

No: 1-45/2011-Trg
Government of India
Ministry of Communications & IT
Department of Posts (Training Division)

Dak Bhawan, Sansad Marg,
New Delhi-110 001

Dated: 12.12.2011

To:

1. Director, RAK National Postal Academy, Ghaziabad.
2. All Heads of Circles.
3. Additional DG APS.
4. All Regional Postmasters General.
5. Director, Postal Life Insurance, Kolkata.
6. Directors, All Postal Training Centres.

Secretary General,

7. National Federation of Postal Employees, 1st Floor, North Avenue PO Bldg, New Delhi-110001.
8. Federation of National Postal Organisations, T-24, Atul Grove Road, New Delhi-110 001.
9. Bharatiya Postal Employees Federation, T-21, Atul Grove Road, New Delhi-110 001.

Subject: Draft Postal Training Policy.

A Draft Postal Training Policy has been formulated with the objective of *"training for all"*. The draft comprising of 16 pages have been posted in the Website of India Post.

2. It is requested that the draft Policy may kindly be gone through and your views and comments thereon sent to Training Dn of Postal Directorate **by 16th January, 2011.**



(A.Kumaraswamy)
Assistant Director (Training)

Copy to:-

1. Sr PPS to Secretary (Posts)
2. Sr PPS to Member (Technology) / Member (HRD)/ Member (Planning)/ Member (Personnel)/ Member (PLI)/ Member (Operations).
3. Sr PPS to JS&FA
4. CGM (Mail Business), Postal Directorate
5. CGM, BD & Marketing Directorate/ PLI Directorate.
6. All DDG in Postal Directorate.
7. All Directors in Postal Directorate.

DRAFT POSTAL TRAINING POLICY

1. Background

1.1 India Post is committed to provide basic postal facilities throughout the country at an affordable price. A network of 155,000+ Post Offices, the largest in the world, of which more than 139,000 are in the rural areas, is indicative of this commitment. In terms of the workforce too India Post is largest amongst all the Postal Administrations of the world, having a workforce of 206,000 Departmental employees and 269,000 Grameen Dak Sevaks, as on March end 2010.

1.2 Rapid introduction of information technology has not only changed the way post offices do business the world over, but also the business that the post offices do. In this era of fast developing information and communications technology, large scale induction and assimilation of modern means of communication has become vital for the sustenance and growth of India Post. The **National Postal Policy** stated that, "efforts will also be made to increase productivity of human resources through direct recruitment of technically qualified persons, training of incumbents and various incentive schemes".

1.3 The **National Training Policy** of the Govt. of India was issued in April 1996 through a set of operational guidelines for the development of human resources of the Government. Subsequent to that, Human Resource Management function in the Government has also undergone a significant change. The Postmaster today is expected to deliver business functions and act as Business Manager. An Inspector is not only responsible for managing operations and administration, but also is expected to train the officials under his control, to motivate them to play an important role in marketing and management of the new products and services. Similar changes occurred in other Departments also. This was noticed in the **Draft National training Policy (2010) of the Government of India, when they observed that the organizations today are "attaching tremendous importance to the management and development of their people. There is increasing recognition that the individual in an organization is a key resource and should not be simply looked upon as a cost"**.

1.4 India Post is essentially an operational organization which interacts daily with millions of people of different strata. Training of its huge manpower is, therefore, a pre-requisite for maintenance of the quality of service. The nature of work of a large majority of operative workers of the Department is such that they have to have full knowledge of the Departmental rules applicable in their area of operation, skill for multi tasking and the temperamental fitness to deal with the demanding customers

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and create an atmosphere of trust in the work spot so that there is good team work. Managing the human resources in Postal Department in line with its changed role has, therefore, become a challenging task. The need to have a formal Training Policy through a set of operational guidelines was felt in this context. The objective of this **Postal Training Policy** is to lay down such guidelines with the objective of ***“Training for all”***.

2. Postal training Policy - Objectives

2.1 According to the Draft National Training Policy (2010) the objective of training will be “to develop a professional, impartial and efficient civil service that is responsive to the needs of the citizens ... The success of training will lie in actual improvement in the performance of civil servants.” This Postal Training Policy aims to decide the guidelines on the categories of staff brought under the umbrella of training, the training that is needed to develop the trainers of the Department, the capability of the training institutes of the Department and all such issues which in turn will help in improving the employees of the India Post as truly professionals in rendering service to the people.

3. Training Requirements

3.1 Contents and methodology of training being imparted currently does not fully respond to the need of the employees. Until recently, the Department had been focusing largely on its urban network, business and corporate sector to increase revenue and reduce budgetary deficit. We have not been focusing on our strength which is our outreach in the rural area. This approach tended to ignore the business opportunities associated with the utilization of its vast network in rural areas where other agencies also needed it to deliver their social protection and developmental programmes. Our strength could be used not only to deliver Postal products but also could be used as an effective role in the hand of the Government to deliver the welfare activities. This can bring more transparency in the governance and ensure better delivery of the welfare schemes. Such business opportunities will not only earn precious revenue for India Post, but will also help reduce the rural urban and rich-poor divide in Indian society as is testified by various social enterprises around the world.

3.2 The contents and methodology of training being imparted to all departmental officers will be reviewed in view of the above and suitably evolved to enable them satisfactorily to meet the Governmental and social expectations from India Post.

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Each training programme of the department, irrespective of the grade of participants should be based on proper Training Need Analysis (TNA) and Standard Training Packages (STPs) will be developed based on Training Need Analysis.

3.3 The curriculum for all Induction Training and mid service Training needs to be developed as Standard Training Packages (STPs) and uploaded in the Website. Each STP will be reviewed and upgraded once in 2 years.

4. Training Target

4.1 The Draft National Training Policy (2010) says that “all civil servants shall be provided with training to equip them with competencies for their current or future jobs. Such trainings will be imparted:

- (a) At the time of their entry into service, and
- (b) At appropriate intervals in the course of their career”

Keeping the above target in mind, training plan for different cadres of the Department are outlined next, from section 5 to section 19.

5. Cadre Training Plan for Indian Postal Service Officers

5.1 Induction training of the I.Po.S. Officers is imparted at Rafi Ahmed Kidwai National Postal Academy, Ghaziabad, after they have been exposed to Foundational course with officers of other Group A Central Civil Services and All India Services, recruited through common Civil services Examination, either at Lal Bahadur Shastri National Academy of Administration (LBSNAA) or in any other institute as approved by the Department of Personnel Training. The span of induction training of the Direct Recruit Group A officers is two years, and this is in line with the training of the Probationary officers of the other organized services. In addition, each direct recruit officer of the Indian Postal Service is expected to attend at least three comprehensive mid-career training programmes in his entire service career as described below:

- (a) Executive Development Programme (EDP) (with 7-10 years of experience).

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- (b) Management Development Programme (MDP) (with 15-20 years of experience).
- (c) Advanced Development Programme (ADP) (with 25 years or above experience).

5.2 In all the mid-career Development Programmes, the officers are exposed to the best practices in postal operations and management in foreign postal administrations. The I.Po.S. Officers also attend various other in-service programmes on operative matters from time to time. Ideally, each I.Po.S. Officer will attend one training programme in every three years .

5.3 Thus the target for systematic training of Civil Servants as pointed out in the Draft National Training Policy (2010) of the Government of India is largely being followed for the higher civil services of the Department with a large number of Group B and C employees receiving sporadic training.

6. Training plan for the officers of Postal Services, Group B

6.1 Induction Training for 4 to 5 weeks is imparted at RAK National Postal Academy, Ghaziabad, for the officers of Postal service (PS), Group B, provided one is having a residual service of more than two years. Many projects introduced recently for transformation of India Post required updated knowledge of the Departmental Software, knowledge of technology management etc for field officers who are responsible for implementation of these projects. The eligibility of residual service will, therefore, be reduced to six months.

6.2 With the introduction of competitive examination to the extent of 25%, lot of young officers are inducted into PS Group B. Presuming that the average age of an entrant who is coming through departmental competitive examination in PS Group B is 40 years, one is required to be sent at least twice in comprehensive mid service training of the sort of EDP/MDP/ADP at RAK National Postal Academy. The first training may be imparted to the officers after completing 6-7 years of service and second one after completing 11-12 years of service in PS Gr. B/JTS/STS. Mid career training is aimed at developing a comprehensive perspective of an officer. The officers in the field units are normally so hard pressed, they hardly get the time to think in broader perspective. The idea of mandatory mid service training is to ignite the thinking capacity in him which is required to appreciate the journey of the organization. Technology focus needs to be imbibed at all mid service trainings besides development of Soft skills and customer orientation.

6.3 The officers of Postal Service, Group B will also attend various other in-service programmes on operative matters from time to time. Each officer of PS Group B, will preferably attend one training programme in every three years .

7. Training Plan for the Inspector/Assistant Superintendent of Post

7.1 Inspector of Posts (both Departmental and Direct Recruit candidates) are imparted Induction Training at Postal Training Centres. The duration of Induction training is 13 weeks for Departmental candidates and 15 weeks for Direct Recruits. There is no pre-induction field attachment. However, two weeks post-induction field attachment will be made which will include attachment as Manager, Speed Post Centre and Postmaster, Project Arrow Post Office.

7.2 An Inspector/ Assistant Superintendents needs to be imparted institutional training, at least twice, before he gets promoted to Postal Services Group B in due course. These trainings will be of two weeks duration and the training curriculum needs to be comprehensive in nature. The training after 7-8 years may be termed as 'Officer Development Programme (ODP)' and training after 14-15 years may be termed as 'Manager Development Programme (MDP)'. These trainings will have field visits in different cities in India to expose the participants to the best practices in various Circles.

8. Training of Postal Assistant (PA)/ Sorting Assistant (SA)

8.1 Induction Training will be imparted at Postal Training Centres for 48 working days (8 weeks). In case large scale recruitment and likelihood of delay in allotment of seats at PTCs, Circle level Induction Training may be imparted through locally reputed training institutes based on the Standard Training Package (STP) hosted in the Website. But such trainings at circles should be more a matter of exception than rule.

8.2 Subsequent to Induction Training, Postal Assistants/ Sorting Assistants need to be trained at least thrice in one's entire service career. One can be brought under 'Assistant Development Programme (ADP)' at a time when one is eligible for first MACP. When 2nd MACP is due for a PA/SA, he can be brought under the Supervisor Development Programme (SDP)'. When one has got 3rd MACP or due for it, one may be brought under the 'Senior Supervisor Development Programme (SSDP).

8.3 The PAs of PSD / CSD will be subject to same training as the Postal Assistants in Postal Divisions.

8.4 There is no arrangement of imparting institutional training for the Postal Assistants recruited in RLOs and those recruited in Foreign Posts. The Assistants recruited in these cadres will be exposed to three weeks' Induction Training Programme through one of the identified Postal Training Centre.

8.5 PAs of RLO and Foreign Post will also be subject to 'Assistant Development Programme', 'Supervisor Development Programme' and 'Senior Supervisor Development Programme' in PTCs like their counterparts in Post Offices

9. Training of Circle Office Staff

9.1 In the present scenario, there is no arrangement for imparting institutional training for the PAs recruited in Circle Offices/ Regional Offices. PACO / RO will also be imparted Induction Training at Postal Training Centres for a duration of three weeks. This training shall include an exposure to the postal operations and also to the RMS operations which will enable the PAs in their file work relating to operations in the field.

10.2 The PACO / RO will also be subjected to 'Assistant Development Programme', 'Supervisor Development Programme' and 'Senior Supervisor Development Programme' in PTCs like their counterparts in Post Offices.

10. Training of SBCO Staff

10.1 Induction Training will be imparted at Postal Training Centres for four weeks.

10.2 The PAs (SBCO) will also be subjected to 'Assistant Development Programme', 'Supervisor Development Programme' and 'Senior Supervisor Development Programme' in PTCs like their counterparts in Post Offices.

11. Training of employees in Postmasters' cadre

11.1 Induction Training will be imparted at Postal Training Centres for five weeks.

11.2 The Postmasters in Grade II and III will also be imparted training in 'Supervisor development Programme' and 'Senior Supervisor Development Programme'.

12. Training plan for Accountants/ Assistant Accounts Officers/ Accounts Officers

12.1 The accountants and other junior Group C officials in Accounts wing should also be brought under the purview of institutional training both at the time of induction as well as before they are entitled to 1st, 2nd and 3rd MACP. If PTCs are not in a position to impart training to the employees of Accounts wing, these trainings may be conducted at Zonal Training Centres and/or circle level tie up may be done with outside professional agencies for imparting such trainings based on STPs developed by the Department..

12.2 The principles of mid-career training, as has been elaborated in respect of Inspectors/ASPs and Postal Services Group B officers should be followed on the similar lines for Assistant Accounts Officers , Accounts Officers and Sr. Accounts Officers also. Whereas the induction training of the AAOs will primarily focus on Postal Accounts, such training will also expose them to rudimentary understanding of the Postal operations. Technology focus needs to be imbibed in this training, besides development of Soft skills and customer orientation. Development Programmes of AAOs/AOs and Sr. AOs will concentrate on Financial Management, nuances of Finance Advise and new developments in the area of Accounts & Finance.

13. Training of the those working in Civil/Electrical/Architecture wing and those in P&T Dispensaries

13.1 The principles of induction training and three mid career Developmental training as elaborated for the officers and other Postal employees, should be equally applicable for those who are in Civil /Electrical/ Architecture wing of the Department and also for those who are posted at P&T Dispensaries. Whereas it will be the responsibility of the RAK National Postal academy to arrange training of the Engineers, Architects and the Doctors, Circles have to arrange it for non gazette employees by tie up with professional agencies.

14. Mail Motor Service

14.1 The Director (Mail Vehicles), Sr Managers, Managers, Deputy Managers, Asst Managers and the OAs in MMS units will be trained in the RAK National Postal Academy and in Postal Training Centres, depending on their grade along with their Counter-parts in Postal/RMS wing at the time of induction as well as in mid service trainings.

14.2 The Technicians of the MMS, other artisans and the Drivers will be imparted institutional induction training and in-service training at least thrice in one's

entire service career. As PTCs are not suitable for imparting this sort of technical training, tie-ups will be made with such organizations which have the experience of imparting training to the employees of the automobile sector.

15. Training of Stenographers

15.1 Stenographer Cadre will be brought under institutional training both at the time of induction and subsequently. Circles will have tie up with other Governmental training institutes for imparting training the Stenographers of different grades, Personal Assistants and Private Secretaries.

16. Printing Press employees

16.1 India Post owns and operates a printing Press in Bhubaneswar. Around 200 skilled and unskilled workers man the press. The three in-service training programmes in line with that of PACO will be designed and imparted coinciding with three MACPs. As the PTCs are not equipped for training of these categories of staff, similar tie up with organizations which have the necessary skills to impart the specialized in-service training required for their technological up gradation will have to be made.

17. Training Plan of Postmen/Mail Guards/Mail overseers and Multi Tasking Staff (MTS)

17.1 Postmen/Mail Guards/Mail overseers and Multi Tasking Staff (MTS) employees of different wings of the Department will be imparted Institutional Induction Training for two weeks. Till such time the PTCs augment their infrastructure, Circles will organize such training programmes based on STPs developed by the Department.

17.2 Lower grade officials in different wings of the Circle should also be subject to three mid service training in their entire career before 1st, 2nd and 3rd MACP. One of the officers in the Circle, not below the rank of JAG will be identified as the Nodal Training Officer to organize training of Postmen, Mail Guard and MTS employees of different wings.

18. Training Plan of Gramin Dak Sevaks (GDS)

18.1 Gramin Dak Sevaks are required to be upgraded through training to make them suitable in handling different hand held devices and in integrating them with the overall technological initiatives of the Department.

18.2 All newly recruited GDS employees will undergo two week training before they join service. This training will be organized locally at Divisional level following a Standard Training Package (STP).

18.3 The existing GDS employees will be imparted two weeks refresher training at the Sub Divisional level in a phased manner through Standard Training Package (STP). Suitable mid service training programmes should also be developed for the Grameen Dak Sevaks.

19. Specialized Training Programmes

19.1 Circles will have tie ups with Professional bodies for training of **System Administrators, Sales Promotion Executives, Agents of PLI / RPLI and training on secretarial practices**. Association with reputed institutes will facilitate outsourcing of specific training and institutionalization of induction training of such cadres who are not subject to training by the Postal Training Centres.

19.2 **System Administrators** need training on regular intervals, to upgrade their knowledge and skills. Their training needs will be met at Circle level through specialized Training Institutes.

19.3 **Manager in charge of Sales Promotion, the Marketing Executives** need to be imparted training in regular intervals to update them on the happenings of Express Industry worldwide with special reference to India. These trainings also need to be organized at Circle level through specialized institutes under the direct supervision of the Nodal training officer of the Circle.

19.4 **Project Arrow**, is in the process of getting extended to all Single and Double handed Post Offices of the country. **Mail Network Optimization Programme (MNOP)** is also getting extended to every nook and corner of the country shortly. These two flagship programmes of the Department along with **Core Banking** will need training of operative staff in large number. As the infrastructure at PTCs is not adequate to take care of this requirement, Circles/Regions will take this responsibility of organizing such trainings in WTCs based on the Standard Training Packages developed by the PTCs.

20. Foreign Training

20.1 The Draft National Training Policy (2010) of the Government of India observed that the foreign training “provides opportunities for officers to

gain exposure to the latest thinking on different subjects in some of the leading institutions in the world” and thereby it fills a crucial gap in the training system.

20.2 The probationers of many organized Central Civil Services are being sent in the training abroad. The probationers of the Indian Postal Service should also be exposed to the functioning of the Postal Administrations elsewhere to enrich their knowledge and to develop them as professionals before they assume charge of the field units. The field visits abroad would add value to the induction programme of the probationers and will facilitate them to develop as high caliber executives, capable of seeing the organization through future challenges.

20.3 In the Eleventh Five Year Plan, a component of foreign training was included in three in-service comprehensive training programmes for the higher management of Indian Postal service. This has given a very good exposure to the officers of higher grades. As no Postal Administration can develop in isolation and exposure to the functioning of other Postal Administrations is an essential pre-requisite for an officer to discharge his duties effectively. This practice will, therefore, be strengthened.

20.4 A foreign component will also be developed in the mid career training programme of the officers of the Postal Service, Group B, many of whom join quite young in the cadre through Departmental examination. The bright Inspectors, Postmasters, Business Managers, System Administrators will be exposed more and more to foreign training.

21. Role of Postal Directorate

21.1 In line with the role of the Ministries / Departments as envisaged in the Draft National Training Policy (2010) of the Government of India, Training Division of the Postal Directorate shall adopt a systematic approach to training and will identify a training manager in each Postal Circle for implementation of the training function of the Department.

21.2 Postal Directorate will incorporate an appropriate provision in any new scheme to ensure that suitable training is imparted for its proper implementation and sustainability.

21.3 Training Division of the Postal Directorate will prepare an annual training plan for all the cadres under its control, will implement the annual training plan, by using the institutions under it or outside, so that limitations under internal training capacity do not constrain the implementation of the training plan.

21.4 Postal directorate will allocate appropriate funds to enable the training to be carried out by institutions under its control or outside.

21.5 Training Division of the Postal Directorate will review the implementation of the annual training plan and the functioning of the training institutions under the Department (including the Circles) and in particular will look at the utilization of training capacity and quality of training conducted.

21.6 In pursuance of the Draft National Training Policy of the Government of India, Postal Directorate will try to ensure adequacy of physical infrastructure of the training institutes, faculty, finances, delegation of power for institutes to carry out their mandate.

21.7 Training Division of the Postal directorate will oversee training of the Group B and C staff, particularly those at the cutting edge level and will ensure proper selection and development of faculty, incentive for them and stability of their tenure. They will also evaluate the programmes organized by the Training Institutions and their impact on the trainees.

22. Role of Training Institutions

22.1 According to the Draft National Training Policy (2010), the training institutions, “are the repositories of the expertise distilled from the real world ... They will continue to be the mainstay for training of civil servants.” In pursuance of the guidelines given by the Draft National Training Policy identifying the role of training institutions, RAK National Postal Academy / Postal Training Centres / Workplace Training Centres (WTCs) and Zonal Training Centres (ZTCs) are all required to work in close interaction and will move to becoming models of excellence in the quality of training they impart through a process of self-assessment and bench-marking.

22.2 RAK National Postal Academy as the apex training centre of the Department in the country, will have a structured meeting with all the postal training centres once in every six months for sharing the best practices in training and also for sharing the feed-back of the circles on training needs, courses etc.

22.3 Each PTC will provide technical assistance to the WTCs and the Zonal Training Centres of the Accounts wing) of the circles, coming under its jurisdiction , and will advise the WTCs and ZTCs in preparation of the Annual Training Plans and in outsourcing of training (if so required).

22.4 RAK National Postal Academy will play a key role in assisting the Postal Directorate in the process of shifting to a competency- based framework for training, wherever applicable.

22.5 The National Postal Academy and postal training centres will assimilate technologies with a view to enabling learning anywhere, any time for the employees of the Department and will supplement their current programmes with distant and e-learning courses. They will have network with other training institutes of central and State Governments to share learning resources, experience and expertise.

22.6 The Training Institutes of the Department will conduct field studies and research as part of the process of becoming repositories of knowledge in the postal world and will provide advisory and/or consultancy services wherever possible.

22.7 The training institutes of the Department will constantly review and modify their curricula, content and training methodologies to take account of training feedback and the needs of the Department.

22.8 The Training Institutes will put in place a rigorous system of evaluation of the training programmes and assessment of their impact on individual performance over time. For WTCs and ZTCs, such evaluation and impact assessment will be done by the corresponding PTCs and will be reported to Training Division of the Directorate.

22.9 The Training Institutes will ensure that the trainers who join the institutes are deputed at the earliest possible opportunity to undergo programmes for 'Training of the Trainers'.

23. Role of the Circles

23.1 Primary Role of the Circles will be supporting the creation of decentralized training infrastructure at the Divisional level concomitant with the development of trainers at those levels. It will be responsibility of the circles to develop the WTCs and the ZTCs of the Accounts Wing ensuring posting of suitable personnel in WTCs, proper utilization of the capacity of the WTCs in imparting training, designing the training schedules of the WTCs and monitoring of the training programmes.

23.2 Till the time suitable infrastructure is created in the Postal Training Centres, Circles will be responsible for arranging training of Postman/Mail Guard/Mail

overseers, Multitask employees and Gramin Dak Sevaks, based on the STPs approved by the Postal Directorate.

23.3 Arranging specialized training programmes on Mail Operations, Postal Technologies, Business Development, PLI/RPLI, Philately, Vigilance and Investigation etc. will be the responsibility of the Circles.

23.4 Circles will arrange training of the System Administrators, Business Managers, and Marketing Executives, if required, through tie-up with professional bodies.

23.5 Circles will arrange training of the officials in the smaller cadres such as those working as Stenographers or those working in MMS Units through appropriate tie-ups with professional bodies

24. Trainer Development

24.1 Draft National Training Policy(2010) observed that “certification of trainers under the trainer development programme has to be on renewable basis related to their actually conducting a required number of training programmes and also attending courses meant for upgrading their skills”. Those who are posted as faculty members in the RAK National Postal Academy, PTCs, WTCs and ZTCs need to undergo training for the trainers. The training for the trainers needs to have two components. Whereas the art of training and soft skill training may be imparted by professional organizations, training on departmental issues will be imparted by one of the identified PTCs.

24.2 In order to acquire training skills, the trainers and the officers in PTCs and in WTCs and all Sub Divisional Inspectors/ASPs should be subject to Direct Trainers’ Skill (DTS) Course. This will help in gradually developing a Trainers’ pool and will thus help in selection of right trainer for various courses

24.3 Each PTC and each Circle will have at least one ‘Recognized Trainer’ for imparting training on DTS. Besides this, few ‘Master Trainers’ will also have to be developed who in turn will impart training to Recognized Trainers as well as DTS training.

24.4 The Training Division of Directorate will coordinate with the source persons from all PTCs and undertake Training Need Analysis, development of training materials and evaluation of impact of training. The identified officials will be imparted necessary specialized training to equip them to handle these responsibilities. They will also interact with each other in development of materials.

25. Funding

25.1 The National Training Policy (1996) had recommended that 1.5% of the salary budget be set aside by each Department to be used solely for the purpose of training. Given the likely increase in the need for training by moving to a competency-based system, the Draft National Training Policy (2010) recommended that each Department should set aside at least 2.5% of its salary budget for training.

25.2 Postal Directorate will provide adequate funding to meet the training requirement within the overall guidelines of the Draft National Training Policy (2010) of the Government of India.

26. Capacity Building:

26.1 The following training institutes take care of the training needs of the Department:

- Rafi Ahmed Kidwai National Postal Academy, Ghaziabad – the Apex training institute for meeting the training needs of the managerial cadres of India Post and is one of the Central Training Institution recognized by the DOPT.
- Postal Training Centres at Darbhanga, Guwahati, Madurai, Mysore, Saharanpur and Vadodara
- Two hundred twenty Five (225) Workplace Training Centres at Headquarters of Circles/Regions/Divisions
- Five (5) Zonal Training Centres at Postal Accounts Offices at Chennai, Delhi, Kolkata, Lucknow and Nagpur and Workplace Training Centres at other Postal Accounts Offices.

26.2 The existing infrastructure for training is inadequate as RAK National Postal Academy will be responsible for training of nearly 4,000 officer of the rank of Gazetted and above and the six Postal Training Centers are responsible to impart training to nearly 170,000 Group C employees. RAK National Postal Academy has the capacity of imparting training to approximately 800 officers on an average in a year, whereas all the PTCs taken together have capacity to train about 12,000 employees in a year. It is, therefore, necessary to have at least one Postal Training Centre in each major Circle.

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26.3 At present 225 Workplace Training Centres (WTCs) are functioning under the control of the Circles/Regions/Divisions. Each WTC will have at least ten (10) nodes, Projector, Scanner, Printer, White Board, internet connection and all requisite infrastructures for training. The WTCs will be responsible for imparting all specialized trainings discussed in section 19. Besides that, Circles / Regions will be responsible for imparting training to the cadres of Postman / Mail Guards /Mail Overseers and to nearly 35,000 MTS employees till the time, required infrastructure is developed for institutional training in the Postal Training Centres. Keeping this requirement in mind, each Postal/RMS Division needs to have at least one WTC with proper infrastructure.

26.4 Each WTC needs to be headed by a Supervisor level officer and at least one dedicated trainer in PA Grade is required. Action will be initiated for creation of posts against these positions. Similarly, each Zonal Training Centre need to be headed by an officer of the Grade of Accounts Officer or at least of the grade of Asstt. Accounts Officer.

26.5 *e-Learning* platform is an effective tool for training of large number of officials without dislocating them from their workplace. To start with, video conferencing facilities in all PTCs/RAK National Postal Academy and related infrastructure will be created.

26.6 For best utilization of existing infrastructure, the PTCs should try to run training for two batches of participants, one in the morning / forenoon session and one in the afternoon/evening session provided hostel facility is there to support that much number of participants.

27. Data base for Institutional Training and MIS:

27.1 In order to track the training need of an official, Department of Posts will develop a **data base** of each official, cadre-wise, giving details of what all trainings one has attended, where and of what duration. This data base will be accessible at Circle/ Regional/ Divisional level besides Directorate. This data base will include all such trainings that one has attended in and outside organizations (including those in abroad) but will not include short duration workshops of half day to three days. Once the data base is prepared, subsequent updating will be done through a process of on-line Registration as and when one turns up at RAK NPA/PTC/ZTC/WTC. This will facilitate the work of Training Administration.

27.2 Generation of **reports** on monitoring of training activities at Divisional/ Regional/ Circle/ RAK NPA/ PTCs and Directorate level needs to be done on-line. The system of analyzing the reports and two way feedbacks will also be done on-line.

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27.3 The details of candidates **awaiting training**, allotment of seats to Circles by the training Centres and nomination of officials by the Circles/Regions/Divisions will also be done on-line.

27.4 The data base will also give details of the officials in the Training Pool, those who have undergone DTS courses and other Train the Trainer Programmes, their present place of posting etc so that their services can be effectively utilized as and when required.
