitted axle load is 25 tonnes. Bridges and formation designed for 32.5 tonnes
- Automatic signalling with 2 km spacing
- Double line electrified with electric traction of 2 x 25 KV

As of August 2023, 2,196 kms of DFCs have been commissioned and are operational. An additional 460 kms will be commissioned by the end of 2023 as per the official website of Dedicated Freight Corridor Corporation of India Limited (DFCCIL). DFCCIL was created under the Ministry of Railways in

¹⁷ <https://static.pib.gov.in/WriteReadData/specificdocs/documents/2023/jan/doc2023116152601.pdf> accessed on 24th October 2023

¹⁸ <https://pib.gov.in/PressReleasePage.aspx?PRID=1808641> accessed on 24th October 2023

¹⁹ <https://pib.gov.in/PressReleaselframePage.aspx?PRID=1960095> accessed on 24th October 2023

²⁰ Data for this section has been accessed on 24th October 2023 from the official website of DFCCIL (dfccil.com)

2006 for planning and development, mobilization of financial resources, construction, operation & maintenance, and business development of the dedicated freight corridors.

There are three additional DFCs that are proposed to be constructed. These are as follows.

- East Coast Corridor: The proposed corridor stretching 1080 km from Kharagpur (in West Bengal) to Nidubrolu (in Andhra Pradesh) traverses through three states of India, namely West Bengal, Orissa, and Andhra Pradesh.
- East West Corridor: The proposed East-West DFC (EWDFC) from Bhusaval to Dankuni including spur line to Andal passes through five states namely West Bengal, Jharkhand, Odisha, Chhattisgarh, and Maharashtra. The length of the mainline is 1,551 kms and the length of the spur line is 187 kms (Total: 1,738 kms).
- North South Corridor: The proposed North-South DFC (NSDFC) from Itarsi-Nagpur-Vijayawada passes through four states namely Madhya Pradesh, Maharashtra, Telangana, and Andhra Pradesh. The length of this route is 890 kms. Railway Board has further extended this corridor from Vijayawada to Nidubrolu.

1.14 Station Redevelopment²¹

The Honorable Prime Minister of India laid the foundation stone for the redevelopment of 508 Railway Stations across the country in August 2023. Redeveloped at a cost of more than INR 245 billion, these 508 stations are spread across 27 states and union territories, including 55 each in Uttar Pradesh and Rajasthan, 49 in Bihar, 44 in Maharashtra, 37 in West Bengal, 34 in Madhya Pradesh, 32 in Assam, 25 in Odisha, 22 in Punjab, 21 each in Gujarat and Telangana, 20 in Jharkhand, 18 each in Andhra Pradesh and Tamil Nadu, 15 in Haryana and 13 in Karnataka. Master Plans are being prepared for the development of these stations as 'City Centres', with proper integration of both sides of the city. This integrated approach is driven by the holistic vision of the overall urban development of the city, centered around the railway station. The redevelopment will provide modern passenger amenities along with ensuring well-designed traffic circulation, inter-modal integration and signage for the guidance of passengers. The design of the station buildings will be inspired by local culture, heritage and architecture.

²¹ Data for this section is sourced from <https://pib.gov.in/PressReleaseFramePage.aspx?PRID=1946156> accessed on 24th October 2023

2. MISSION KARMAYOGI

2.1 About Mission Karmayogi

Mission Karmayogi was launched by the Union Cabinet in September 2020. It is a National Programme for Civil Services Capacity Building (NPCSCB), which aims to prepare Indian civil servants for the future by making them more creative, proactive, professional, energetic, transparent and technology enabled. The focus of Mission Karmayogi is on promoting ease of living and ease of doing business, by enhancing the citizen-government interface. A key philosophy of Mission Karmayogi is “to create an ecosystem of competency driven training and human resource management by transitioning from a **'rules-based' system to the 'roles-based' system**”.

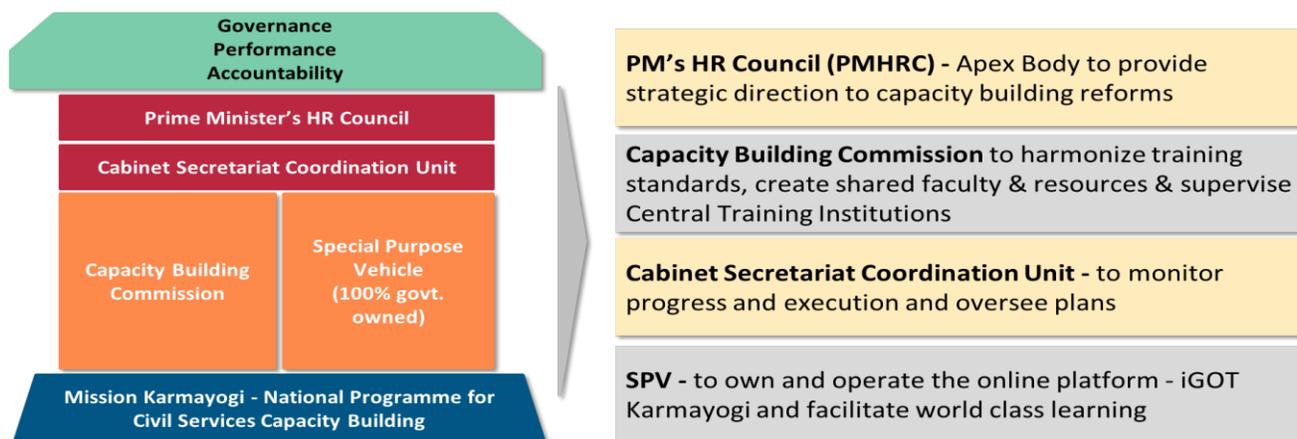
In addition to augmenting the executive capacity of the State, Mission Karmayogi also aims to equip government officials for the future. The government of the future is expected to be, among other things, agile, data-driven, tech-enabled and citizen-centric⁴. Each of these collective attributes will enable governments to deliver on long-term national goals while being prepared to face unforeseen challenges.

2.2 Institutional structure of Mission Karmayogi

The following institutions have been created to operationalize the Mission:

- PM's HR Council (PMHRC): Apex Body that provides strategic direction to the Mission.
- Cabinet Secretariat Coordination Unit: Monitors progress and oversees all capacity building interventions.
- Capacity Building Commission (CBC): Key implementing agency of Mission Karmayogi, suggests policy interventions related to HR practices, puts forth recommendations on standardisation of training and capacity building, supervises all central training institutions.
- Special Purpose Vehicle: Owns and operates the online platform - iGOT Karmayogi - facilitating world class learning.

Figure 5 : Institutional Structure of Mission Karmayogi

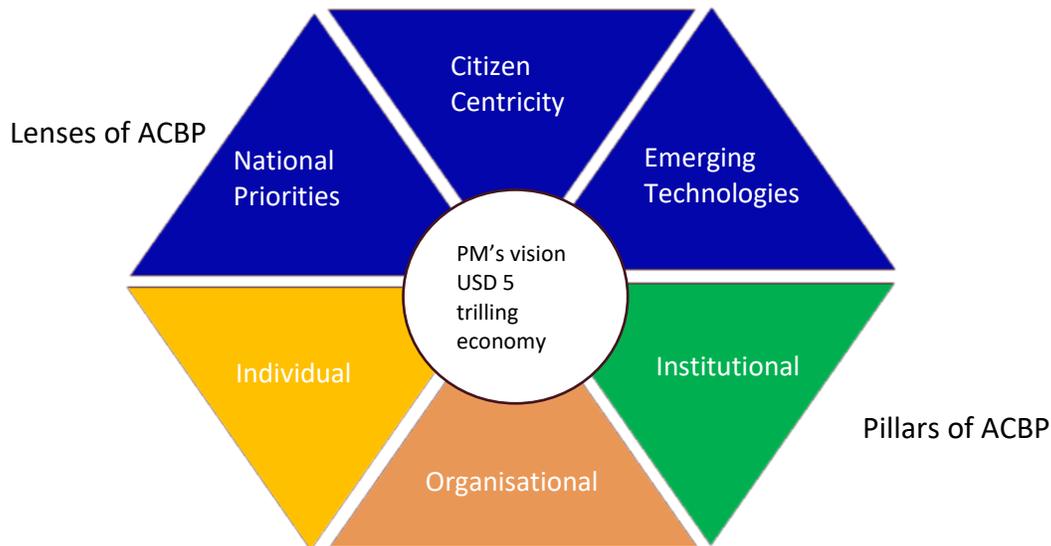


2.3 Annual Capacity Building Plan (ACBP)

One of the key mandates of the Commission is to facilitate the creation of an Annual Capacity Building Plan (ACBP) for each Ministry of the government. The ACBP of a Ministry is document detailing all the interventions required to develop and enhance the competencies of individual officials within that Ministry as well as the collective capacity of the Ministry. The content of an ACBP will be based on the following two aspects:

- Three Lenses: Focus areas for capacity building exercise
- Three Pillars: Scope of capacity building exercise

Figure 6 : CBC's approach to Capacity Building



Lens 1: National Priorities

This lens examines how the Ministry contributes to National Priorities now and in the future. National Priorities include goals such as creation of a \$5 trillion economy and Ease of Living. The vision, mission, goals and objectives of the organization are studied to understand how these will directly contribute to such priorities over a 3–5-year time horizon

Lens 2: Emerging Technologies

The second lens looks to understand the potential impact of and challenges surfacing due to the key technology trends emerging within the relevant sector in which the MDO operates. It then assesses the MDO's capacity to regulate these technologies in an optimal manner — capitalising on the potential impact while mitigating identified challenges.

Lens 3: Citizen-centricity

This lens is aimed at promoting citizen centricity and customer serviceability as a guiding principle while building government capacity. It involves inspecting the Ministry's key citizen centric governance objectives such as transparent and efficient public service delivery, hassle-free citizen experience, representation of citizen interests and inclusion of citizen inputs during policy/scheme formulation.

Pillar 1: At the Individual Level

Competencies form the basis of individual capacity building. Competency is defined as the combination of attitudes, knowledge, and skills that enable an individual to perform a job or task effectively. Capacity building at the individual level refers to the process of equipping individual government officials with the competencies required to effectively perform their assigned roles. There are three categories of competencies: behavioural competencies, domain competencies and functional competencies.

Pillar 2: At the Organisational Level

This refers to the process of building the capacity of collective and shared aspects of the organization such as existing processes, digital and physical infrastructure and technological capabilities that enable the organization to achieve its goals.

Pillar 3: At the Institutional Level

Institutional capacity building refers to changes made in the norms, policies and regulations that guide the functioning of individuals and organisations. In the context of the government, institutional capacity building refers to policy level interventions that affect all ministries and departments of the government.

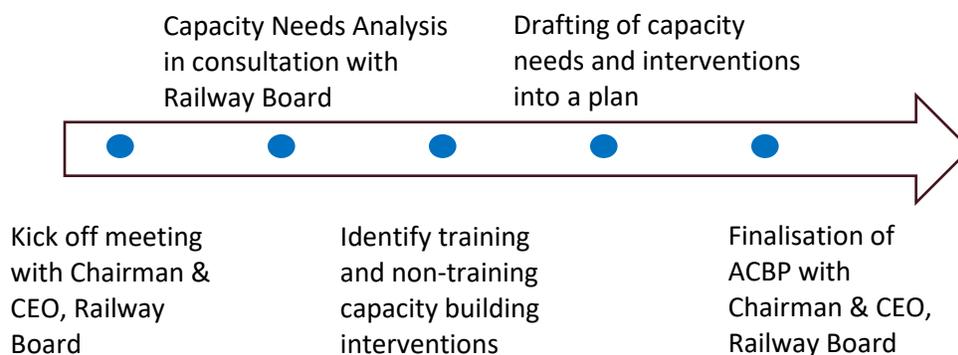
3. METHODOLOGY

3.1 Scope of the assignment

The Indian Railways has around 1.2 million employees (as of 2021-211) (footnote 1). At the apex is the Railway Board. As discussed in the kick-off meeting with Chairman and CEO, Railway Board in March 2023, the scope of the current assignment will cover the officials of the Railway Board. The Railway Board has around 2043 officials, as per primary data provided by Management Services Directorate of Railway Board. The assignment will have the end objective of preparation of the Annual Capacity Building Plan for the Railway Board officials.

3.2 Steps to create the ACBP

Figure 7 : Steps to create ACBP for Railway Board



Step 1: Introducing Mission Karmayogi and identification of programme objectives

A kickoff meeting with Chairman & CEO Railway Board, Shri Anil Kumar Lahoti was held on 1st March 2023. Shri Praveen Pardeshi, Member-Administration, CBC attended the meeting. Smt. V. G. Bhooma, Principal Executive Director, Railway Board was also present at the meeting. Smt. V. G. Bhooma is the nodal officer to co-ordinate with CBC for preparation of the ACBP for Railway Board officials. The key aspects of Mission Karmayogi were presented to Chairman & CEO and the steps that would be carried out in preparing the ACBP were explained to him.

Step 2: Documentation of information on existing capacity building interventions

This step will involve documentation of existing capacity building programs for Railway Board officials. This step will also involve the following.

- Organisational structure of the Railway Board
- Documented vision, mission and goals of the Ministry - key programs, priorities, strategic objectives and goals, emerging trends/ focus areas
- Types of resources and assets owned and managed by the Ministry.

Step 3: Collection of inputs from officials across various levels

In this step, the CBU team will consult with the Railway Board's staff to gather information regarding the type of capacity gaps that exist at the individual and organisational level across various divisions and hierarchical levels of the Railway board. This will take the form of digital surveys, interviews and focused group discussions

Step 4: Drafting the Annual Capacity Building Plan

This stage will include the final drafting of the ACBP on inputs from earlier steps. The ACBP exercise will be considered complete after sharing the plan with and receiving confirmation of approval from the senior leadership of the Ministry of Railways.

3.3 Implementation of the ACBP

The ACBP creation is the first step in the capacity building process for the Railway Board. It merely serves as a roadmap to improve the effectiveness of officials and the organization as a whole. After the creation of the ACBP, the next step would be to create a Capacity Building Calendar. This calendar will list the training and organisational interventions that need to be implemented on priority to address the capacity gaps identified at the individual and organisational levels of the Railway Board. Training interventions will also accommodate the needs of officials who have recently joined the Railway Board, or who have joined a new division within the Railway Board after an inter-departmental transfer.

The calendarisation of interventions will be in a phase-wise manner. Since only a certain number of officials will get trained in one year, the other officials will be prioritised in the next year and so on till all officials are trained to address the capacity gaps. Similarly, organisational interventions identified may also be phased across multiple years if required. This phase-wise implementation of training and organisational interventions will be decided by the Railway Board on the basis of logistical and operational constraints.

While finalising the training and organisational interventions, following entities will be considered:

- Training institutes associated with the Ministry of Railways
- Other government training institutes
- iGOT Karmayogi platform
- Universities and other academic institutes from and outside India
- Central and State Public Sector Undertakings/Enterprises
- Partner training institutes outside India
- Private sector organizations from and outside India
- Multilateral Organizations

3.4 Monitoring and Evaluation of Capacity Building Interventions

Key Performance Indicators for monitoring capacity building interventions will be derived from the capacity building activities planned by the Railway Board as documented in their Capacity Building Calendars. Monitoring of organisational interventions will include creating milestones for such interventions where applicable and tracking them to completion.

4. ORGANISATION STRUCTURE OF RAILWAY BOARD

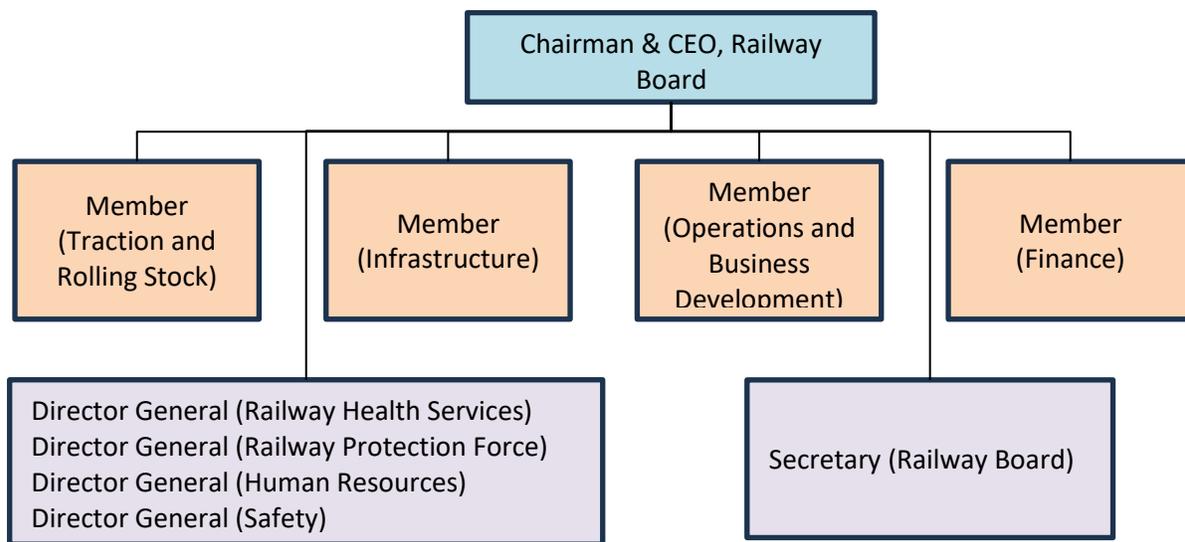
4.1 Railway Board is invested with the powers of the Central Government in the railways sector

Railway Board is the apex body which administers railway systems in India. Powers have been invested to the Railway Board as per the Indian Railway Board Act 1905. The Railway Board is empowered to set safety standards for railway systems, to set and amend railway tariffs, to approve new designs of fixed as well as mobile railway infrastructure, to define policies related to operations and maintenance of trains in India.

4.2 Structure of the Railway Board

The organization structure of the Railway Board is shown below.

Figure 8 : Organization Structure of Railway Board



The Railway Board is comprised of the Chairman & CEO and four Members. Chairman & CEO (CRB) is ex-officio Principal Secretary to the Government of India and the Members are ex-officio Secretaries to the Government of India.

There are various Directorates that report to the CRB and Members. The Directorates are responsible for specific domains and are mostly departmentally aligned.

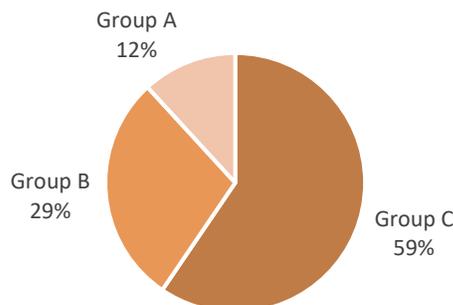
Secretary, Railway Board is ex-officio Additional Secretary to the Government of India and is responsible for the general conduct of work in the Ministry and has overall control over various administrative Directorates of the Ministry.

There are four Director General positions in the Railway Board looking after Railway Health Services (RHS), Railway Protection Force (RPF), Human Resources (HR) and Safety

4.3 Group A employees account for around 12 percent of the Railway Board

The Railway Board has around 2625 staff. The figure below indicates the composition of employees in terms of Group A, Group B and Group C.

Figure 9 : Group wise employees of Railway Board



Source: Ministry of Railways, Government of India

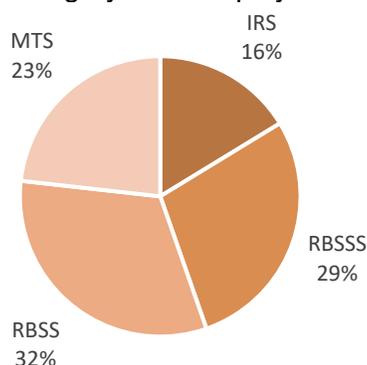
4.4 Services composition of Railway Board

The staff in the Railway Board can be categorized as belonging to four main service categories. These are Indian Railway Service, Railway Board Secretariat Service, Railway Board Secretariat Stenographers Service and Multi-Tasking Staff.

- Indian Railway Service officers are recruited through exams conducted by Union Public Service Commission (UPSC). These officers work in the beginning of their careers in the railway Divisions and Zonal Headquarters in their respective departments, for example Traffic, Civil Engineering, Electrical Engineering, Stores etc. They are posted to the Railway Board after gaining experience in railway working in the field, in their respective departments. In the Railway Board, they are usually posted to a Directorate that is aligned to their parent department.
- Railway Board Secretariat Service (RBSS) officials were originally recruited through an exam conducted by UPSC. Post 2003, direct recruitment of officers in the Group B category at the level of “Section Officer” through an UPSC exam was discontinued. Fresh recruitment at the entry level of “Associate Section Officer” is now done through an exam conducted by Staff Selection Commission. RBSS officials work at the Railway Board during their entire career in the Government.
- Railway Board Secretariat Stenographers Service (RBSSS) officials function as Personal Assistants, Private Secretaries etc. to the senior management of Railway Board.
- All Group D staff have been merged into a single post of Multi-Tasking Staff (MTS). Duties of MTS include maintenance of records in a section, photocopying, non-clerical work in a section, opening, closing and cleaning of rooms etc.

The graph below shows the proportion of the four service categories at the Railway Board.

Figure 10 : Service category wise employees of Railway Board



Source: Consultant Analysis based on data shared by Ministry of Railways

4.5 Designation of Officials at the Railway Board

In other Central Government Ministries, the designations of officials are Secretary, Additional Secretary, Joint Secretary, Deputy Secretary etc. In the Railway Board different designations are used as indicated below.

- Chairman & CEO, Railway Board – He is the ex-officio Principal Secretary to Government of India
- Members – They are ex-officio Secretaries to Government of India
- Additional Members – They are at the Special Secretary / Additional Secretary pay band
- Principal Executive Directors - They are at the Additional Secretary pay band
- Executive Directors – They are at the Joint Secretary pay band
- Directors – They are at the Deputy Secretary pay band
- Joint Director – They are at the Deputy Secretary pay band
- Deputy Director – They are at the Under Secretary pay band

4.6 Demographics of Railway Board personnel²²

The composition of the Railway Board personnel is 83 percent male and 17 percent female. The average age of the personnel is around 45 years, and the average tenure is around 19 years.

4.7 Directorates of the Railway Board

The Railway Board is organized into 26 main directorates. Some of the directorates have sub-directorates. The 26 main directorates are as shown below.

Table 2 : Main Directorates of the Railway Board

S.No.	Directorate	S. No.	Directorate
1	Business Development and Marketing	14	Mechanical
2	Civil	15	Official Language
3	Computerization & Information Technology - C&IS & NFR	16	Planning
4	Efficiency & Research	17	Public Relations
5	Electrical	18	Rolling Stock
6	Environment & Housekeeping Management	19	Safety
7	Finance	20	Secretary's Branch
8	Gati Shakti	21	Signal and Telecom
9	Health	22	Statistic & Economics
10	Human Resources	23	Stores
11	Infrastructure	24	Tourism & Catering
12	Innovation & Transformation Cell	25	Traffic
13	Legal	26	Vigilance

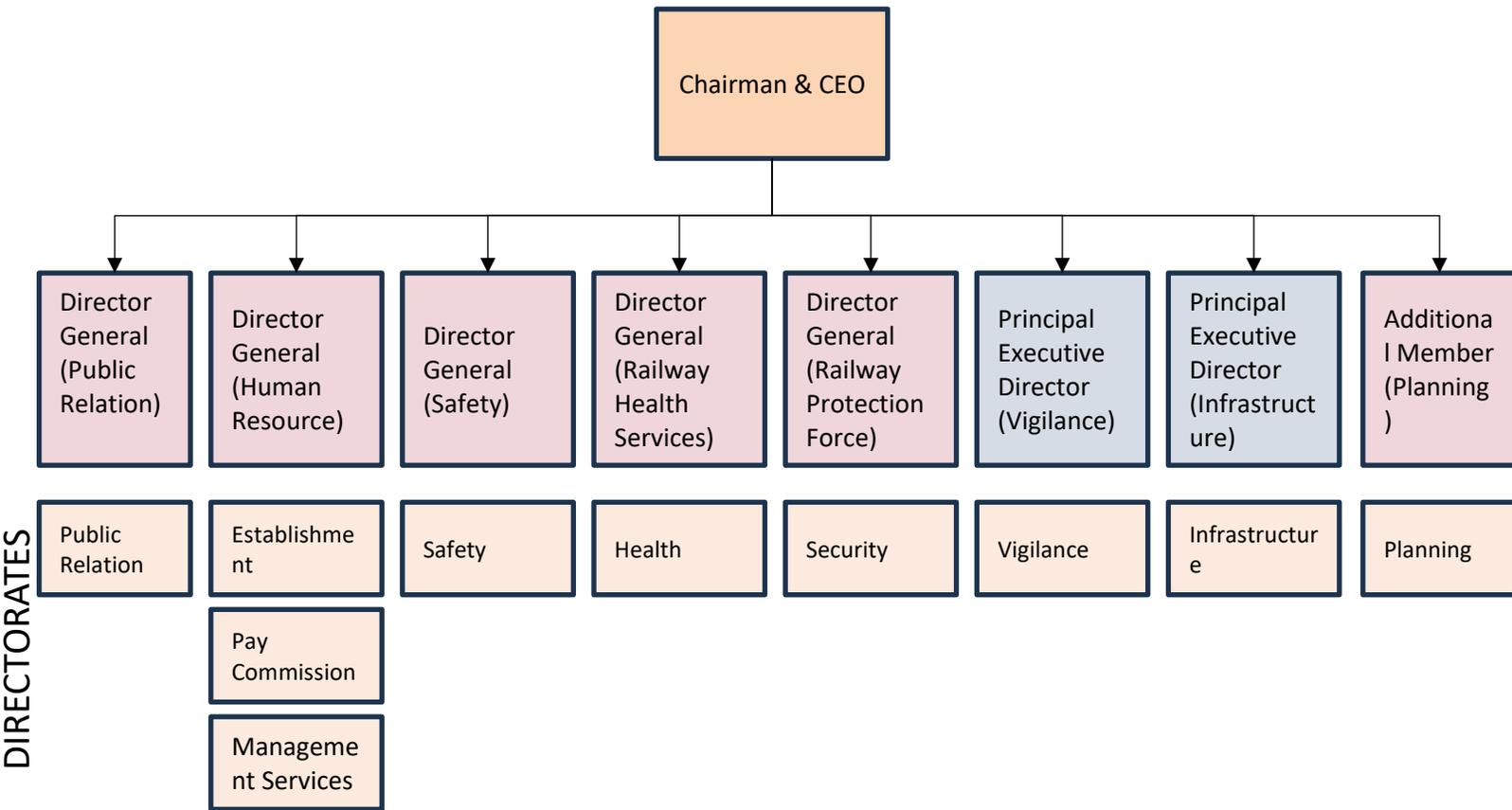
Each directorate is responsible for policy and supervision of specific areas / domains of the national railway network. Each directorate is headed by either an Additional Member or Principal Executive Director or Executive Director. Some of the directorates have two or more sub -directorates. For example, Finance Directorate has Accounts, Budget, and Economics sub-directorates.

4.8 Reporting Hierarchy of the Directorates of the Railway Board

Each directorate of the Railway Board rolls up to one of the four Members. Some Directorates report directly to the Chairman and CEO, Railway Board. The reporting hierarchy of the Directorates and their reporting to the apex level is indicated in the figures below.

²² Source is Ministry of Railways website.

Figure 11 : Directorates under Chairman & CEO, Railway Board



Multiple Directorates report directly to the Chairman & CEO. Besides the Directorates indicated in the figure above, there are a few other directorates which are headed by an Executive Director and report directly to the CRB. These are

- Efficiency & Research
- Innovation & Transformation Cell

Also, the Secretary, Railway Board reports directly to CRB. There are various units under the Secretary, Railway Board and these are administratively termed as “Secretary’s Branches”. There are six Joint Secretaries who head the branches and report to the Secretary, Railway Board. Executive Director (Heritage) also reports to Secretary, Railway Board.

Figure 12 : Directorates under Member (Operations and Business Development)

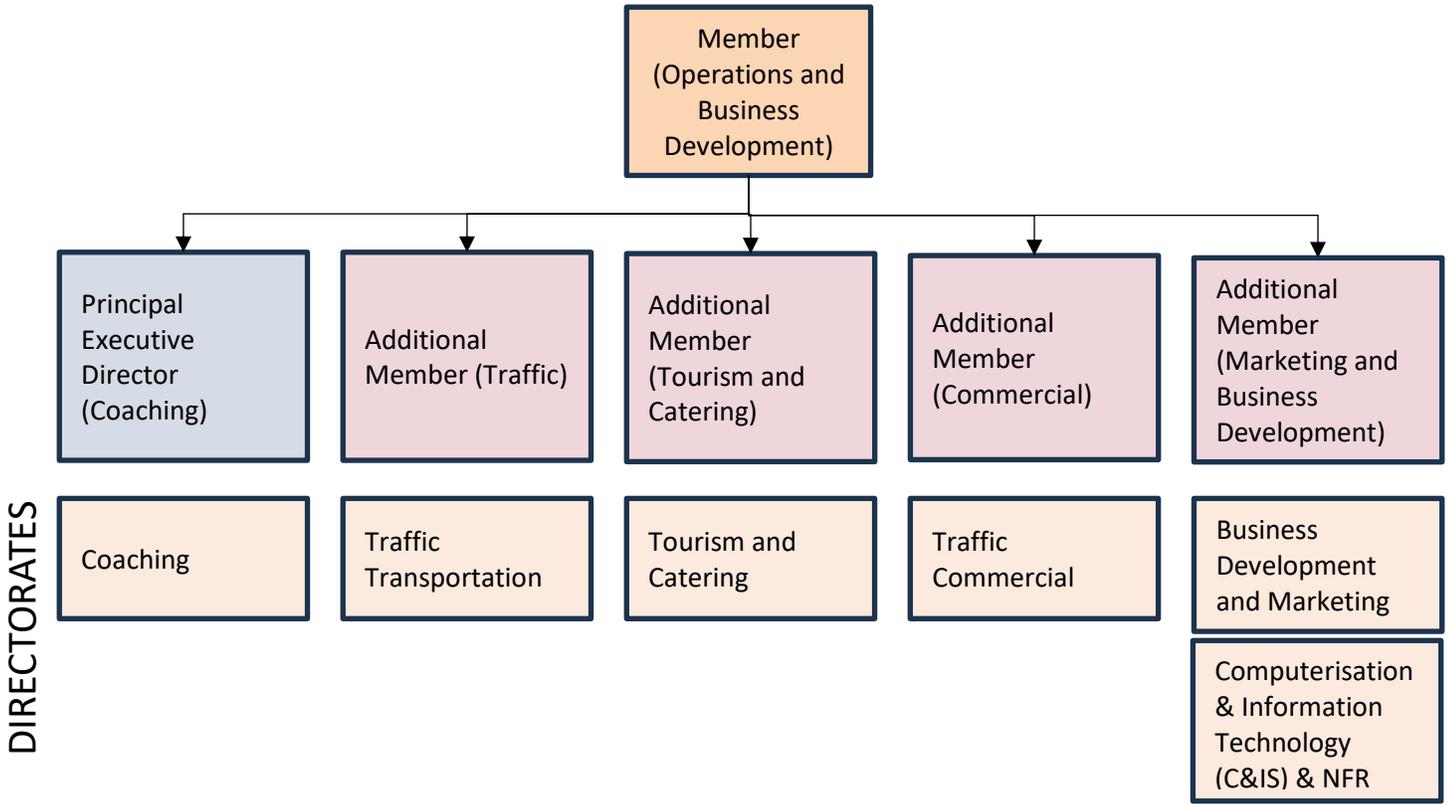


Figure 13 : Directorates under Member (Traction and Rolling Stock)

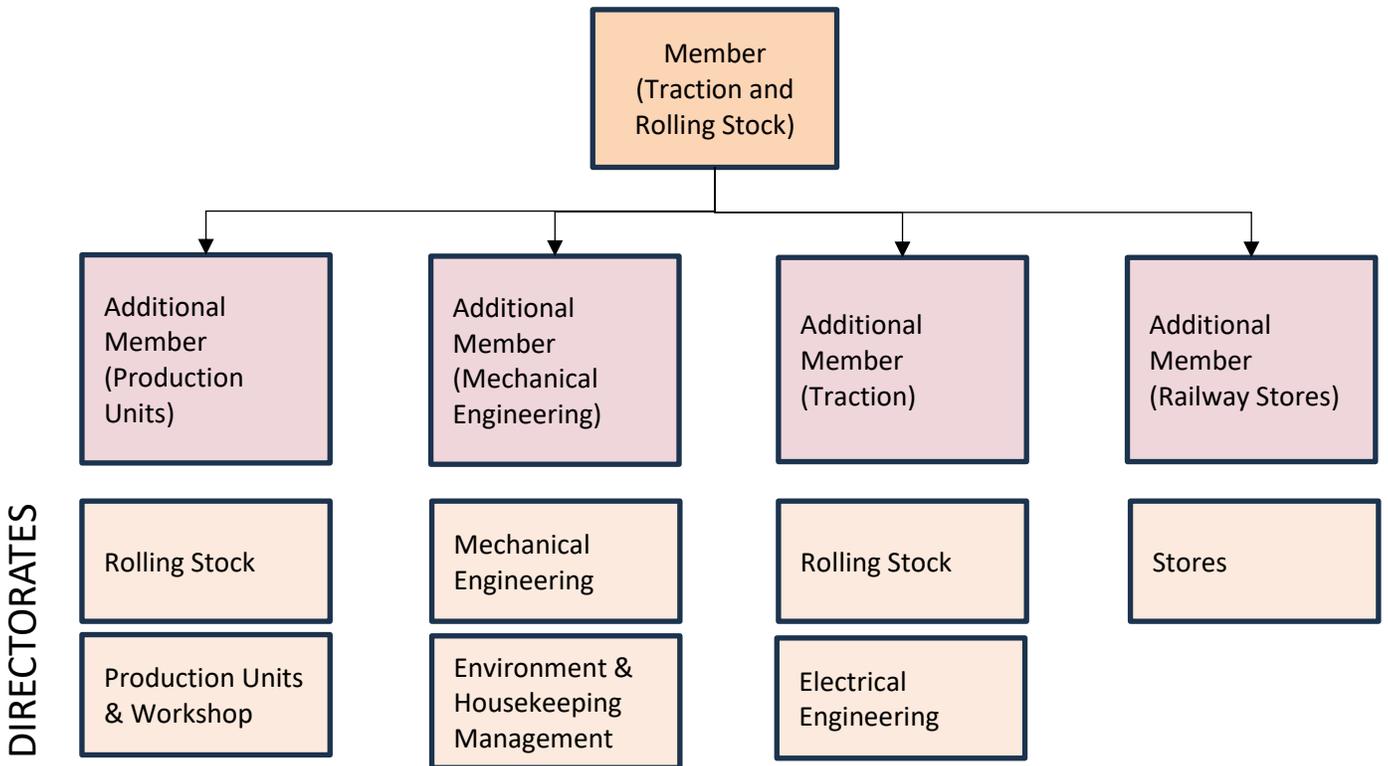


Figure 14 : Directorates under Member (Infrastructure)

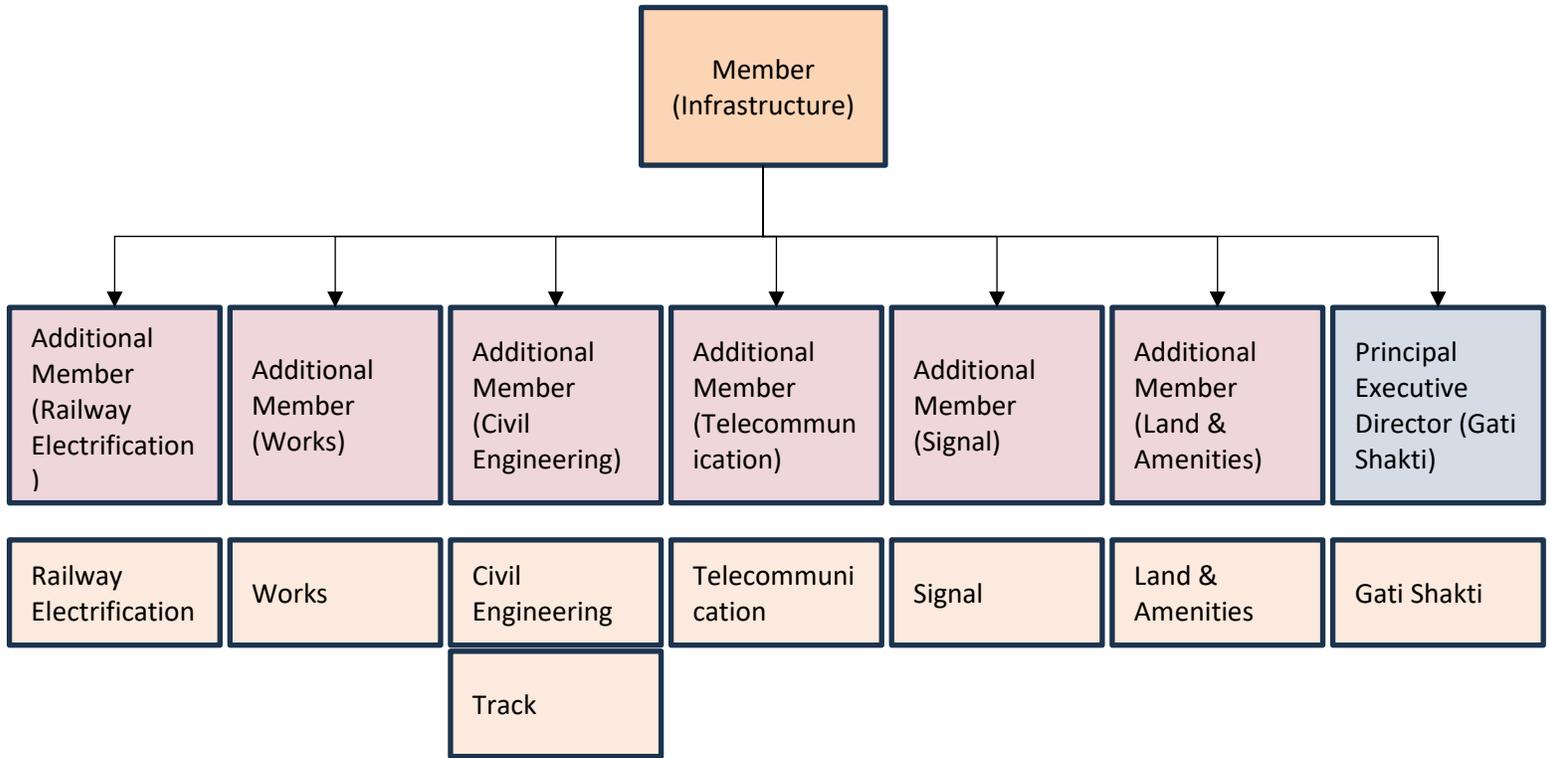
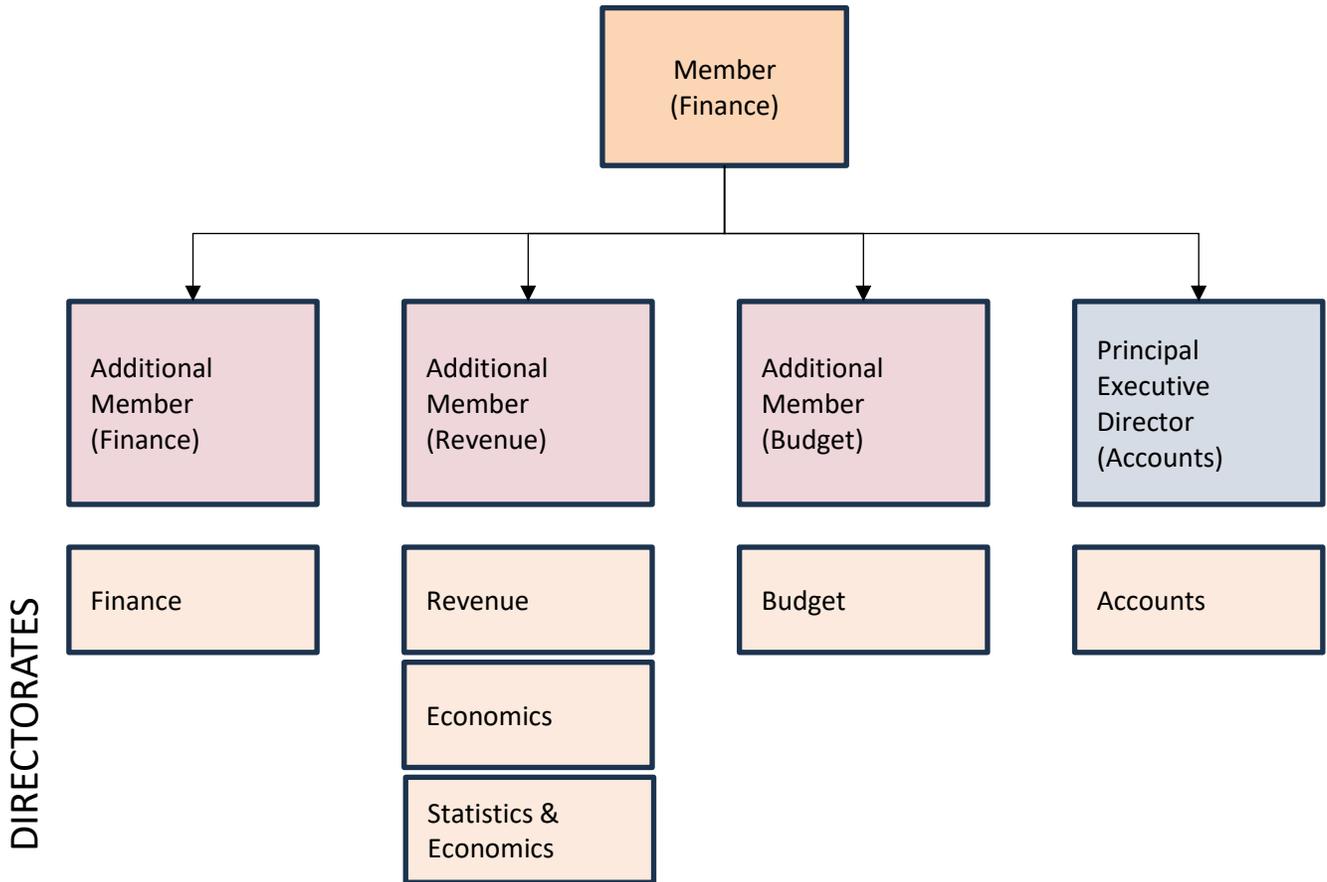


Figure 15 : Directorates under Member (Finance)



4.9 Level wise distribution of personnel in the Railway Board

The Ministry of Railways is one of the largest Ministries of the Central Government. While most other Ministries have one Secretary, two or three Additional Secretaries and less than ten Joint Secretary level officers, the Ministry of Railways has six Secretary level officers, 47 Additional Secretary level officers and 93 Joint Secretary level officers.

The pyramidal distribution of staff at the Railway Board is indicated in the table below.

Table 3 : Level wise staff at the Railway Board

Staff Level	Number of staff
Secretary Level	6
Additional Secretary Level	47
Joint Secretary Level	93
Deputy Secretary Level	140
Under Secretary Level	153
Section Officer	258
Assistant Section Officer	301
RBSSS officials (PA/PS/PPS/Sr. PPS/JSA/SSA/Steno ²³)	584
Multi-Tasking Staff	478
Other Staff#	565

Some staff are posted at the Railway Board from Divisions and Zones of Indian Railways. This is usually done in technical directorates to assist the Executive Director / Director with respect to technical aspects of policy.

²³ PA: Personal Assistance; PS: Private Secretary; PPS: Principal Private Secretary; Sr. PPS: Senior Principal Private Secretary; JSA: Junior Secretariat Assistant; SSA: Senior Secretariat Assistant

5. CURRENT TRAINING PLAN

5.1 Central Training Institutes under Ministry of Railways

The following Central Training Institutes function under the Ministry of Railways

- National Academy of Indian Railways (NAIR)
- Indian Railways Institute of Civil Engineering (IRICEN)
- Indian Railways Institute of Electrical Engineers (IRIEEN)
- Indian Railways Institute of Mechanical & Electrical Engineering (IRIMEE)
- Indian Railways Institute of Signal Engineering & Telecommunications (IRISET)
- Indian Railways Institute of Financial Management (IRIFM)
- Indian Railways Institute of Transport Management (IRITM)
- Jagjivan Ram Railway Protection Academy (JRRPF)

Except NAIR, all the other institutes focus on imparting training in specific domain areas of railway systems such as Civil Engineering, Electrical Engineering, Mechanical Engineering, Signal Engineering & Telecommunications, Traffic Management and Commercial Operations. JRRPF is for training security personnel of the Railway Protection Force. NAIR trains Probationary Officers of all the organized services of Indian Railways. Also, various management, capacity building and functional programmes are organized to train Railway officers in different stages of their career. NAIR also organizes customized training programmes for non-Railway personnel like Executives of Public Sector Undertakings, Foreign Nationals and Private organizations²⁴.

5.2 Training infrastructure in Zones and Divisions

Ministry of Railways also has Multi-disciplinary Zonal training institutes, Multi-disciplinary Divisional training institutes, Workshop/Basic training institutes and Specialised training institutes. These training institutes are meant for conducting regular trainings for railway staff working in zones and divisions in various aspects of railway systems and working. The list of 158 of these institutes is in Annexure 1.

5.3 Current training imparted to Group A officers of Indian Railways

The Ministry of Railways has scheduled trainings for Group A officers based on the length of their careers and also based on stages of promotion. These trainings are imparted as offline programs in campuses of central training institutes under Ministry of Railways, at reputed institutes such as Indian Institute of Management, Ahmedabad, INSEAD Singapore, Indian School of Business and some other selected foreign universities / institutes. The table below shows the trainings plan.

Table 4 : Career Training Plan (CTP) for Group A Officers

Level	Completed Service Length	Course	Duration	Venue
On Induction	0 year	Probationary training	78 weeks	CTIs & field training in zones/headquarters including one-week experiential visit to world class railway
Senior Scale - before promotion to Junior Administrative Grade (JAG)	6 to 8 years	Management Development Prog (MDP)	3 weeks	NAIR (2 weeks); IIMA (1 week)
JAG - before promotion to	9 to 14 years	Senior Professional Development	2 weeks	These are usually conducted in respective CTIs based on the department of the officer

²⁴ [About NAIR](#), accessed on 25th July 2023

Selection Grade (SG)		Program (Sr PDP)		
SG - before promotion to Senior Administrative Grade (SAG)	15 to 20 years	Advanced Management Program (AMP)	3 weeks	2 weeks at NAIR; 1 week at INSEAD (not being conducted due to DoPT's restriction on foreign training)
Non-functional SAG / SAG	20 years	Leadership Development Program (LDP)	2 weeks	1 week at ISB; 1 week at an university/institute abroad
Divisional Railway Manager (serving/empaneled)	-	Strategic Management Program (SMP)	2 weeks	2 weeks at designated foreign university (under review due to DoPT's restriction on foreign trainings)
Non-functional Higher Administrative Grade (HAG) / HAG (one-year residual service)	28 years	Advanced Strategic Management Program (ASMP)	1 week	1 week at designated foreign university (under review due to DoPT's restriction on foreign trainings)
General Manager / Additional Member (one-year residual service)	30 plus years			

Source: Data shared by Railway Board

The training programs mentioned in the table are not specific for officers posted at Railway Board. They are linked to the length of an officer's career and stage of promotion.

5.4 Trainings for RBSS/RBSSS staff posted at Railway Board

As per discussions with officers at the Railway Board, there has been no organized training for RBSS/RBSSS staff in the past. However, in the last year, a training plan for RBSS/RBSSS staff has been created. The training plan is linked to either to the stage of induction into the Railway Board or at the time of promotion to the next level. The training plan created for RBSS/RBSS staff by the Railway Board is in Annexure 2.

5.5 Observations on the current training plan of the Railway Board

The current training plan for officers and staff of the Railway Board is comprehensive and covers the stages of induction into service and promotion. The following points can be observed.

- There are no online training courses incorporated in the training plan.
- There is no role-based training designed on the basis of the Directorate in which an official is posted.
- Incorporation of the themes of National Priorities, Emerging Technologies and Citizen Centricity are not explicit.
- From an individual officer's perspective, the training is not continuous or annual. The interval between two training courses is around three to four years.

6. CAPACITY NEEDS ASSESSMENT

6.1 Discussions with AMs / PEDs /EDs of the Directorates / Sub-Directorates of the Railway Board

A summary of the discussion with AMs / PEDs / EDs of the various Railway Board directorates is indicated below.

Directorate	Key Points
Management Services	<ul style="list-style-type: none"> • Training infrastructure that is “state of the art” is required for training officers and staff. No other organization in India has the in-depth expertise in railways sector and therefore to develop the required capabilities in house. The Central Training Institutes under the Indian Railways are the key entities that play a critical role in this regard. They need to be strengthened and the Ministry needs to have the appropriate schedule of powers to enhance and augment their capacity. • “Strategic HR” is an important area around which capacity needs to be developed. Indian Railways is going through transformation changes in terms of its working. There is more private sector involvement in the manufacture and maintenance of rolling stock. Officers need to be trained to think differently as the organization strategy changes. Officers of the directorate need to be aware of strategic shifts and the demand that it places on the railways cadre. • HR Analytics is an important area. Placing the right person for the right job is a key requirement and given the vast work force under the Ministry officers need to know how to use analytical tools to aid their functioning. • Manpower planning is a critical area and training in this subject needs to be imparted. • In behavioral training, capacity needs to be developed in the areas of being empathetic to requirements of railway officials, working in a challenging and stress environment and in assertiveness. • Secretarial staff need to be trained in Microsoft office tools like PowerPoint and Excel
Telecommunications	<ul style="list-style-type: none"> • As Indian Railways is implementing innovative solutions such as Kavach, there is a need to be abreast of the latest developments in telecom domain. One important activity that needs to be done is to read relevant journals. • There needs to be extensive interaction with Industry as well as other Ministries of the Government of India, especially the Ministry of Communications • Directors and above need to attend Industry events, forums, and exhibitions. • They also need to participate in event such as World Mobile Congress to be aware of the latest technological innovations in the telecom domain.
Gati Shakti	<ul style="list-style-type: none"> • Gati Shakti Directorate has transformed the pace at which new rail infrastructure projects are sanctioned and approved. The number of Final Location Surveys and Detailed Project Report that are being approved at the Railway Board has gone up by a factor on ten.

	<ul style="list-style-type: none"> • IT tools of the Ministry of Railways such as IRPSM (for sanctioning), IREPS (for tendering), IRWCMS (for works contract management) and IPAS (for bill passing) are used extensively and effectively. • There is extensive interaction with other Ministries to ensure coordinated development of infrastructure in synergy with other transport assets such as roads, ports etc. • RBSS staff associated with the Directorate take care of file management and Parliamentary questions. Cabinet notes are prepared by the Eds / Directors of the Directorate. There is a need to build the capacity of RBSS in preparation of Cabinet Notes. • Capacity building in best practices of managing and monitoring capital projects will be useful for officials of the Directorate
Stores	<ul style="list-style-type: none"> • The role of the Stores officer has changed from being a “Procurement” officer to being a “Supply Chain Manager”. • Traditionally, stores department has been functioning through a “push” from the user department. The paradigm is now shifting to a “pull” based process where the requirement for goods is anticipated based on consumption patterns. Capacity enhancement of Stores Directorate officials in the modern practices of inventory management is required. • Procurement methods within the Ministry are changing. For example, contracts are now being designed spanning long period like 20 years. With such procurements legal provisions in the contract become very important. • The Stores Directorate is involved in procurement of rolling stock and bulk items such as steel and HSD. • There is a need for exposure to practices followed in other countries. For example, Korea has a public procurement system called KONEPS which is internationally recognized for its standards. Similarly, there are e-procurement systems followed in the UK. • RBSS personnel need to be trained in MS office tools
Efficiency and Research	<ul style="list-style-type: none"> • This Directorate functions directly under the Chairman, Railway Board. It is also the coordinating Directorate at the Railway Board for RDSO. • Officials in this Directorate need to understand nuances of all departments of the Indian Railways. An overview of all departments will be useful for officials posted in the Directorate. • The Directorate coordinates the signing of MOUs of the Zonal Railways with the Railway Board in which key performance indicators and targets for the year are specified. • There are many innovative portals, MOUs with institutions such as NIFD, online databases created by other Directorates etc. However information about such assets are not percolated and known widely within the Railway Board. A mechanism needs to be put in place to firstly, increase awareness of such solutions / databases and secondly, to grant access to officials who can benefit from such information.
Coaching	<ul style="list-style-type: none"> • This is a nodal directorate which is responsible for production planning of passenger coaches. • The Directorate is also responsible for the introduction of new trains, time tabling, holiday specials, monitoring of passenger train operations etc. • The Directorate has to closely coordinate with the Mechanical Directorate regarding production planning. • Many Parliamentary questions pertain to this Directorate.

	<ul style="list-style-type: none"> • Key areas of capacity building would be in data analytics which will help in doing analysis of failure in passenger coaches. • Exposure to parcel train services being operated in other countries will be useful as the directorate is responsible for monitoring parcel movement
Mechanical (PU&W)	<ul style="list-style-type: none"> • There is an increase in the introduction of remote monitoring of rolling stock. Wayside equipment to detect possible defects / failures in critical components like roller bearing, wheels, bogies etc. are being installed in the railway network. • With the increased introduction of technology for monitoring rolling stock condition, the capacity of officers in extracting and interpreting insights for large volumes of data will be important. Data Analytics is thus an important area for capacity building. • Practices and process linked to the concept of Industry 4.0 are prevalent in modern production units. Training related to Industry 4.0 is important. • With increased involvement of private sector in manufacturing and maintenance of rolling stock, capacity building in public private partnership and in contract monitoring will be needed in the future.
Civil Engineering	<ul style="list-style-type: none"> • The railway network in India is growing. However, the staff strength of Indian Railways is unlikely to go beyond the current levels. In this scenario, mechanized track monitoring and track maintenance capabilities of Indian Railway will need to be enhanced. Officers need to be exposed to the latest developments in this area. • Any policy decisions taken at the Railway Board related to track maintenance have a wide-ranging impact on the field. Hence officers need to understand the actual on-ground situation. Extensive field experience is important to be able to function effectively at the Railway Board.
Electrical Engineering	<ul style="list-style-type: none"> • As RBSS staff do not have technical knowledge, personnel from Zonal railways are posted at the Railway Board to assist the officers. • A new method of procurement of electric locomotives is being carried out by the Ministry of Railways. A private sector firm is chosen through international competitive bidding. The firm will manufacture locomotives in a factory that belongs to Indian Railways and will also utilize the staff belonging to Indian Railways. The supply period is for 10 years, and the private sector firm will be responsible for maintenance for the entire life of the locomotive (around 30 years). • Indian Railway officials need to understand the FIDIC contractual templates as these are used for international bidding. • As Indian Railway staff work under the supervision of private sector in the production of rolling stock, there could be a new set of issues. Capacity needs to be built at the Railway Board level on dealing with potential issues. • The modern locomotives will have IOT devices and will generate a lot of data. Functional expertise in data analytics is an important area of capacity development. • There are new emerging technologies such as Hyperloop. Railway officers need to be aware of such developments. • There needs to be an “active” mechanism through which Railway Board officers are educated about new technologies. Currently, this is a “passive” process where any new developments are known only when a person from the industry meets with officials and informs about new developments / innovations in the sector.

	<ul style="list-style-type: none"> As Indian Railways proceeds towards 100% electrification of track, electric locomotives are required to be maintained at diesel locomotive maintenance sheds. This requires “change management” amongst the staff of the diesel shed. The Railway Board needs to have the right template and policies to enable this transition in a seamless manner.
Transformation	<ul style="list-style-type: none"> This Directorate reports directly to Chairman, Railway Board. Earlier this Directorate had worked on reforms related to Schedule of Powers and had enabled decentralizing decision making powers to the Zonal level. Presently, the Directorate is working on making many internal processes of the Indian Railways more efficient and employee friendly, for example, on self-generation of railway pass by employees, ease of reimbursement of medical expenses of employees etc. The Directorate is focusing on enabling mechanized loading and unloading at railways goods terminals. Various Directorates in the Railway Board maintain datasets. These datasets are not accessible across departments. There needs to be a system to allow controlled access to datasets. Also, awareness needs to be increased on what datasets are already available. Data analytics is an important skill that needs to be developed. There needs to be capacity building on how to make a policy. The method of evaluating the economic impact of a policy needs to be different from calculating merely the financial impact. Anecdote was shared on how for calculating discounts for rate discount proposals from Business Development Units, “zonal” cost metrics are used instead of “all India” cost metrics. A particular zone might be loss-making and hence not able to justify discounts. However, as traffic originating in one zone could possibly traverse to other zones, it might not be appropriate to only consider the loss-making originating zones costs metrics while determining rate discounts. Capacity building in artificial intelligence is required
Mechanical	<ul style="list-style-type: none"> Exposure to manufacturing practices in MNCs such as Alstom, Siemens, Talgo would be beneficial. Participation in trade fairs such as InnoTrans will educate officers on the latest technologies in Railway technology. Similarly International Heavy Haul Association Conference is another event that should be attended. Indian Railways is now giving out long terms contracts for rolling stock spanning several years. With respect to this, capacity building on dealing with such long-term contracts during their lifetime is required. In the same context, the ability to prepare financial models to estimate the long-term financial impact / implication is required. RBSS staff with technical qualifications (for example BE / B Tech) are better suited for working in technical directorates in the Railway Board. Knowledge management is also another important aspect that needs to be focused on. Directors and above have to make presentations to the Board and to the Ministers. Training in how to make effective presentations would be useful.

Business Development	<ul style="list-style-type: none"> • As Indian Railways aims to increase its modal share, capacity building related to the overall logistics ecosystem is required. • Knowledge on flexible tariff policies in other railway systems around the world is another area of importance. • There is a need to develop systems that track competing modes of transport such as by air and road. Training on how market intelligence is collected, updated and used in leading logistics firms would be useful.
Signaling	<ul style="list-style-type: none"> • Training in how to award consultancy contracts is required. • Implementation of electronic interlocking in railway yards will improve efficiency and productivity. However, this is more expensive. The method of financial evaluation needs to be look beyond just the price tag and longer term benefits need to be quantified and considered. • Working at the Signalling Directorate requires experience and ability to understand technology. Working in the field for at least 10 years or more is an important prerequisite to being posted at the Railway Board. • Traditionally signalling technology and investments were not considered as important as investments in track and rolling stock. But, as safety considerations came to the fore, signalling has become an important area for Indian Railways. The indigenously designed “Kavach” system will enhance safety of train operations as it gets rolled out.
Environment & Housekeeping Management	<ul style="list-style-type: none"> • This Directorate needs to coordinate regularly with the Ministry of Environment, Forest and Climate Change. It is responsible for preparation of an environmental management plan for Indian Railways. • A knowledge of the relevant Acts and rules is important, viz., Solid Waste Management Rules 2016, Water (Prevention and Control of Pollution) Act 1974, Hazardous Wastes (Management and Disposal) Rules 2003 etc. An online training module related to these Acts and rules will be useful for the Directorate. • In the past, NAIR has organized training in collaboration with UN Environment Programme (UNEP). Training has also been conducted at IRIMEE related to environmental management in the railways. • There are many Parliamentary questions that is to be addressed by the Directorate related to housekeeping at stations and in passenger coaches. • Standard Bidding Documents that are to be used by Zonal railways and railway Divisions for the purpose of awarding housekeeping contracts are issued by the Directorate. Training related to drafting and administering contracts will be beneficial
Safety	<ul style="list-style-type: none"> • Directorate is responsible for preparing the Disaster Management Plan (DMP) for Indian Railways. Capacity building is required in developing DMP. • The Directorate is also responsible for the preparation of the Crisis Management Plan for Railway Board. • Ensuring that practices for enforcing safety in railway operations are followed is an important mandate for the Directorate. • Every week the Board members discuss safety related incidents in the Indian Railways, their causes and mitigation measures. Thus, there is a continuous monitoring mechanism at the apex level.

	<ul style="list-style-type: none"> • For working in the Directorate, cross-departmental technical knowledge is required. The CTIs have uploaded various videos, case studies and research papers on their websites. For example, IRIMEE’s website has videos related to maintenance of rolling stock. Awareness needs to be spread of the availability of such content.
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6.2 Focused group discussion with RBSS

A focused group discussion was conducted with senior officials belonging to RBSS. The main points discussed were as follows.

- There has never been any scheduled training plan for RBSS officials in the past.
- Unlike the Central Secretariat Service (CSS) officials, who have regular training programmes at the Institute of Secretariat Training and Management (ISTM), RBSS officials have so far not had regular training at any Institute.
- Only recently the HR Directorate of the Railway Board issued a training plan for RBSS which is linked to stages of promotion.
- RBSS officials do not have any field experience and due to this are often not able to appreciate the domain related aspects while working in their respective Directorates. The officers from the Indian Railway Services who are deputed to the Railway Board from railway Divisions and Zones provide the domain expertise. Some basic exposure to actual railway operations is essential for RBSS staff.
- RBSS staff need to know the relevant acts such as the Railways Act 1989, the Indian Railway Board Act 1905, the Railway Protection Force Act 1957. Currently they learn about these Acts on the job. A formalized training regarding key aspects of these Acts is essential.
- There are differences in rules that apply to the Ministry of Railways as compared to other Central Government Ministries. For example, Leave Rules followed in the Ministry of Railways have some changes as compared to those followed in other Ministries. Training needs to be organized for RBSS in this area.
- Section Officers and above are provided with official laptops and can thus do online training courses for which they are nominated. However, those below the level of Section Officer are not provided with a laptop and currently there is no infrastructure at the Railway Board where they can access online training sessions.
- Microsoft Office tools such as PowerPoint, Word, Excel and Access are used and training in using these tools effectively is required.
- There are instances of RBSS personnel working in the same Directorate for more than ten years. While this leads to the development of expertise in the functioning of a particular Directorate, it also leads to a lack of exposure to other parts of railway functioning to the RBSS personnel. There needs to be a planned method of posting RBSS to different Directorates within the Railway Board during their career to enable well rounded development of the officials of the service.

6.3 Focused group discussion with RBSSS

A focused group discussion was conducted with senior officials belonging to RBSSS. The main points discussed were as follows.

- There has never been any scheduled training plan for RBSSS officials in the past.
- Training needs to be imparted in the following areas.
 - E-office
 - MS Office applications – PowerPoint, Excel, Word
 - Protocol of office management
 - Overall structure of the Indian Railways (RBSSS only know about the designations and hierarchy at the Railway Board as they have no opportunity to work outside the Railway Board)
- Exposure to the field will be useful to appreciate the sector in which they have to deal with in their day-to-day activities.

- RBSSS officials assist Directors and above with respect to activities such as organizing their calendars, planning official tours, file management, dak etc. Sometimes the same RBSSS official assists multiple officers. Therefore, sparing an RBSSS official for training becomes difficult. Training for RBSSS officials should be scheduled when Parliament is not in session. This period is relatively lean in terms of workload.

6.4 Analysis of responses to the online self-assessment questionnaire

An online self-assessment questionnaire was designed and circulated to all officials in the Railway Board. A copy of the self-assessment questionnaire is in Annexure 3.

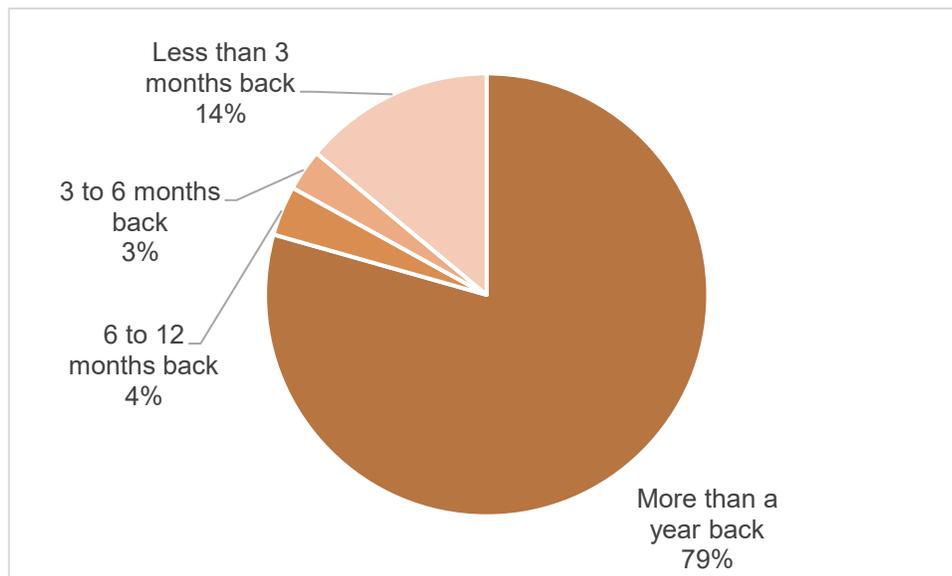
6.4.1 Respondents to the self-assessment questionnaire

165 officials from the Railway Board responded to the questionnaire. 105 officials belonged to RBSS, 20 to RBSSS and 40 to Indian Railway Services (Indian Railway Accounts Service (IRAS), Indian Railway Personnel Service (IRPS), Indian Railway Service of Engineers (IRSE), Indian Railway Service of Electrical Engineers (IRSEE), Indian Railway Service of Mechanical Engineers (IRSME), Indian Railway Stores Service (IRSS), Indian Railway Service of Signal Engineers (IRSSE), Indian Railway Traffic Service (IRTS) and Railway Protection Force (RPF)).

6.4.2 80 percent of the respondents have not undergone any training in the past one year

As can be seen from the graph below, almost 80 percent of the respondents have not undergone any training for the past one year.

Figure 16 : When was the last training?



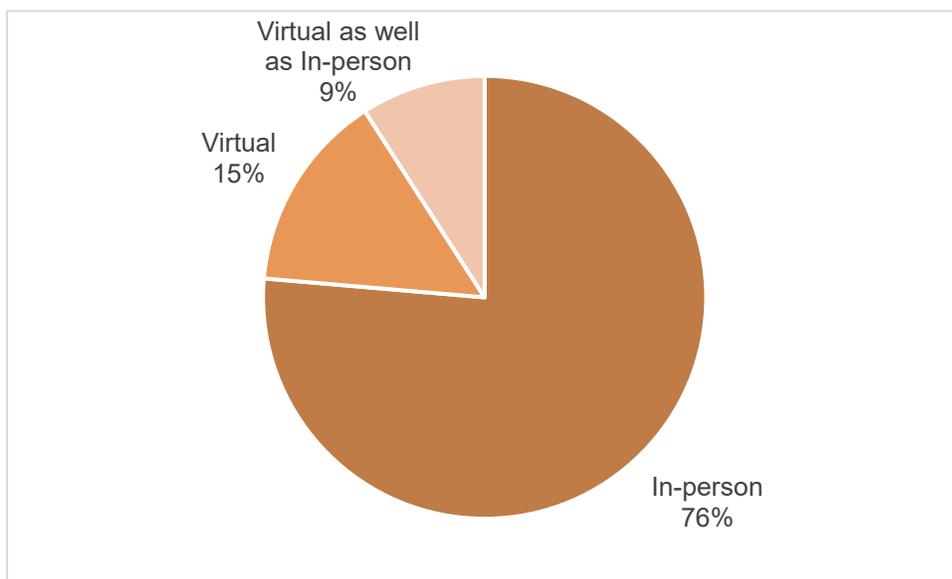
Source : Consultant analysis of the self-assessment questionnaire

As per primary interactions with RBSS, some of the officials have not undergone any training in the past ten years. For majority of the RBSS officials who responded to the questionnaire, the only training they have done is the training at ISTM at the time of their joining at the Railway Board. RBSSS respondents have written in the questionnaire that there is no organized training for the personnel of their service. There is thus a clear **need to have a mechanism / plan through which officials receive role based and value adding training every year.**

6.4.3 Most of the training happens In-person and online or virtual mode of training is used minimally.

The training courses that the staff of the Railway Board have undergone have predominantly been in-person. Online training is used to a very less extent.

Figure 17 : Mode of training



Source : Consultant analysis of the self-assessment questionnaire

Given the workload of officials in the Railway Board, sparing someone for training is an issue. In-person training involves travel time and is usually in a location other than Delhi. While a break away from the office routine is also an important part of training, the inability or reluctance to relieve an official to attend the training course effectively leads to a no training outcome. Online training courses are very effective in terms of time management as they cut out the travel time and also maintain physical availability in Delhi. The probability of an online training course being completed by officials is much higher than in-person training. **There needs to be a significant increase in the proportion of online training courses that officials are nominated for.**

6.4.4 Field visits have been minimal, especially for RBSS and RBSSS personnel.

As per the responses received, none of the RBSSS personnel have visited any site of railway working in the past one year. Amongst RBSS, the percentage of officials who did not visit any field site was 90 percent. On the other hand, 74 percent of the officers from the Indian Railway Services cadre visited the field in the past one year. The Indian Railway Service officers are deputed from railway Zones and Divisions and already have field experience. They also regularly visit units of their respective domains. However, the RBSS and RBSSS officials are posted to the Railway Board from the beginning of their careers and do not have field experience. As can be seen from the response to the questionnaire, there is no active mechanism to give exposure to these personnel to field operations. **A curated field exposure training program needs to be put in place for RBSS and RBSSS to enable officials of these services to have a “touch-and-feel” of railway operations.**

6.4.5 Majority of the Railway Board personnel do not interact with private sector stakeholders / citizens.

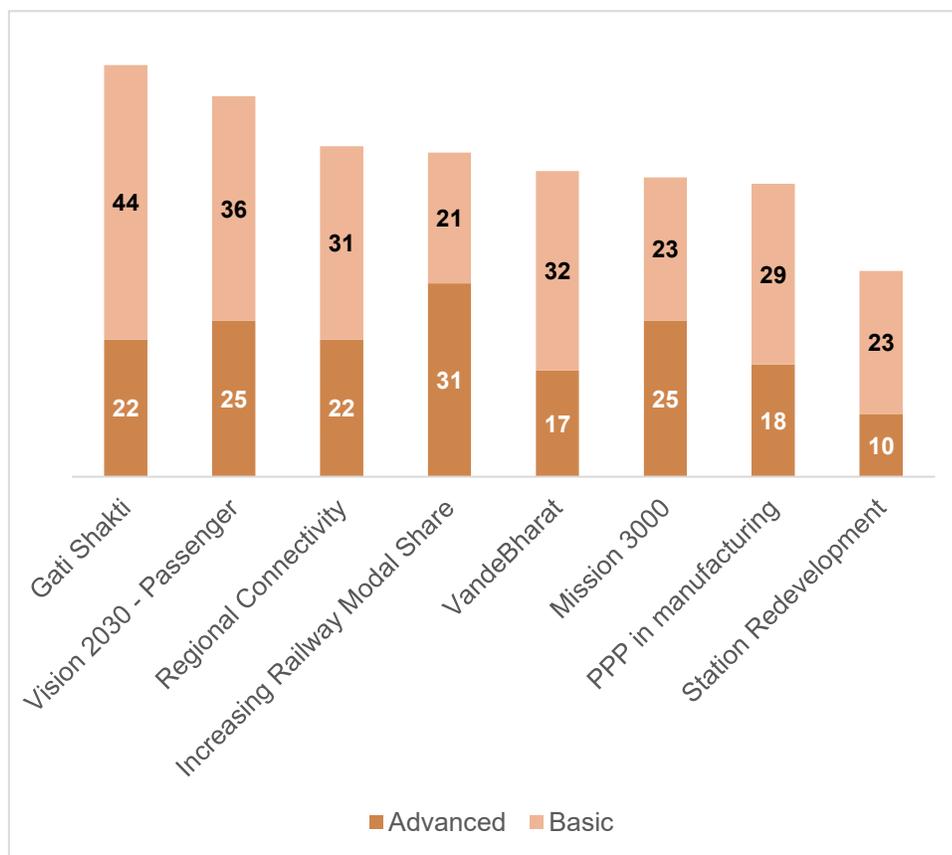
To the question, “How citizen centric is your role?”, around 83 percent of the respondents replied that they either have “No interaction with private stakeholders / citizens” or “Minimal interaction with private

stakeholders / citizens”. Thus, while the decisions made at the Railway Board affects the entire railways eco system of the country, affecting freight customers and passengers, the officials at the Railway Board do not have direct interactions with private sector stakeholders / citizens. An important implication of this observation is that there needs to be **appropriate training that sensitizes Railway Board officials to the need of citizens and customers of Indian Railways.**

6.4.6 Key topics for capacity building under “National Priorities”

The count of the number of respondents who have expressed a desire to receive either an “Advanced” or “Basic” training in topics which are identified National Priorities of the Ministry of Railways is indicated in the figure below.

Figure 18 : Number of Respondents interested in learning about National Priorities



Source : Consultant analysis of the self-assessment questionnaire

The top three topics around which the respondents have indicated interest in receiving training are

- Gati Shakti.
- Vision 2030 for Passenger Business of Indian Railways.
- Regional Connectivity to neighboring countries.

Appropriate training modules for these topics will need to be developed and disseminated to the Railway Board officials. It is essential to impart training on all the National Priorities. However, the ones with the highest response rate can be scheduled first.

The percentage of respondents who have not expressed interest in learning about the National Priorities is an interesting data point. The table below indicates the percentage of respondents who have not expressed interest in receiving any training, Basic or Advanced, about the National Priorities.

Table 5 : Percentage of respondents who have not expressed a desire to receive training in National Priorities of the Ministry of Railways

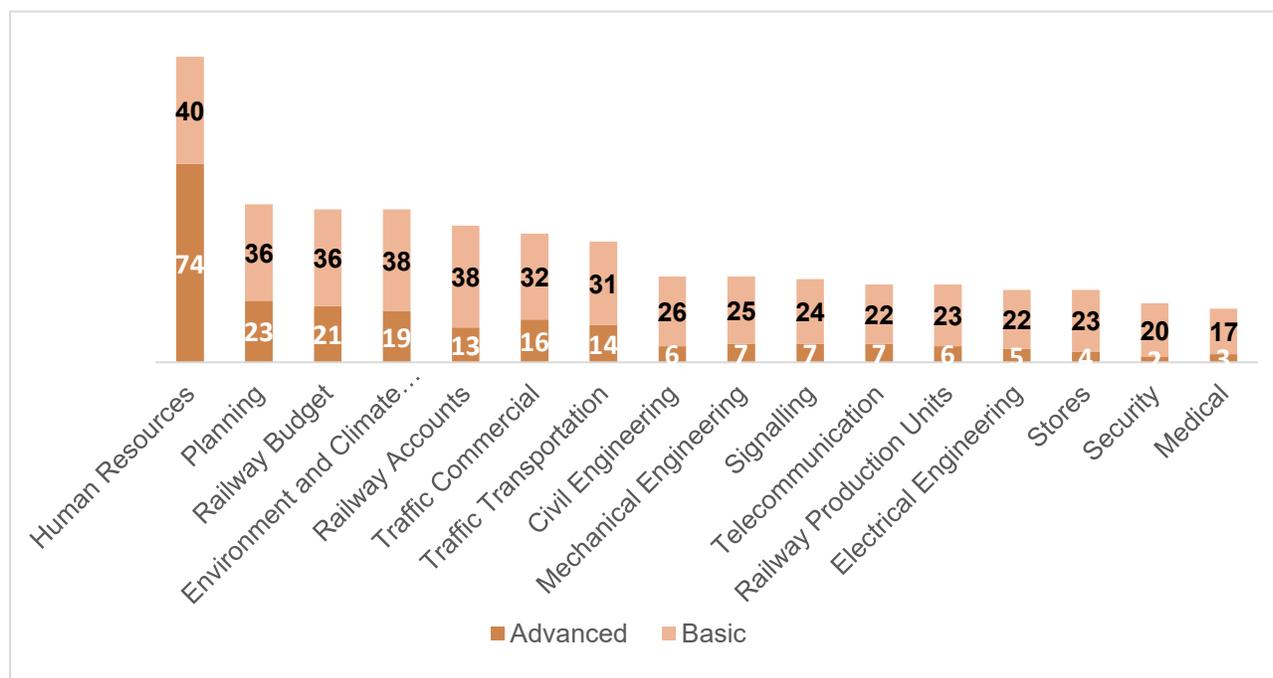
National Priority of Ministry of Railways	Indian Railway Service Officials	RBSS and RBSSS Officials
Gati Shakti	40 percent	66 percent
Vision 2030 - Passenger	38 percent	73 percent
Regional Connectivity	45 percent	75 percent
Increasing Railway Modal Share	30 percent	81 percent
VandeBharat	53 percent	76 percent
Mission 3000	38 percent	82 percent
PPP in manufacturing	53 percent	78 percent

As can be observed from the table above, a larger proportion of the Indian Railway Officers who are deputed from the field to the Railway Board are keen to understand more about the key programs of the Ministry. However, RBSS and RBSSS officials have not responded with the same level of keenness. The RBSS and RBSSS staff form the largest proportion of the Railway Board and are very important functionaries who play a key role in the apex body of the railways sector in India. Ensuring that the RBSS and RBSSS undergo online courses regarding National Priorities is likely to bring in a sense of pride and commitment. There needs to be a mandatory element for national level priorities for RBSS and RBSSS staff in the capacity building plan.

6.4.7 Capacity needs assessment of Domain Competencies

The count of the number of respondents who have expressed a desire to receive either an “Advanced” or “Basic” training in railway domain areas is indicated in the figure below.

Figure 19 : Number of Respondents interested in various domain areas



Source: Consultant analysis of the self-assessment questionnaire

The following topics appear in the top five ranking domain areas in which respondents desire training.

- Human Resources
- Planning
- Railway Budget
- Environment and Climate Change
- Railway Accounts

“Human Resources” is the domain area in which maximum number of respondents desire training. Reading the comments that the respondents entered in the questionnaire, it was seen that they desired domain training in areas such as;

- Training on Pension Rules
- Discipline and Appeal Rules
- Railway Service Rules
- Reservation policy in railway recruitments
- Indian Railway Establishment Matters

It is interesting to note that technical domain areas such as Civil Engineering, Mechanical Engineering, Signalling, Telecommunication and Electrical Engineering are not topics in which respondents desire capacity building. Analyzing these responses and corroborating with the primary interactions held with Additional Members / Executive Directors / Joint Secretaries, the clear “division of responsibilities” amongst the personnel of the Railway Board is evident. Indian Railway Service officers who are deputed from the field and man positions of Directors and above at the Railway Board take complete responsibility for technical matters. To aid them in work related to engineering domain areas, railway employees from Zones and Divisions are deputed to work at the Railway Board. RBSS and RBSSS personnel take responsibility for non-engineering domain areas which mainly deal with establishment matters, office management, parliamentary references etc.

It might be beneficial for RBSS and RBSSS officials deputed in directorates which deal with engineering areas such as civil, mechanical, electrical etc. to have a basic knowledge of these domain areas.

Indian Railway Services officer who are deputed from Zones and Divisions in the field usually have ten plus years of experience in their domain areas. They do not need any basic capacity building in their respective domains. **It is more important for them to build capacity in advancements / new technologies in their respective domain areas.**

6.4.8 Capacity needs assessment of Functional Competencies

The count of the number of respondents who have expressed a desire to receive either an “Advanced” or “Basic” training in functional competencies is indicated in the figures below.

The topic that has been most demanded by respondents is “Data Analysis”. The highest demand for “Advanced” training courses is in “Working with MS Office”. The other competencies for which there is high demand for “Advanced” Courses are “Knowledge Management” and “Knowledge on RTI Resolutions”.

Figure 20 : Number of Respondents interested in various functional competencies (Part 1)

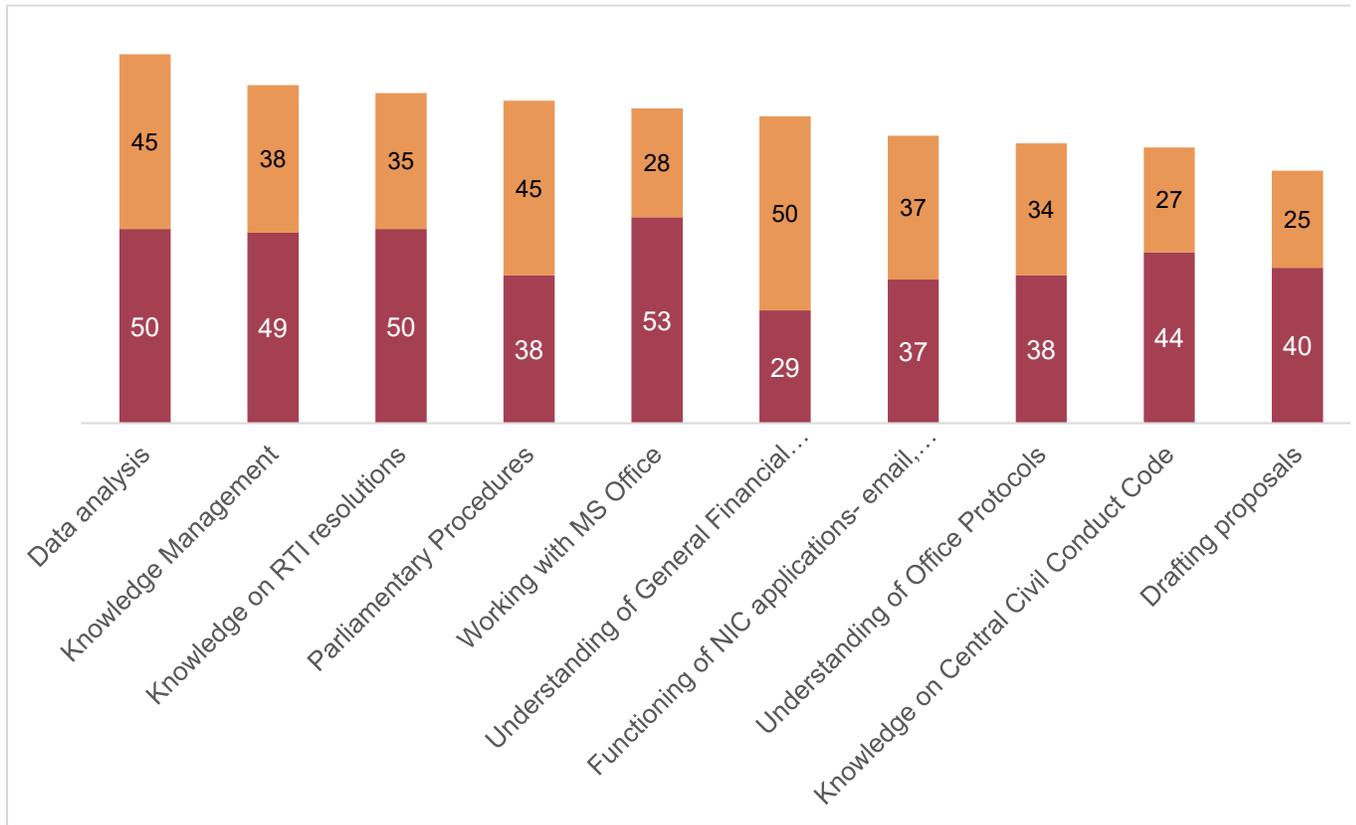
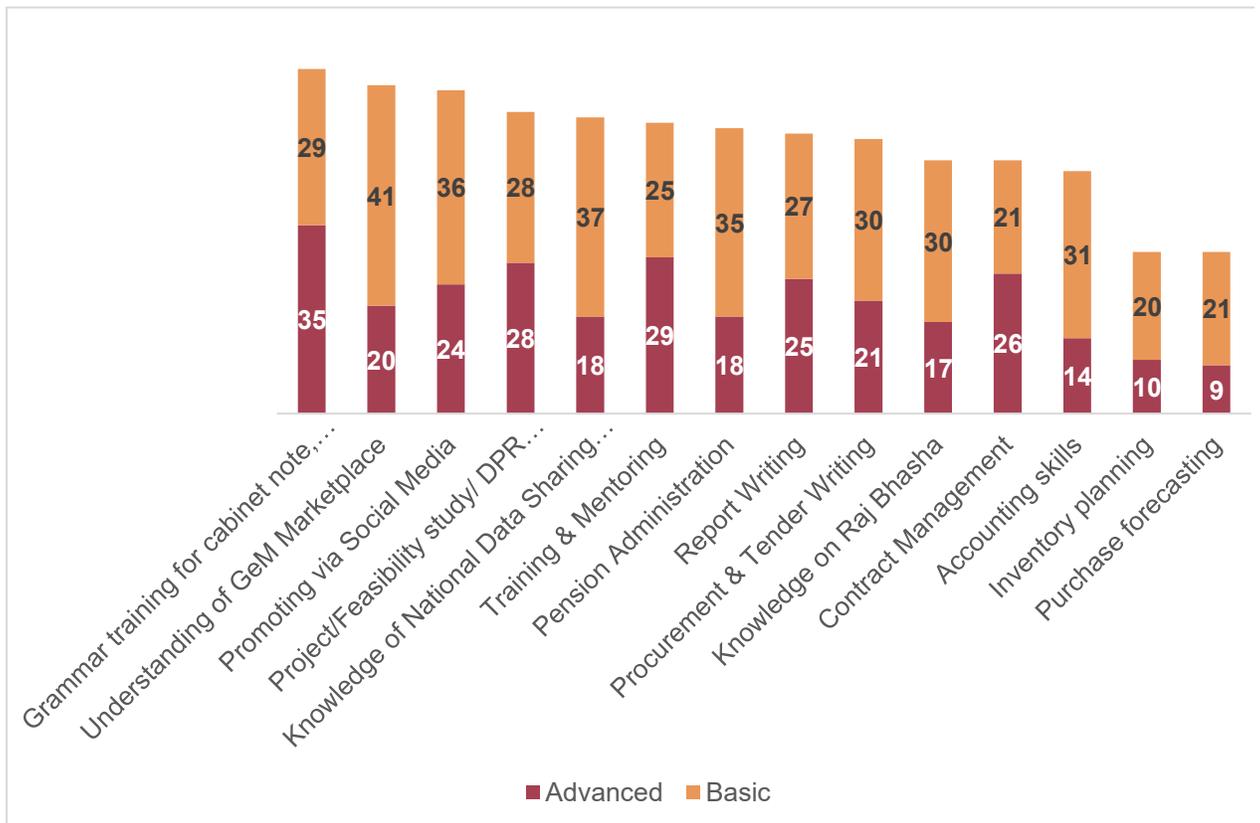


Figure 21 : Number of Respondents interested in various functional competencies (Part 2)



Source: Consultant analysis of the self-assessment questionnaire

6.4.9 Capacity needs assessment of Behavioral Competencies

The count of the number of respondents who have expressed a desire to receive either an “Advanced” or “Basic” training in behavioral competencies is indicated in the figures below.

Figure 22 : Number of Respondents interested in various behavioral competencies (Part 1)

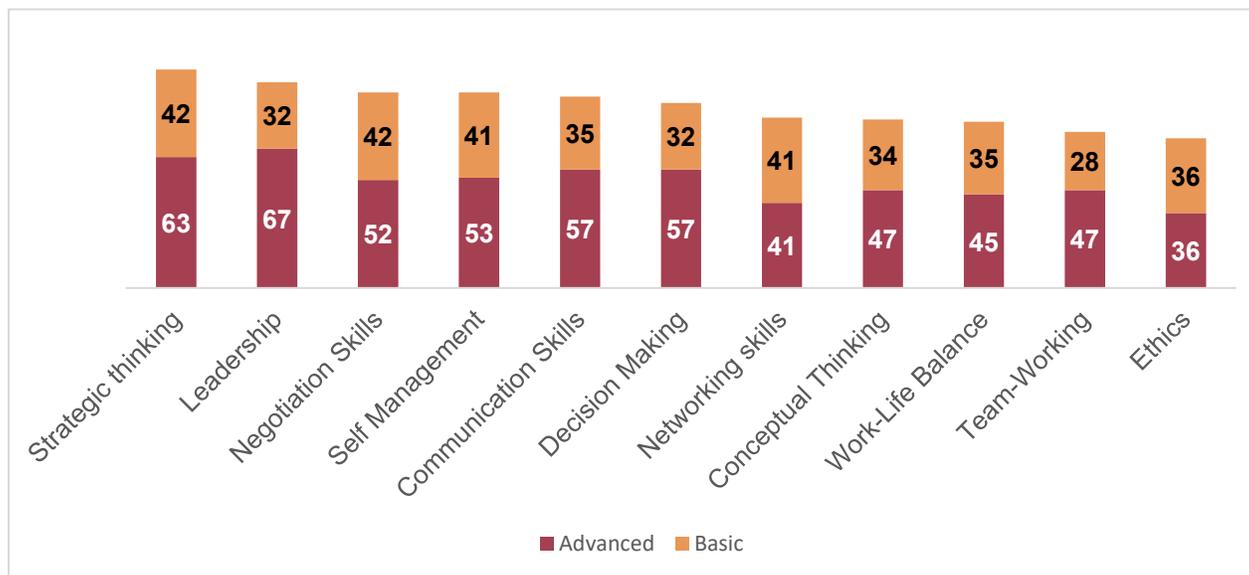
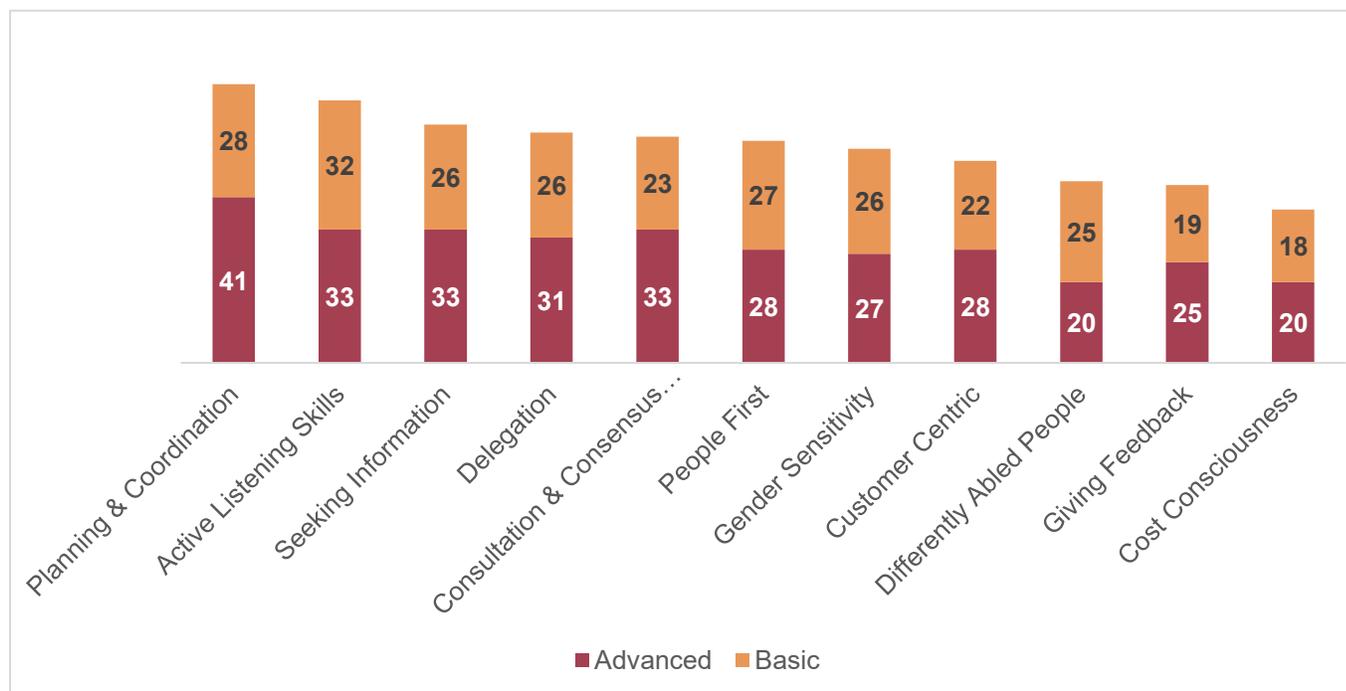


Figure 23 : Number of Respondents interested in various behavioral competencies (Part 2)



Source: Consultant analysis of the self-assessment questionnaire

The top five topics in Behavioral competencies in which respondents have desired training are as follows.

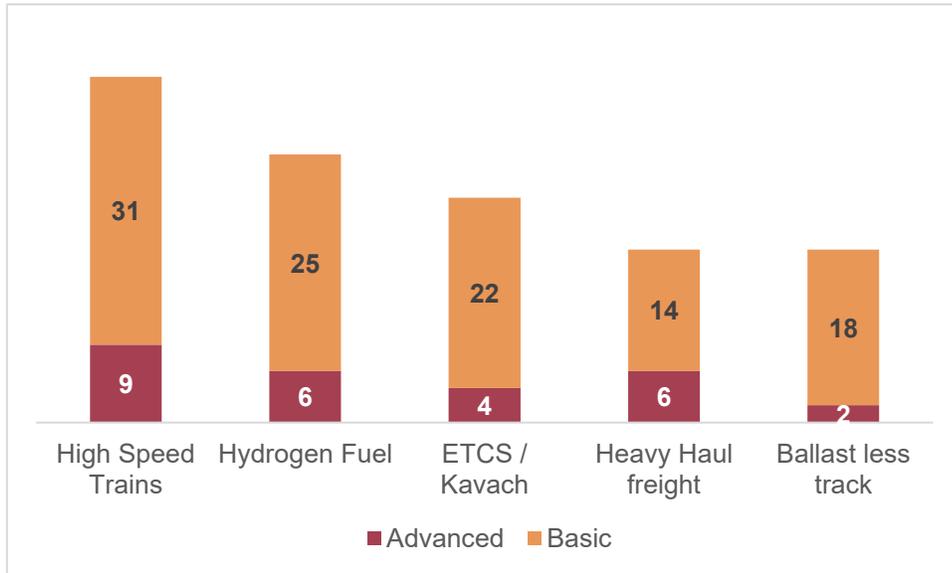
- Strategic thinking
- Leadership
- Negotiation Skills

- Self-Management
- Communication Skills

6.4.10 Key topics for capacity building under “Emerging Technologies”

The count of the number of respondents who have expressed a desire to receive either an “Advanced” or “Basic” training in various Emerging Technologies in the railways sector are indicated in the figure below.

Figure 24 : Number of Respondents interested in learning about Emerging Technologies



Source: Consultant analysis of the self-assessment questionnaire

The top three topics in which training is desired by respondents are High Speed Trains, Hydrogen Fuel and ETCS/Kavach.

It is interesting to note that the number of respondents desiring training in Emerging technologies is the least as compared to all other competencies covered in the questionnaire.

The other topics that respondents entered in the questionnaire are:

- Hyperloop
- Data Analytics
- Artificial Intelligence
- Developments taking place in renewable energy space including latest storage technologies.

7. ENABLING DECISIONS/ACTIONS FOR ACTUALIZING CAPACITY BUILDING PLAN

7.1 Enabling decisions/action points that need to be in place to actualize the Annual Capacity Building Plan

Based on the Capacity Needs Assessment of the Railway Board, there are a set of key decisions/action points that need to be in place which will enable the design and operationalization of the Annual Capacity Building Plan for the Railway Board. These are set out in the table below.

Pillar	Decisions/ Action Points	Rationale
Organisational and Institutional	<p>Central Training Institutes under the Ministry of Railways to be strengthened.</p> <ul style="list-style-type: none"> • Work towards getting all CTIs under the Ministry to be listed under the recognized CTIs of DoP&T. • MoR's CTIs to be empowered and provided funds to develop online content that can be uploaded to iGOT platform. • CTIs to become the foundation of a "Global Knowledge Hub" for railways sector. 	<ul style="list-style-type: none"> • The CTIs under the Ministry of Railways train all officers of the Indian Railways. There are no alternative institutions in India which have the expertise to impart technical knowledge about the railways sector in India. There is therefore a need to recognize and strengthen the CTIs. • Any capacity building initiative in an organization as large as the Indian Railways needs a strong implementation platform capable of developing, evolving, and delivering high quality training programmes to its employees. CTIs under Ministry of Railways need to be the main implementation platform for Mission Karmayogi for Ministry of Railways • Currently, most of the training imparted by the MoR CTIs are in-person. The quantum of online training needs to be increased. This will require creation of content and uploading the course content to the iGOT platform. This will require allocation of funds and creation of a unit that focuses on creating online content in each CTI. • Indian Railways is one of the largest railway systems in the world. There is no other country in the world other than India which carries 1 billion tonnes plus of freight and at the same time carries close to 8 billion passengers in a year.

		<p>Many countries in the world can benefit from learning how to run such a large, complicated railway system from India. Becoming a “Global Knowledge Hub” for railways sector can have strategic countries for India. The CTIs with their infrastructure, expertise, and rich history of training all the leaders of Indian Railways can be the main pillar in this initiative.</p>
	<p>One stop portal for all online content on training A single portal / website needs to be developed through which an official at the Railway Board can search for content / documents which can be searched and provided to the official sourced from the website of the CTIs under MoR.</p>	<ul style="list-style-type: none"> • The different CTIs under the MoR have uploaded a number of videos and documents on their respective websites. An official at the Railway Board needs to search for content in each individual site. • If a single access portal is designed through which any official of the Railway Board can access the content of all the CTI websites, it would make content easily accessible and user friendly.
	<p>Incentive framework for mandatory training Whenever training is completed by an official a pre-determined number of credits can be awarded, and a record of the credits earned each year maintained in the APAR.</p>	<ul style="list-style-type: none"> • Training is not prioritized currently, and it is common, at present, to miss training courses for which officials are nominated to. • Primary interactions at the Railway Board revealed that the either the official nominated for a training is not spared due to work pressure or the official himself / herself is not interested in attending the training. • In this scenario, there is a need to put in place a mechanism through which attendance and completion of training courses is recorded in the APAR. As per the opinion of many AMs / PEDs/ EDs this is the only way to bring in a level of seriousness towards training.
	<p>Cross departmental interactions A process driven approach of facilitating interaction of officers at Director and above level of various Directorates of the</p>	<ul style="list-style-type: none"> • The Railway Board has 26 main directorates. Each Directorate specializes in a particular domain / service area. Officers of the Indian Railway Services posted the

	<p>Railway Board needs to be put in place</p>	<p>Directorates belong to specific services such as Civil, Mechanical, Electrical, Traffic, Accounts, Stores etc.</p> <ul style="list-style-type: none"> • Officers belonging to the same service / department tend to interact more often as their work areas are related. • However, officers belonging to different services / departments usually do not have adequate occasions to interact with each other. • During the primary interviews with AMs / PEDs / EDs a view that was repeatedly expressed was that there is not much awareness of the activities in the other Directorates of the Railway Board. • The recently created Gati Shakti Directorate has officers from all services and has had a transformational impact on the speed of decision making. • It is not possible to create too many cross-service line directorates like the Gati Shakti Directorate and there will always be a need for specialized domain / service line focused Directorates. • Therefore, the next best solution is to formally create a framework / mechanism for officer across services / departments to interact and exchange information with each other. This will also have a positive impact on the work culture.
	<p>Empowering PEDs / EDs in Directorates to employ retired personnel to develop online content PEDs/ EDs of Directorates of the Railway Board need to be given powers to avail the services of some of the retiring RBSS staff of their respective Directorates to create online training content.</p>	<ul style="list-style-type: none"> • During the primary interactions with AMs/ PEDs/ EDs, it came to light that there are specific individuals, especially of the RBSS who have through many years of experience in the Directorates have gained significant expertise about the workings of the Directorate. • They are also a repository of knowledge of past incidences / cases and have unique firsthand experiences. • Once such individuals retire, the knowledge and expertise

		<p>that they have gained gets lost.</p> <ul style="list-style-type: none"> • The heads of the Directorates need to be given power to employ chosen and willing RBSS staff post their retirement specifically with a purpose of creating online content to institutionalize the knowledge.
	<p>Collaboration with Multi-lateral organizations for capacity building The Railway Board needs to have an active policy of engaging with multi-lateral/ bilateral institutions such as World Bank, Asian Development Bank, GIZ, JICA, KfW etc. specifically in the area of capacity building.</p>	<ul style="list-style-type: none"> • Multi-lateral and bi-lateral institutions such as the World Bank, Asian Development Bank, GIZ, KfW, JICA etc. engage with Ministries of the Government of India through their technical assistance programme. • During the primary interactions, it was found that technical assistance engagements of the Railway Board with these institutions are minimal / non-existent. • Multi-lateral and bi-lateral institutions engage with many countries and have knowledge repositories, resources, and experienced personnel. Associating with them will be beneficial to enhance the capacity of the Railway Board officials.
	<p>Dedicated team to operationalize capacity building plan A dedicated team needs to be put in place to nominate and monitor the capacity building plan of the Railway Board</p>	<ul style="list-style-type: none"> • The Ministry of Railways is one of the largest ministries of the Government of India • The dedicated Railway Board staff numbers more than 1600 and ensuring that a capacity building plan is adhered to for this large number of officials will require a dedicated team. • The team will also need requisite IT tools to be able to monitor in real time the progress and implementation of the capacity building plan.
	<p>Training Policy to be put in place A training policy for the Railway Board officials need to be approved by the Board members</p>	<ul style="list-style-type: none"> • To maintain consistency and continuity in capacity building measures for the large number of officials at the Railway Board, a training policy is essential. • A training policy that is approved by the Board members will be a strong

		<p>enabling mechanism to plan and execute the capacity building plan.</p> <ul style="list-style-type: none"> • The training policy needs to lay down clearly the quantum of mandatory yearly training, the proportion of in person and online trainings that need to be done, the method in which trainings completed by officials will be recognized and the policy on foreign exposure to officials
	<p>Rotational policy for RBSS staff RBSS staff need to be transferred between the Railway Board Directorates at a pre-defined interval.</p>	<ul style="list-style-type: none"> • RBSS officials often, continue to work in one directorate for as long as ten to fifteen years, as per the primary interactions carried out at the Railway Board. • While being in one directorate helps in develop expertise in the workings of that particular directorate, it also prevents the official from learning about other aspects of the Railway Board working. • Officers of the Indian Railway Services who are deputed to the Railway Board have a tenure of 5 years post which they are usually posted back to the Zone/Division of the Indian Railways. RBSS personnel as per the terms and condition of their service work only at the Railway Board. Enabling them to work in different Directorates will build the overall capacity of the Railway Board by having well rounded personnel will a wider knowledge spectrum.
	<p>Training infrastructure for staff who are not provided official laptops A facility with laptops/desktops needs to be created for Railway Board personnel who do not have personal laptops to enable them to complete online training that they are nominated for.</p>	<ul style="list-style-type: none"> • SOs and above at the Railway Board are provided with an official personal laptop. They can complete online trainings that they are nominated for using these laptops. • However, ASO and below are not provided with laptops. There are no facilities in the Railway Board where these personnel can complete online trainings. • A facility with adequate laptops/desktops needs to be

		<p>created to enable these personnel to undergo online trainings to which they are nominated</p>
Individual	<p>Minimum 50 hours of mandatory role-based training for all officials of the Railway Board each year Every Railway Board official needs to mandatorily undergo role based training every year</p>	<ul style="list-style-type: none"> • Currently the training of the Railway Board staff is ad-hoc or career progression related. • There is no training plan which is role-based and regular. • To ensure continuous capacity building training in domain, functional and/or behavioral competencies needs to be provided on an annual basis. • As per CBC guidelines, a minimum of 50 hours of training every year is considered necessary for every government official.
	<p>Curated classroom plus field training for all RBSS and RBSSS officials A curated program needs to be conducted for all RBSS and RBSSS officials at NAIR which combines classroom instruction followed by visits to specific units of Indian Railways to help understand the classroom teaching in a practical and applied manner.</p>	<ul style="list-style-type: none"> • RBSS and RBSSS personnel have zero exposure to the actual field working of Indian Railways • They play an important role in the apex body of the Indian Railways, the Railway Board, and yet do not have any exposure to railway operations. • To aid these personnel to do their job better at the Railway Board, they need an appreciation of the physical conditions that exist in field units of the railways, viz., the divisions, coaching depots, stations, maintenance facilities etc. • A specifically designed course for these personnel at NAIR will assist them in developing a “touch-and-feel” for railway operations.
	<p>Participation in international forums / conferences / events in the railways sector Selected officers at the Railway Board need to participate in international forum/conferences/events.</p>	<ul style="list-style-type: none"> • Indian Railway officers who work in zones and divisions of the Indian Railways and are deputed to the Railway Board have in-depth knowledge of their respective domains. • However, they are constrained to their extent of knowledge and capacity to the railway systems in India. • Indian Railways is at the sole agency which operates main-line railway systems in India.

		<p>To be aware of new concepts and emerging technologies in the railway sector, officers need exposure to international forums and to railway systems across the world.</p> <ul style="list-style-type: none"> • This will enable them to have a broader vision and to envisage and plan for next generation railway facilities for Indian citizens.
	<p>Workshops with leading private sector enterprises combined with immersion learning. Workshops at regular intervals need to be held at the Railway Board, covering chosen and specific topics, in which there is participation from leading and best-in-class entities.</p>	<ul style="list-style-type: none"> • 83 percent of the respondents to the self-assessment questionnaire replied that they either have “No interaction with private stakeholders / citizens” or “Minimal interaction with private stakeholders / citizens”. • Officers at the Railway Board take important policy decisions which affects the entire value chain of the railway sector in India. • They need to be made aware of the best practices and processes especially in the logistics, manufacturing and construction industries. Organizing field visits for a large set of officials from the Railway Board is both time-consuming and difficult to execute. • Instead, regular workshops at the Railway Board on chosen topics with participation from leading national and international agencies will be an effective mechanism to build capacity and knowledge.
	<p>Compulsory “Know the Railway Board” and “Know the Indian Railways” training modules for all new joiners to the Railway Board Mandatory online training modules need to be developed and every new joiner made to undergo the training modules in their first week of joining to educate them on the basics of the Ministry and the Indian Railways.</p>	<ul style="list-style-type: none"> • Any new joiner at the Railway Board has an unorganized method of learning basic facts about the Railway Board and the Indian Railways. • They usually rely on learning from their colleagues and from day-to-day experience. This is both inefficient and unreliable. • Specific online modules need to be put in place keeping new joiners in mind so that they have an easy way of getting to know the basics about the Ministry and the railways sector in India.

8. ANNUAL CAPACITY BUILDING PLAN FOR RAILWAY BOARD DIRECTORATES

8.1 CTIs to serve as the main content creation and delivery agency for capacity building programmes of the Railway Board.

The CTIs under the Ministry of Railways train all officers of the Indian Railways. There are no alternative institutions in India which have the expertise to impart technical knowledge about the railways sector in India. Any capacity building initiative in an organization as large as the Indian Railways needs a strong implementation platform capable of developing, evolving, and delivering high quality training programmes to its employees. CTIs under Ministry of Railways need to be the main implementation platform for Mission Karmayogi for Ministry of Railways.

8.2 Mapping of Directorates to CTIs

Each Directorate at the Railway Board can be mapped to specific CTIs in alignment to the domain areas that they are responsible for. The mapping is indicated below. For capacity development in domain competencies, the officials of respective Directorates will be nominated for courses at the mapped CTIs.

CTI	Mapped Directorate
Indian Railways Institute of Financial Management	Finance
	Business Development and Marketing
	Statistic & Economics
Indian Railways Institute of Civil Engineering	Civil
	Safety
Indian Railways Institute of Electrical Engineering	Electrical
	Rolling Stock
	Safety
Indian Railway Institute of Mechanical and Electrical Engineering	Mechanical
	Environment & Housekeeping Management
	Rolling Stock
	Safety
Indian Railway Institute of Transport Management	Gati Shakti
	Infrastructure
	Planning
	Traffic
	Public Relations
	Tourism & Catering
National Academy of Indian Railways	Computerization & Information Technology - C&IS & NFR
	Efficiency & Research
	Health
	Human Resources
	Innovation & Transformation Cell
	Legal
	Official Language
	Public Relations
	Secretary's Branch
	Stores
Vigilance	

Indian Railways Institute of Signal Engineering and Telecommunications	Signal and Telecom
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For functional and behavioural competencies, the nodal CTI will be National Academy of Indian Railways. Other institutes like Indian Institute of Public Administration (IIPA) and online resources like Udemy will also be considered for these competencies. iGOT platform has many courses for building capacity in functional and behavioural competencies and will be widely used.

8.3 Courses to be developed and delivered by CTIs

As identified during the capacity needs assessment and discussion with CTIs, the following domain competency courses need to be developed and offered by the CTIs. Some of these courses are already ongoing at the CTIs. The duration of these courses needs to be between 3 to 5 days.

Table 6 : Domain competency courses to be developed and delivered by CTIs

CTI	Module
Indian Railways Institute of Financial Management	Finance for Non-Finance officers
	Finance, Stores and Budget for Medical Officers
	Corporate Finance for Senior Officers
	Refresher course on Stores and workshops (Finance and Accounts)
	Refresher course on Traffic Finance and Traffic Accounts
	Refresher course on Establishment, NPS, Pension and Finances Establishment
	Refresher course on GST and Taxation
	Refresher course on Books and Budget
	Refresher course on General Finance, Tenders and Contracts
	Refresher course on Essential laws for Railway Officers
	Refresher course on IT Applications of IR
	Refresher course on Conduct rules, DAR and Vigilance
Indian Railways Institute of Civil Engineering	Laying and maintenance of LWR and RSI
	Turnouts, layout calculations, Yard layouts
	USFD of rails and welds
	Derailment Investigation
	Mechanized maintenance of track
	Track Management System
	AT and FB welding of Rails
	Track Tolerance and Track monitoring
	Design, Laying and Maintenance of Curve
	Mechanised Laying and Renewal of Track
	Bridge Planning and construction
	Concrete Technology- mix design, RMC, and durability
	Steel fabrication and quality Inspection and launching of girders
	Bridge- inspection, maintenance, and rehabilitation
	Advance concepts of bridge design
	Modern surveying for railway projects
	Tenders, contracts and arbitration
	Geotechnical investigation and Formation construction including ground improvement
	Building – planning, construction and maintenance
	Land acquisition and Management
	Fundamentals of OHE & Railway Electrification

Indian Railways Institute of Electrical Engineering	Basic Concept of Traction Distribution including 2X25kV System
	Failure investigation of electrical assets
	Recent advancements in Railway Electrical Engineering
	LHB & Conventional Coaches
	Conventional Locomotive
	3-Phase Locomotive
	EMU/MEMU & Metros
	Power supply distribution system for General Services
	Electrical safety in low voltage system installations
	Lifts & Escalators
	Traction Operation
	IR's Target of Net Zero Carbon Emission – Strategies
	Energy Efficiency and Renewable Energy
	Solar PV Plants & Wind Energy
	Power Electronics for Railways
High Speed Trains	
Indian Railway Institute of Mechanical and Electrical Engineering	LHB Coaches – Technical aspects
	Wagon & Freight operation in IR
	Welding Technology & Corrosion
	Distributed power rolling stock
	Operation and maintenance of HHP Locomotives
	Engineering Materials, Testing, Certification & Accreditation Systems in IR
	Environment and housekeeping management
	Safety Management and Accident Investigation
	Train lighting and Air conditioning
	Workshop on Management & Technology
	IT portals of Indian railways and applications
	Tenders and contracts
	RSP, M&P & Works programme and Material management, budgeting & Expenditure Control
	Vande Bharat Trainset – Design & Maintenance
	Transition from Diesel to electric locomotive maintenance
Hydrogen Fuel and application to railways sector	
National Academy of Indian Railways	Integrated Warehouse Management
	Good & Service Contracting – IREPS and GeM Perspectives
	Contract and arbitration for store officers
	Leadership in Public Procurement
	Tenders and contracts
	Public Procurement Policies
	Procurement of Stock and Non-Stock Items
	Supply Chain Management-E-procurement perspectives
	Legal aspects in tendering
	Contract law
	Scrap disposal
	GFR and IRS conditions
	Material Management for IRHS officers
	Stores for non-stores officers
	Depot Management
	Legal Management
	Reservation Policy for all
Workshop on Reservation rosters for Person with Benchmark Disabilities in recruitment	

	Workshop on speaking orders on DAR
	Discipline and Appeal Rules
	Selection and suitability
	Workshop on Human Resources Management System
	Workshop on Modified Assured Career Progression
	Workshop on Performance Appraisal
	Public Private Partnership in Railways
	Public Relation, Social Media and Crowd Management
	Cyber Policies of Govt of India & Cyber laws
	Cyber Security
	IT Applications in Railways
	Innovations in IR
	Vigilance for Railways personnel
	Law for Railway Officers
Indian Railway Institute of Transport Management	Gati Shakti & National Logistics Policy
	Transport Economics, Costing and Rating
	Logistics and Supply Chain Management
	Marketing, Non-Fare Revenue, Catering & Tourist
	Claims and RCT
	Traffic Planning and Works Program
	Tenders, Contracts and e-Auction
Indian Railways Institute of Signal Engineering and Telecommunications	Internet Protocol Multi-Protocol Label Switching (IP MPLS)
	Long-Term Evolution (LTE)
	Voice over Internet Protocol (VoIP)
	Next Generation Network (NGN) Exchange
	Network Security & Cyber Security
	Internet Protocol Version 6
	Asterisk Based VoIP Exchange
	Digital Axle Counters- Single Section and Multi-Section
	Datalogger
	Centralized Traffic Control (CTC), Train Management System (TMS)
	Automatic Train Protection System – Kavach
	Electronic Interlocking –Maintenance & Trouble shooting

8.4 Conversion of the courses into an online format

CTIs need to be instructed to put in place a plan to gradually create online versions of the courses that are provided in-person at the CTI campuses. This will enable easier delivery of training to the officials needing capacity building.

8.4 Annual Capacity Building Plan (ACBP)

Specific competencies that need to be developed for each Directorate have been identified during the capacity needs assessment phase. The way training is imparted to the officials in the Railway Board directorate on an annual basis is discussed below.

8.4.1 Domain Competencies

For delivering training related to domain competencies the main agency will be the CTIs under the Ministry of Railways. The CTIs already offer many courses in their yearly calendar. Besides these, specific areas for which course content need to be developed have been identified. The following framework is recommended for imparting domain competency trainings.

Indian Railway Services Officers: These officers need undergo one three day / five day course mandatorily at the CTIs that is associated with their Directorate. Besides the training at the CTIs, the officers need to attend atleast one workshop related to their domain during the year. The workshop needs to have

participation from private sector stakeholders, multi-lateral / bi-lateral agencies and other Central Ministries / agencies.

RBSS / RBSSS officials: Officials of these services need to attend a one week curated program at NAIR giving them exposure to the different departments of the railways.

8.4.2 Functional Competencies

The top five functional competencies as per the self-assessment questionnaire are.

- Data analysis
- Knowledge Management
- Knowledge on RTI resolutions
- Parliamentary Procedures
- Working with MS Office

Officials of the Railway Board Directorate need to attend an online course for one or more of these functional competencies. Some of them are available on the iGOT platform while some others need to be developed. The Railway Board needs to allocate the development of courses for functional competencies that are missing to one of the CTIs under the Ministry of Railways.

8.4.3 Behavioural Competencies

The top five behavioural competencies as per the self-assessment questionnaire are.

- Strategic thinking
- Leadership
- Negotiation Skills
- Self management
- Communication Skills

Officials of the Railway Board Directorate need to attend an online course for one or more of these functional competencies. Some of them are available on the iGOT platform while some others need to be developed. The Railway Board needs to allocate the development of courses for functional competencies that are missing to one of the CTIs under the Ministry of Railways.

9. MONITORING AND EVALUATION FRAMEWORK

9.1 Monitoring of the ACBP

The Ministry of Railways is one of the largest Central Government Ministries. The number of personnel working at the Railway Board, including the personnel deputed from Zones and Division is around 2,625 (refer to section 4.9 in chapter 4). The activities involved in organised annual training for these personnel include keeping a track of the training records of each official, nominating officials for appropriate role based training, making adjustments to the nominations based on real time circumstances, coordinating with the training providing institutes / organisations, ensuring that the officials actually attend the training that they are nominated for and finally collecting feedback from them about the training and updating training records. All these activities need a decided team/cell. At present there is one Deputy Director in the Management Services Directorate who is in-charge of training of all personnel in the Railway Board. This needs to be strengthened. One method would be to appoint a team of outsourced consultants / experts who can assist in the activities involved in operationalising the ACBP.

9.2 Framework for evaluation

There need to be quarterly reports to indicate the progress of the ACBP. This will essentially cover the following parameters.

- Number of officials who have been nominated for various trainings
- Number of officials who have completed their nominated training
- Record of number of officials who have completed 50 hours of mandatory training for the year
- Record of number of officials who have not completed the 50 hours of mandatory training and amount of hours of training that is pending for the year

It would be desirable that the quarterly reports are presented to the Members of the Railway Board for their information.

ANNEXURE 1 – NAMES OF TRAINING CENTRES ON INDIAN RAILWAYS

MULTI-DISCIPLINARY ZONAL TRAINING INSTITUTES (MDZTIs)

1. Multi-Disciplinary Zonal Railway Training Institute/CR/Bhusawal
2. Multi-Disciplinary Zonal Railway Training Institute/ER/Dhanbad
3. Multi-Disciplinary zonal Railway Training Institute/ ECoR/BBS
4. Multi-Disciplinary Zonal Railway Training Institute/ECR/Danapur
5. Multi-Disciplinary Zonal Railway Training Institute/Metro Railway/Kolkata
6. Multi-Disciplinary Zonal Railway Training Institute/NR/Chandausi
7. Multi-Disciplinary zonal Railway Training Institute/NCR/Belanganj
8. Multi-Disciplinary Zonal Railway Training Institute/NER/Gorakhpur
9. Multi-Disciplinary Zonal Railway Training Institute/NFR/AlipurduarJn.
10. Multi-Disciplinary Zonal Railway Training Institute/NWR/Udaipur
11. Multi-Disciplinary Zonal Railway Training Institute/SR/Tiruchchirappalli
12. Multi-Disciplinary zonal Railway Training Institute/SCR/Maula Ali
13. Multi-Disciplinary Zonal Railway Training Institute/SER/Kharagpur
14. Multi-Disciplinary Zonal Railway Training Institute/SECR/Bilaspur
15. Multi-Disciplinary Zonal Railway Training Institute/ SWR/Dharwad
16. Multi-Disciplinary Zonal Railway Training Institute/WR/Ujjain
17. Mulli Disciplinay Zonal Railway Training Institute/WCR/Nishatpur

MULTI DISCIPLINARY DIVISIONAL TRAINING INSTITUTES (MDDTIs)

18. Multi-Disciplinary Divisional Training Institute/CR/Bhusawal
19. Multi-Disciplinary Divisional Training Institute/CR/Solanpur
20. Multi-Disciplinary Divisional Training Institute/CR/Nagpur
21. Multi-Disciplinary Divisional Training Institute/CR/Pune
22. Multi-Disciplinary Divisional Training Institute/CR/Mumbai
23. Multi-Disciplinary Divisional Training Institute/ER/Asansol
24. Multi-Disciplinary Divisional Training Institute/ER/Howrah
25. Multi-Disciplinary Divisional Training Institute/ER/Sealdah
26. Multi-Disciplinary Divisional Training Institute/ER/Malda
27. Multi-Disciplinary Divisional Training Institute/ECR/Sonpur
28. Multi-Disciplinary Divisional Training Institute ECOR7Khurda Road
29. Multi-Disciplinary Divisional Training Institute/ECOR/Waltair
30. Multi-Disciplinary Divisional Training Institute/ECOR/Sambalpur
31. Multi-Disciplinary Divisional Training Institute/NR/Ambala
32. Multi-Disciplinary Divisional Training Institute/NR/Ghaziabad
33. Multi-Disciplinary Divisional Training Institute/NR/Firozpur
34. Multi-Disciplinary Divisional Training Institute/NR/Moradabad
35. Multi-Disciplinary Divisional Training Institute/NR/Lucknow
36. Multi-Disciplinary Divisional Training Institute/NCR/ Jhansi
37. Multi-Disciplinary Divisional Training Institute/NCR/Kanpur
38. Multi-Disciplinary Divisional Training Institute/NCR/ Agra.
39. Multi-Disciplinary Divisional Training Institute/NER/Varanasi
40. Multi-Disciplinary Divisional Training Institute /NER/Izzatnagar
41. Multi-Disciplinary Divisional Training Institute/NER/Lucknow
42. Multi-Disciplinary Divisional Training Institute/NFR/Tinsukia
43. Multi-Disciplinary Divisional Training Institute/NFR/Katihar

44. Multi-Disciplinary Divisional Training Institute/NFR/Alipurduar
45. Multi-Disciplinary Divisional Training Institute/NFR/Lumding
46. Multi-Disciplinary Divisional Training Institute/NFR/Rangiya
47. Multi-Disciplinary Divisional Training Institute/NWR/Ajmer
48. Multi-Disciplinary Divisional Training Institute/NWR/Sanganer / Jaipur
49. Multi-Disciplinary Divisional Training Institute/NWR/Jodhpur
50. Multi-Disciplinary Divisional Training Institute/NWR/Lalgarh/Bikaner
51. Multi-Disciplinary Divisional Training Institute/SR/Chennai
52. Multi-Disciplinary Divisional Training Institute/SR/Palghat
53. Multi-Disciplinary Divisional Training Institute/SR/Madurai
54. Multi-Disciplinary Divisional Training Institute/SR/Salem
55. Multi-Disciplinary Divisional Training Institute/SR/Truchchirapalli
56. Multi-Disciplinary Divisional Training Institute/SR/Thiruvananthapuram
57. Multi-Disciplinary Divisional Training Institute/SCR/Vijaywada
58. Multi-Disciplinary Divisional Training Institute/SCR/Guntakal
59. Multi-Disciplinary Divisional Training Institute/SCR/Secunderabad
60. Multi-Disciplinary Divisional Training Institute/SCR/Guntur
61. Multi-Disciplinary Divisional Training Institute/SCR/Nanded
62. Multi-Disciplinary Divisional Training Institute/SECR/Bilaspur
63. Multi-Disciplinary Divisional Training Institute/SECR/Raipur
64. Multi-Disciplinary Divisional Training Institute/SECR/Nagpur
65. Multi-Disciplinary Divisional Training Institute/SER/Adra
66. Multi-Disciplinary Divisional Training Institute/SER/Chakradharpur
67. Multi-Disciplinary Divisional Training Institute /SER/Kharagpur
68. Multi-Disciplinary Divisional Training Institute/SWR/Mysore
69. Multi-Disciplinary Divisional Training Institute/SWR/Bengaluru
70. Multi-Disciplinary Divisional Training Institute/SWR/Hubli
71. Multi-Disciplinary Divisional Training Institute/WR/ Ahmedabad
72. Multi-Disciplinary Divisional Training Institute/WR/Ratlarn
73. Multi-Disciplinary Divisional Training Institute/WR/Rajkot
74. Multi-Disciplinary Divisional Training Institute/WR/Bhavnagar
75. Multi-Disciplinary Divisional Training Institute/WR/Varodara
76. Multi-Disciplinary Divisional Training Institute/WR/Mumbai
77. Multi-Disciplinary Divisional Training Institute/WCR/Bhopal
78. Multi-Disciplinary Divisional Training Institute/WCR/ Jabalpur
79. Multi-Disciplinary Divisional Training Institute/WCR/Kota

WORKSHOP/BASIC TRAINING INSTITUTES IN RAILWAYS/PRODUCTION UNITS

Production Units

80. Workshop/Basic Training Institute/CLW/Chittaranjan
81. Workshop/Basic Training Institute/DMW /Patiala
82. Workshop/Basic Training Institute/DLW/Varanasi
83. Workshop/Basic Training Institute/ICF/Perambur
84. Workshop/Basic Training Institute/ Advance Welding/ICF/Chennai
85. Workshop/Basic Training Institute/RCF/Kapurthala
86. Workshop/Basic Training Institute/RWF/Bangalore
87. Workshop/Basic Training Institute/MCF/Rae Bareli
88. Workshop/Basic Training Institute/RWP /Bela

Railways

89. Workshop/Basic Training Institute/CR/Matunga
90. Workshop/Basic Training Institute/CR/Pare!
91. Workshop/Basic Training Institute/TMW/CR/Nasik Road
92. Workshop/Basic Training Institute/ELE/CR/Bhusawal

93. Workshop/Basic Training Institute/ER/Liluah
94. Workshop/Basic Training Institute/ER/Jamalpur
95. Workshop/Basic Supervisor Training Institute/ER/ Kanchropara
96. Workshop/Basic Training Institute/ECOR/Mancheswor
97. Workshop/Basic Training Institute/NR/Amritsar
98. Workshop/Basic Training Institute/NR/Jagadhari
99. Workshop/Basic Training Institute/(C&W)/AM/NR/Lucknow
100. Workshop/Basic Training Institute/CB/NR/Lucknow
101. Workshop/Basic Training Institute/NCR/ Jhansi
102. Workshop/Basic Training Institute/NER/Gorakhpur
103. Workshop/Basic Training Institute/NER/Izzatnagar
104. Workshop/Basic Training Institute/NFR/Dibrugarh
105. Workshop/Basic Training Institute/NWR/Jodpur
106. Workshop/Basic Training Institute/NWR/Bikaner
107. Workshop/Basic Training Institute/NWR/Ajmer
108. Workshop/Basic Training Institute/Mech/CW/SR/PER
109. Workshop/Basic Training Institute/Mech/LW/SR/PER
110. Workshop/Basic Training Institute/Elect/SR/Perambur
111. Workshop/Basic Training Institute/Engg/SR/ Arakkonam
112. Workshop/Basic Training Institute/Mech/SR/GOC
113. Workshop/Basic Training Institute/S&T /PT J/SR/Podanur
114. Workshop/Basic Training Institute/SCR/Laloguda
115. Workshop/Basic Training Institute/SCR/Tirupati
116. Workshop/Basic Training Institute/SCR/Guntupalli
117. Workshop/Basic Training Institute/SECR/Raipur
118. Workshop/Basic Training Institute/SECR/Nagpur
119. Workshop Training Institute/BTC/SWR/Hubli
120. Workshop Training Institute/BTC/C& W /SWR/Mysore
121. Workshop/Basic Training Institute/WR/Pare!
122. Workshop/Basic Training Institute/WR/Pratapnagar
123. Workshop/Basic Training Institute/WR/Dahod
124. Workshop/Basic Training Institute/WCR/Kota

SPECIALIZED TRAINING INSTITUTES

125. Specialized Training Centre/Mech/ER/ Jamalpur
126. Specialized Training Centre/Mech/ER/ Ando I
127. Specialized Training Centre/Mech/NFR/Malda
128. Specialized Training Centre/Mech/NFR/New Guwahati
129. Specialized Training Centre/Mech/NFR/Sillgurl
130. Supervisory Training Centre/Mech/NFR/Bongaigaon
131. Specialized Training Centre/Mech(DSL)/NER/Gonda
132. Specialized Training Centre/Mech./RRWI/WCR/Bhopal
133. Specialized Training Centre/Diesel/NWR/BGKT
134. Specialized Training Centre/DSL TR/SR/GOC
135. Specialized Training Centre/Elect./CR/Thakurli
136. Specialized Training Centre/Elect./NR/Ghaziabad
137. Specialized Training Centre/Elect./NWR/ ABR
138. Specialized Training Centre/Elect./SR/Avadi
139. Specialized Training Centre/Elect./SER/T ATA
140. Specialized Training Centre/Elect./SCR/Vijayawada
141. Specialized Training Centre/Elect. Loco/SECR/Bilaspur
142. Specialized Training Centre/Elect/WCR/Kota
143. Specialized Training Centre/S&T/CR/Byculla
144. Specialized Training Centre/S&T/CR/Manmad
145. Specialized Training Centre/S&T/ER/Liluah

146. Specialized Training Centre/S& T/ECR/Danapur
147. Specialized Training Centre/S&T/NFR/Pandu
148. Specialized Training Centre/S&T/SR/Podanur
149. Specialized Training Centre/S&T/SECR/Nainpur
150. Specialized Training Centre/CE/SR/Tambram
151. Specialized Training Centre/C& W /ER/Howrah
152. Specialized Training Centre/Engg./ER/Asansol
153. Specialized Training Centre/Engg./ER/Sealdah
154. Specialized Training Centre/Engg./SECR/Nainpur
155. Specialized Training Centre/Engg./TTC/WCR/Bhopal
156. Specialized Training Centre/Operating/SER/Sini
157. Specialized Training Institute/NER/Gazipur
158. Indian Railway Institute of Disaster Management/SWR/Hejjalla/Bangalore

ANNEXURE 2 – CURRENT TRAINING PLAN FOR RBSS AND RBSSS

A2.1 Cadre Training Plan for RBSS Officers

The Cadre Training Plan for RBSS has been patterned on Central Secretariat Service (CSS) Training Plan. The training inputs have been designed to enhance secretarial skills of officials as well as to give knowledge of technical aspects of railways working. The plan envisages to enhance/update knowledge of officials on Government policies/ regulations/ initiatives and also to develop leadership qualities of RBSS officials by introducing modules on Stress Management, Behaviour Skills, Ethics in Public Governance Information and Communication Skills etc.

Multi-Tasking Staff

Stage 1

Level	MTS
Nature	Mandatory, Pre-promotional
When	Before Promotion to the next Grade (JSA – Junior Secretariat Assistant)
Duration	05 days
Venue	Rail Bhawan
Content	<ul style="list-style-type: none"> • Official Procedure • Railway Structure & Working • Railway Rules - Conduct Rules, Leave Rules & Pass Rules • Training on e-file system • Computer Training: MS Word and Excel

Junior Secretariat Assistant

Stage 2

Level	JSA
Nature	Mandatory, Pre-promotional
When	Before Promotion to the next Grade (SSA)
Duration	05 days
Venue	Rail Bhawan
Content	<ul style="list-style-type: none"> • Official Procedure • Railway System & Working • Railway Rules - Conduct Rules, Leave Rules & Pass Rules • Noting and Drafting • Training on e-file system • Computer Training: MS Word and Excel

Senior Secretariat Assistant

Stage 3 (Level A Program for SSA)

Level	SSA
Nature	Mandatory, Pre-promotional
Eligibility	Those already working as SSA (with four years of Service)
Duration	04 weeks
Venue	ISTM
Content	As per ISTM Course contents

Note	ISTM organizes this course for SSAs who have completed 4 years of Service. Nomination would be on the basis of Seniority, i.e., those who are senior-most would be considered for this training program on priority.
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Assistant Section Officer (ASO)

Stage 4A

Level	ASO
Nature	Technical
When	Those already working as ASO (at the commencement of Training Plan)/within 06 months of posting
Duration	02 weeks
Venue	Railway Training Institute
Content	Course contents to be drawn
Note	Inputs on Accounts, Human Resources, Civil Engineering, Electrical Engineering, Mechanical Engineering, Stores, Signaling, Traffic Commercial & Transportation, Medical and Security. Some field/workshop visit may also be incorporated.

Stage 4B (Modified Foundation Program of ASO)

Level	ASO (Direct Recruits)
Nature	Foundation (Mandatory)
When	At the time of joining service/Before posting
Duration	108 weeks (includes 10 days Bharat Darshan) 04 weeks: Pre-Foundation course 12 weeks: ISTM (Phase – 01) 42 weeks: On-The-Job Training – 01 04 weeks: ISTM (Phase – 02) 46 weeks: On-The-Job Training – 02 Note – DoPT, vide their OM dated 30 th June 2021 revised the 12-week Foundation program to 108 weeks on the acceptance of a report of the committee constituted to study and identify the competencies expected from DR ASOs in the background of moving to competency based training, as mandated originally in National Training Policy and later institutionalized in Mission Karmayogi.
Venue	ISTM
Content	As per ISTM Course contents
Note	<ul style="list-style-type: none"> ASOs assigned RBSS would be joining the Foundational Course along with their CSS counterparts at ISTM immediately after reporting to Railway Board for joining. They shall be required to clear the examination at the end of the course, failing which they would not be confirmed in the post. In case anyone fails to clear in the first attempt, two more chances would be provided. In exceptional cases, one more opportunity would be given. In case he/she is not able to clear even after that, his services would be terminated. (At present, DR ASOs are sent for a 10-week Foundation Course at ISTM at the time of their joining by Secretary Branch).

Stage 4C (In-service Training of ASO)

Level	ASO (Direct Recruits)
Nature	In-service
Eligibility	3 years of Service as ASO
Duration	02 weeks
Venue	ISTM/ Railway Training Inst.
Content	Course contents to be drawn
Note	<ul style="list-style-type: none">• This program is intended to enhance their skills, motivation, update them on changes to existing policies, changes in rules etc.• The program is proposed to be included in the CTP. <i>However, it will be planned later after some time when the mandatory training elements start to run smoothly.</i>

Stage 4D (Level B Program for ASO)

Level	ASO
Nature	Mandatory, Pre-promotional
Eligibility	06 years of Service as ASO
Duration	05 weeks
Venue	ISTM
Content	As per ISTM Course contents
Note	Both Direct Recruits and Promotee Assistant Section Officers who have completed 6 years of approved service in the Grade shall undergo this training programme. Successful completion of the training shall be essential before the direct recruit/promotee ASOs are considered for promotion to the Grade of Section Officers (except those DR/ Promotee ASOs who get promoted to the Grade of SOs on the basis of Limited Departmental Competitive Examination conducted by UPSC).

Section Officer (SO)

Stage 5A

Level	SO
Nature	Technical
When	Those already working as SO (at the commencement of Training Plan)/within 06 months of posting
Duration	02 weeks
Venue	Railway Training Inst.
Content	Course contents to be drawn
Note	Inputs on Accounts, Human Resources, Civil Engineering, Electrical Engineering, Mechanical Engineering, Stores, Signaling, Traffic Commercial & Transportation, Medical and Security. Some field/workshop visit may also be incorporated.

Stage 5B (Induction Training of SO/CSS)

Level	SO (promoted on the basis of LDCE)
Nature	Induction, Mandatory (ASOs who have done 4D are exempted)
When	On selection through LDCE
Duration	03 weeks
Venue	ISTM
Content	As per ISTM course contents

Stage 5C (In-service Training Program of SO)

Level	SO
Nature	In-service
When	On completion of 3 years of Service as SO
Duration	02 weeks
Venue	ISTM/ Railway Training Institute
Content	Course contents to be drawn
Note	<ul style="list-style-type: none">• The training would cover recent changes in Govt policies, e-Governance, motivation and leadership qualities.• The program is proposed to be included in the CTP. <i>However, it will be planned later after some time when the mandatory training elements start to run smoothly.</i>

Stage 5D (Level D Program for SO/CSS)

Level	SO
Nature	Mandatory/Pre-promotional
When	On completion of 5 years of Service as SOs
Duration	06 weeks
Venue	NAIR/Railway Training Institute
Content	Course contents to be drawn
Note	<ul style="list-style-type: none">• Training would start with 2 weeks of inputs at NAIR. The module would contain comprehensive information about working of all departments of Indian Railways. A minimum of one day would be devoted to each department.• For the next 3 weeks the officers would be sent to a Zonal Railways for attachment. 3 weeks would be distributed as under:<ul style="list-style-type: none">▪ 1 week: Zonal HQ, followed by▪ 2 weeks at Division/PU/Workshop.• The last week would be spent at NAIR during which they would submit a report on the attachment.• The training shall be mandatory in nature and the SOs who complete this training successfully would be considered for promotion to the next higher Grade, i.e., Under Secretary/ Deputy Director.• NAIR in consultation with Railway Board (Training Directorate) would evolve mechanism to obtain continuous feedback regarding the work done by the participants.

Deputy Director (DD)/Under Secretary (US)

Stage 6A

Level	DD/US
Nature	Technical
When	Those already working as US/DD (at the commencement of Training Plan)/within 06 months of posting
Frequency	Continuous (till all are trained)
Duration	02 weeks
Venue	Multi-disciplinary Zonal Training Institute
Content	Course contents to be drawn
Note	Inputs on Accounts, Human Resources, Civil Engineering, Electrical Engineering, Mechanical Engineering, Stores, Signaling, Traffic Commercial

	& Transportation, Medical and Security. Some field/workshop visit may also be incorporated.
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Stage 6B (Level E Program for US)

Level	DD/US
Nature	Mandatory, Pre-promotional
Eligibility	03 years of service
When	Every year
Duration	06 weeks (includes 01-week foreign component)
Venue	ISTM
Content	As per ISTM Course contents. Includes a module on leadership skills and ethics.
Note	The training is mandatory. Officers shall be considered for promotion to DS/JD Grade (called Selection Grade in RBSS) on successful completion of this training program.

Joint Director (JD)/Deputy Secretary (DS) Stage 7 (Level F Program for JD/DS)

Level	JD/DS
Nature	Mandatory, Pre-promotional
Eligibility	03 years of service.
When	Every year
Duration	03 weeks (includes 02 weeks at IIMs/MDI and 01-week at ISTM including Bharat Darshan)
Venue	ISTM
Content	As per ISTM Course contents.

Refresher Training Program: -

Refresher training program for various grades would be organized for officials who are stagnating in a post for more than three years than the prescribed years of service for regular promotion.

General Conditions:

- While nominating the officials for training, preference may be given to those who are in the consideration zone for promotion to the next higher grade as promotion is linked to mandatory training.
- While formulating the course contents, rules, regulations, procedures, Govt. Policies, Information and Communication Tools (ICT), Managerial skills, stress management, behaviour skills etc. depending on the level of participants in a particular cadre will be taken into account.

A2.2. Cadre Training Plan of Railway Board Secretariat Stenographers Service (RBSSS)

The Cadre Training Plan for RBSSS has been patterned on CSSS Training Plan. The training inputs have been carefully designed to enhance stenographic skills and also to widen the horizon of the officials of Stenographic Cadre by including e-office, social media and net surfing, Official Secrets Act, stress management, behaviour skills, Information and communication tech. skills, computer knowledge in word, excel and power point, social media and public relations etc.

Stenographer 'D'

Level 0 (Revised Foundation Program for Steno 'D')

Level	Stenographers Grade D
Nature	Foundation/Induction, Mandatory
When	At the time of joining service/Before posting

Duration	09 weeks (includes 10 days Bharat Darshan)
Venue	ISTM
Content	As per ISTM Course contents.
Note	<ul style="list-style-type: none"> Grade 'D' Stenographers assigned RBSS would be joining the Foundational Course along with their CSSS at ISTM immediately after reporting to Railway Board for joining. They shall be required to clear the examination at the end of the course, failing which they would not be confirmed in the post. In case anyone fails to clear in the first attempt, two more chances would be provided. In exceptional cases, one more opportunity would be given. In case, he/she is not able to clear even after that, his/her services would be terminated.

Level I (Level I Program for Steno D)

Level	Stenographers Grade D
Nature	Mandatory, Pre-promotional
When	After completion of 7 years of Service
Duration	03 weeks
Venue	ISTM
Content	As per ISTM Course contents.
Note	Satisfactory completion of training is mandatory for promotion to the next higher Grade of Personal Assistants.

Personal Assistant (PA)

Level II (Level II Program for PAs)

Level	Personal Assistant
Nature	Mandatory, Pre-promotional
Eligibility	02 years as PA
Duration	02 weeks
Venue	ISTM
Content	As per ISTM Course contents.
Note	Satisfactory completion of training is mandatory for promotion to the next higher Grade of Personal Secretary.

Private Secretary (PS)

Level III (Level III Program for PS/CSSS)

Level	Personal Secretary
Nature	Mandatory, Pre-promotional
Eligibility	04 years as PS
Duration	03 weeks
Venue	ISTM
Content	As per ISTM Course contents.
Note	Satisfactory completion of training is mandatory for promotion to the next higher Grade of Principal Private Secretary.

Principal Private Secretary (PPS)

Level IV (Level IV Program for PPS)

Level	Principal Private Secretaries
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Nature	In-service/Mandatory, Pre-promotional
Eligibility	04 years as PPS
Duration	04 weeks (includes one week abroad)
Venue	ISTM
Content	As per ISTM Course contents. International training to include a module on Leadership Skills and Ethics.
Note	Satisfactory completion of training is mandatory for promotion to the next higher Grade of Sr. Principal Private Secretary.

Senior Principal Personal Secretary (Sr. PPS)
Level V (Level V Program for Sr. PPS)

Level	Senior Principal Private Secretary
Nature	In-Service
Eligibility	04 years as Sr. PPS
Duration	03 weeks (includes one Bharat Darshan)
Venue	ISTM
Content	As per ISTM Course contents. To include a module on Leadership Skills and Ethics.

Principal Staff Officer (PSO)
Level VI (Advanced Management Program)

Level	Principal Staff Officers
Nature	In-Service
Eligibility	On seniority basis having 3 years of residual service. (01 slot per year along with Directors)
Duration	03 weeks (includes 01-week foreign component)
Venue	NAIR, Vadodara (2 weeks) & INSEAD, Singapore (one week),
Content	As per AMP Course contents.

Refresher Training Program:

Refresher training program for various grades would be organized for officials who are stagnating in a post for more than three years than the prescribed years of service for regular promotion.

General Conditions:

- While nominating the officials for training, preference may be given to those who are in the consideration zone for promotion to the next higher grade as promotion is linked to mandatory training which is compulsory.
- While formulating the course contents, apart from enhancing stenographic skills also includes e-office, social medias and net surfing, rules, regulations, procedures, Govt. Policies, Information and Communication Tools (ICT), Managerial skills, stress management, behaviour skills etc. depending on the level of participants in a particular cadre will be taken into account.

A2.3. Exemption for various Mandatory Training programmes for the officers of RBSS and RBSSS in respect of Cadre Training Plans (CTPs)

- 1) On commencement of trainings under the CTP, **there will be an exemption window of 02 (two) year** to link the same with promotion of RBSS/RBSSS officials so that promotions instantly due in cadre are not affected.
- 2) All phases of the Mandatory Cadre Training/in- Service Training Program shall be attended by all officers in the first chance when it falls due. RBSS/RBSSS officer/official will be given a maximum of two chances to complete each level of the mandatory Cadre Training Program available to them.

- 3) Postponement of participation from the first chance to second chance would be allowed only with prior approval. However, such approval for postponement of participation does not entitle the officer to obtain the respective promotion/grade in relaxation of the Rules. The officer will be entitled for the respective promotion/grade only after he/she successfully completes the respective mandatory training program for RBSS/RBSSS.
- 4) Postponement of participation from the first chance to second chance would be allowed only in the case of rare and extraordinary circumstances, which are defined as under:
 - a) Medical reasons of self or immediate family members, i.e., the officer himself/herself, his/her parents, spouse, children of the officer and parents-in-law of the Officer.
 - b) Maternity/paternity leave on the basis of medical certificate issued by the competent authority.
 - c) Childcare leave approved by the competent authority.
 - d) Marriage of self/children.
 - e) Officials on election duty.
 - f) Officials undergoing study program (domestic/foreign) by availing 'Study Leave' or 'partial funding' or nominated by DoPT.
- 5) RBSS/RBSSS official on deputation to another Ministry/Department of Government of India or CPSE/PSUs or on a foreign assignment may be permitted to attend the mandatory training on return from such assignment for promotion to next grade.
- 6) Officers of RBSS/RBSSS cadre who have less than two years of service left for superannuation as on 1st July of the financial year in which the training is actually conducted, would be exempted from mandatory training.
- 7) Failure to attend any level of the mandatory training program in the 'two-chance window' provided would mandatorily attract the consequences laid down in the rules and guidelines related to RBSS/RBSSS, with no exceptions.
- 8) In addition, administrative action may be taken to deny grant of promotion to such debarred officers.
- 9) In the case of officials who leave the training, in between the program, other than on medical grounds, the entire cost of training shall be recovered from such official for non-completion of training.
- 10) Authority empowered to permit relaxation: The cases relating to relaxation from attending the training in first chance will be handled by Training Directorate of Railway Board. Such relaxation may be permitted with the approval of Secretary, Railway Board on personal recommendation of the concerned next higher authority with minimum of ED/JS level officer. No postponement may be permissible beyond 2nd chance. In exceptional cases, Secretary, Railway Board can give permission on a case-to-case basis beyond 2nd chance, if the Officer is not able to attend the training.
- 11) The official nominated for training shall be relieved for training by the respective controlling officers/directorates, unless exemption is granted as applicable under rules by the competent authority.
- 12) The officials who have been nominated under 2nd chance shall attend the training compulsorily and would be deemed to have been relieved for the purpose by the respective controlling officers/directorates.

ANNEXURE 3 – SELF ASSESSMENT QUESTIONNAIRE

Capacity Needs Self Assessment,

Railway Board, Ministry of Railways

Competency needs assessment survey for officers & executives/employees of Railway Board, Ministry of Railways

*indicates required question

1. Email*

2. Railway Board (Designation or Level) *

- Member
- Additional Member
- Principal Executive Director
- Executive Director
- Joint Secretary
- Director
- Deputy Secretary
- Joint Director
- Deputy Director
- Under Secretary
- Section Officer
- Assistant Section Officer
- Other: _____

3. Railway Board - Directorate / Sub Directorate / Branch *

- Accounts
- Budget
- Civil Engineering
- Coaching

- Commercial, Accounting Reforms & Resource Mobilization
- Computerisation & Information Technology - C&IS & NFR
- Economics
- Efficiency & Research
- Electrical Engineering
- Environment & Housekeeping Management
- Establishment/HR
- Finance
- Gati Shakti
- Health
- Infrastructure
- Innovation & Transformation Cell
- Land & Amenities
- Legal
- Mechanical Engineering
- Official Language
- Pay Commission
- Planning
- Production Units & Workshops
- Public Relations
- Railway Electrification
- Safety
- Signal
- Statistics & Economics
- Stores
- Telecommunication
- Tourism & Catering
- Traffic Commercial
- Traffic Transportation

- Track
- Works
- Vigilance
- Other: _____

4. Which service do you belong to? *

- IRTS
- IRSME
- IRSE
- IRSEE
- IRPS
- RPF
- IRSSE
- IRSS
- IRAS
- RBSS
- Other: _____

5. Provide a brief about your daily tasks as per your role. *

The following definitions are important to understand in order to respond appropriately to the next sections of the Self Assessment

Competencies

Definition & example of Domain, Functional and Behavioral competencies

Domain competencies: Domain competencies generally apply to the core technical knowledge of railways sector. For example, electrical engineering, mechanical engineering, traffic operations, signalling, civil engineering etc.

Functional competencies: These competencies help cater to the operational requirement at Ministry of Railways such as administration, procurement, financial management, data analysis, contracting etc.

Behavioral competencies: These are a set of benchmarked behaviours displayed (or observed/ felt) by individuals across a range of roles within the Ministry of Railways.

For example empathy and leadership.

Example on Basic and Advanced Level of trainings (helps to answer the next question) For example, let's consider 'Knowledge of Gati Shakti'

Level of Training

Basic Level training: The main goal of the learner at this level is to focus on learning about the terminology, concepts, principles and issues related to this area and how to apply them to the job environment. For example, basic understanding of policies & schemes pertaining to Gati Shakti

Advanced Level training: After completion of the advanced level the learner can perform activities related to the area without any assistance. Individuals who have achieved this level can coach others and participate in senior-level discussions related to the competency. For example, applied knowledge of policies & schemes related to Gati Shakti

6. What level of training would you desire for these **domain competencies**? You can skip competencies that you do not require

	Basic	Advanced
Civil Engineering	<input type="checkbox"/>	<input type="checkbox"/>
Mechanical Engineering	<input type="checkbox"/>	<input type="checkbox"/>
Electrical Engineering	<input type="checkbox"/>	<input type="checkbox"/>
Signalling	<input type="checkbox"/>	<input type="checkbox"/>
Telecommunication	<input type="checkbox"/>	<input type="checkbox"/>
Traffic Commercial	<input type="checkbox"/>	<input type="checkbox"/>
Traffic Transportation	<input type="checkbox"/>	<input type="checkbox"/>
Railway Accounts	<input type="checkbox"/>	<input type="checkbox"/>
Stores	<input type="checkbox"/>	<input type="checkbox"/>
Medical	<input type="checkbox"/>	<input type="checkbox"/>
Security	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources	<input type="checkbox"/>	<input type="checkbox"/>
Railway Production Units	<input type="checkbox"/>	<input type="checkbox"/>
Planning	<input type="checkbox"/>	<input type="checkbox"/>
Railway Budget	<input type="checkbox"/>	<input type="checkbox"/>
Environment and Climate Change	<input type="checkbox"/>	<input type="checkbox"/>

7. Please mention any additional **Domain Competency** you require

8. What level of training would you desire for these **National level programs** of Ministry of Railways? You can skip competencies that you do not require

	Basic	Advanced
Gati Shakti	<input type="checkbox"/>	<input type="checkbox"/>
Vande Bharat	<input type="checkbox"/>	<input type="checkbox"/>
Mission 3000 - Freight	<input type="checkbox"/>	<input type="checkbox"/>
Vision 2030 - Passenger	<input type="checkbox"/>	<input type="checkbox"/>
Public Private Partnership in manufacturing	<input type="checkbox"/>	<input type="checkbox"/>
Regional Connectivity with neighboring countries	<input type="checkbox"/>	<input type="checkbox"/>
Increasing Railway modal share	<input type="checkbox"/>	<input type="checkbox"/>
Station Redevelopment	<input type="checkbox"/>	<input type="checkbox"/>

9. What level of training would you desire for these **functional competencies**? You can skip competencies that you do not require

	Basic	Advanced
Parliamentary Procedures	<input type="checkbox"/>	<input type="checkbox"/>
Working with MS Office	<input type="checkbox"/>	<input type="checkbox"/>
Grammar training for cabinet note, EFC or office order	<input type="checkbox"/>	<input type="checkbox"/>
Procurement & Tender Writing	<input type="checkbox"/>	<input type="checkbox"/>
Understanding of Office Protocols	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge on Central Civil Conduct Code	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge on Raj Bhasha	<input type="checkbox"/>	<input type="checkbox"/>

Knowledge Management	<input type="checkbox"/>	<input type="checkbox"/>
Data analysis	<input type="checkbox"/>	<input type="checkbox"/>
Accounting skills	<input type="checkbox"/>	<input type="checkbox"/>
Pension Administration	<input type="checkbox"/>	<input type="checkbox"/>
Inventory planning	<input type="checkbox"/>	<input type="checkbox"/>
Report Writing	<input type="checkbox"/>	<input type="checkbox"/>
Drafting proposals	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge of National Data Sharing and Accessibility Policy (NDSAP)	<input type="checkbox"/>	<input type="checkbox"/>
Understanding of GeM Marketplace	<input type="checkbox"/>	<input type="checkbox"/>
Understanding of General Financial Rules, 2017	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge on RTI resolutions	<input type="checkbox"/>	<input type="checkbox"/>
Functioning of NIC applications- email, messenger, cloud storage and others	<input type="checkbox"/>	<input type="checkbox"/>
Promoting via Social Media	<input type="checkbox"/>	<input type="checkbox"/>
Training & Mentoring	<input type="checkbox"/>	<input type="checkbox"/>
Purchase forecasting	<input type="checkbox"/>	<input type="checkbox"/>
Contract Management	<input type="checkbox"/>	<input type="checkbox"/>
Project/Feasibility study/ DPR evaluation (tech/ financial/ commercial)	<input type="checkbox"/>	<input type="checkbox"/>

10. Please mention any additional Functional Competency you require

11. What level of training would you desire for these **Emerging Technologies**? You can skip areas that you do not require

	Basic	Advanced
High Speed Trains	<input type="checkbox"/>	<input type="checkbox"/>
Heavy Haul freight	<input type="checkbox"/>	<input type="checkbox"/>
ETCS / Kavach	<input type="checkbox"/>	<input type="checkbox"/>
Ballast less track	<input type="checkbox"/>	<input type="checkbox"/>
Hydrogen Fuel	<input type="checkbox"/>	<input type="checkbox"/>

12. Please mention any additional **Emerging Technology** in which you require training

13. What level of training would you desire for these **behavioral competencies**? You can skip competencies that you do not require.

	Basic	Advanced
Ethics	<input type="checkbox"/>	<input type="checkbox"/>
Negotiation Skills	<input type="checkbox"/>	<input type="checkbox"/>
Self Management	<input type="checkbox"/>	<input type="checkbox"/>
Seeking Information	<input type="checkbox"/>	<input type="checkbox"/>
Strategic thinking	<input type="checkbox"/>	<input type="checkbox"/>
Conceptual Thinking	<input type="checkbox"/>	<input type="checkbox"/>
Networking skills	<input type="checkbox"/>	<input type="checkbox"/>
Gender Sensitivity	<input type="checkbox"/>	<input type="checkbox"/>
Consultation & Consensus Building	<input type="checkbox"/>	<input type="checkbox"/>
Giving Feedback	<input type="checkbox"/>	<input type="checkbox"/>
Decision Making	<input type="checkbox"/>	<input type="checkbox"/>
Delegation	<input type="checkbox"/>	<input type="checkbox"/>
People First	<input type="checkbox"/>	<input type="checkbox"/>

Customer Centric	<input type="checkbox"/>	<input type="checkbox"/>
Team-Working	<input type="checkbox"/>	<input type="checkbox"/>
Planning & Coordination	<input type="checkbox"/>	<input type="checkbox"/>
Communication Skills	<input type="checkbox"/>	<input type="checkbox"/>
Work-Life Balance	<input type="checkbox"/>	<input type="checkbox"/>
Leadership	<input type="checkbox"/>	<input type="checkbox"/>
Active Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>
Differently Abled People	<input type="checkbox"/>	<input type="checkbox"/>
Cost Consciousness	<input type="checkbox"/>	<input type="checkbox"/>

14. Additional Behavioral Competency you require

15. How long have you been working for Ministry of Railways / Indian Railways? *

- less than 4 years
- 4 to 8 years
- 8 to 12 years
- more than 12 years

16. How long have you been working in the same role? *

- less than 2 years
- 2 to 4 years
- more than 4 years

17. Please list out the trainings you have undertaken so far*

18. How long were these trainings? *

- Less than a week

1 week to 4 weeks

More than 4 weeks

19. What was the mode of these trainings? *

Virtual

In-person

A few trainings were virtual and others were in-person

20. How long back was your last training? *

Less than 3 months back

3 to 6 months back

6 to 12 months back

More than a year back

21. How citizen centric is your role? *

Need to interact extensively with private stakeholders / citizens

Minimal interaction with private stakeholders/ citizens

No interaction with private stakeholders/ citizens

22. Do you need to interact with other Ministries of Government of India? *

Need to interact extensively with private stakeholders / citizens

Minimal interaction with private stakeholders/ citizens

No interaction with private stakeholders/ citizens

22. Do you need to interact with other Ministries of Government of India?*

Yes

No

23. Have you been to any field visits in the past one year? *

Yes

No