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“Training is an extremely important and essential event for almost all organizations to keep pace with the consistent growth, fulfillment of customers’ demand, ever-changing market and technology, individual’s aspiration for mission accomplishment, etc. Training is an ongoing process that allows an individual to improve upon his knowledge, skills, and competencies. ‘Train people now or perish’ that’s the slogan employees, across the sectors, are carrying for their employers.”

”



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भारत सरकार, रेल मंत्रालय

भारतीय रेल राष्ट्रीय अकादमी

लालबाग, वडोदरा

Govt. of India, Ministry of Railways

National Academy of Indian Railways

Lalbag, Vadodara



It's time to enhance
your knowledge



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It is a matter of great privilege and pleasure that the National Academy of Indian Railways has issued a Training Brochure for the first time along with its Annual Training Calendar for the year 2022.

The Academy as the apex Centralized Training Institute of Indian Railways, has taken various remarkable initiatives in improving the training ecosystem, reach, and quality.

The Annual Training Calendar of NAIR has always played a crucial role in planning, conducting, and further deciding on the training needs in times of major transformations on Indian Railways. To add on, the first-of-its-kind brochure is a comprehensive guidebook containing course-wise information and their importance for the overall development of IR officers in long run.

Moving on, I hope that NAIR will continuously strive to add value and help foster sterling organizational values in the Railwaymen.

With Best Wishes!

(S.P.S. Chauhan)
Director General

ABOUT NAIR

National Academy of Indian Railways (NAIR), originally started in the year 1925 as a Transportation School, is the apex training institute of Indian Railways (IR). The Academy has been operating from the Pratap Vilas Palace situated in Vadodara city, the cultural capital of Gujarat state, since 31-Jan-1952. The lush green campus of the Academy is IGBC certified as well as ISO 9001:2015, ISO 14001:2015 and OHSMS 45001:2018 certified.

The Academy is a cradle of leadership. Every year, the Academy trains Probationary Officers of all the organized services of Indian Railways. Besides, various Management and Capacity building programs are organized to train Railway officers for diverse stages of their careers. The Academy also has a framework of customized training programs for non-railway personnel like Executives of Public Sector Undertakings, Foreign Nationals, and Private organizations.

The Academy delivers training in: Classroom, Online, and Blended methods, which is coordinated by a team of well-qualified and experienced members, who are Indian Railways' officers posted under various functional Faculties at the Academy. Moreover, the Academy also has a repository of Visiting Lecturers who are Industry experienced, renowned Academicians, and senior functionaries of Indian Railways.

The Academy has excellent infrastructure for conducting the training programs. It has 5 well-equipped modern classrooms, two hostels to accommodate 250 trainees at a time, and a mess hall for 240 individuals. The Academy is also well equipped with Sports facilities like Badminton, Lawn Tennis, Basket Ball, Volleyball, Shotput, Billiards, Table Tennis, Gym, Yoga, etc.

The Academy has 07 other sister Centralized Training Institutes of Indian Railways for disciplines like Civil Engineering, Mechanical Engineering, Electrical Engineering, Signal & Telecom, Transportation & Commercial, Finance & Accounts, and Railway Security.

The prestigious Golden Peacock National Training Award has been conferred by the Academy twice (1998 & 2019) in recognition of excellence in training practices as a whole. The Academy is constantly dedicated to training, preparing and equipping officers into new disciplines, challenges, and systems to put forward Indian Railways at greater heights.



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FOUNDATION PROGRAMS

1

Foundation programs are training programs conducted to provide an overview of the organisation and its functioning to the new officers. NAIR conducts Foundation Programs both for directly recruited officers as well as employees who are promoted to the ranks of officers.

A. Group-A Foundation Program (AFP)

Duration & Schedule of the Program : 10 Weeks

Mode of Conduct : On campus

Assessment & Certification:

To assess the knowledge gained through classroom sessions and field visits, Surprise Quizzes and written exams are conducted. It is compulsory for all probationer to appear in all subject exam and it is mandatory to secure a minimum 60%. Examination marks is also counted for deciding the inter-se seniority within the Exam batch which will have lifelong impact over the career of an officer. Certificates are being awarded on successful completion of the program.

Overview:

The Foundation Program for Group 'A' probationers is a combined program for probationers of various railway services. Exhaustive contribution of all the 10 departments of the Railways are given via classroom sessions and supplemented with relevant field visits and practical sessions. Apart from academics, a number of co-curricular activities such as Book Review, Debate, Quiz, Bharat Darshan, Study Tours, Sports and Cultural Programs are organized. During the program, the academy's objectives emphasise upskilling the probationers in areas such as Personality Development, Etiquette, Soft Skills, Management Skills, Team Building and exposure to the composite culture of India which includes classical art forms, management games, spirituality, music appreciation and adventure activities among others.

Key Objectives:

- Familiarize the probationers with each department's working in the vast Indian Railways. This course will acquaint the probationers with the functions of all the departments.
- Develop team working ethos, build camaraderie and instil discipline, dedication and pride.
- Inculcate virtues of quality and vision amongst the Probationary officers.
- The Foundation program helps probationers rise above departmental silos, brings about co-ordination, friendship.

B. Group-A Foundation Program (AFP) - Medical

Duration & Schedule of the Program :

Generally, 2 such Foundation programs for IRHS probationers are planned in a calendar year.

Mode of Conduct : On campus

Assessment & Certification:

Examinations are conducted for functional areas covered in the training and assessment is also done on basis of co-curricular activities and teamwork capabilities of each Individual probationer.

Overview:

The curriculum includes in-class sessions, site visits, educational tours and extra-curricular activities.

Participants Profile:

The probationary officers of Indian Railway Health Services (IRHS) recruited to the organized Group-A Railway services through UPSC.

Key Objectives:

The program is designed to give an overview of Indian Railways organisation and introduce the participants to various functions of railways and that of core activities of Medical department and Industrial Medicine, that enable them to deliver effectively their services towards railway beneficiaries.





INDUCTION PROGRAMS

2

NAIR conducts Induction Programs for all the Probationers recruited to the organized Group-A Railway Services and the Group-B officers in Stores and Personnel departments. Both the programs have different training modules and durations.

A. Group-A Induction Program (AIP)

Duration & Schedule of the Program :

Induction program for Probationary officers of all Group A organised Services except Indian Railway Health Services is conducted after nearly 12 months of active Training from the date of joining.

Mode of Conduct : On campus

Assessment & Certification:

Examinations are conducted for Safety, Accounts and Personnel modules.

Overview:

The pedagogy includes classroom sessions, field visits, mock drills and co-curricular activities. Probationers receive well-defined content covering different functions of Indian Railways such as Accident site Management, Conducting Accident Enquiries & Follow up, Decision making, IR Budget & Fin. Performance, Reservation Policy, Estimates & Costing, Performance & Financial statistics, Industrial Relations, Unusual working & Disaster Management, National Pension Scheme, Expenditure Control, Selections, Promotions, Trade Test, RTI Acts , Performance Appraisal & Sparrow, Conduct Rules, Stock Verification, Tenders & Contracts, DAR, Renewable Energy GHG, Health /Stress Management, Emerging Technologies, Rajbhasha, Use of OT/Personnel & Accounts – IPAS, Office procedures, file maintenance, noting correspondence, Supply Chain Management, E-Office, Works Program, Two days Preventive Vigilance Module and various relevant topics of contemporary nature covering basics of new policy initiatives or macro level changes.

Participants Profile:

The Probationary officers recruited to the organized Group-A Railway services through UPSC viz.

(1) Indian Railway Service of Engineers (IRSE), (2) Indian Railway Service of Mechanical Engineers, (3) Indian Railway Service of Electrical Engineers (IRSEE), (4) Indian Railway Stores Service (IRSS), (5) Indian Railway Service of Signal Engineers (IRSSE), (6) Indian Railway Traffic Service (IRTS), (7) Indian Railway Personnel Service (IRPS), (8) Indian Railway Accounts Services (IRAS) and (9) Indian Railway Protection Force Services. The nominated officers should have completed Foundation Program, most of the Field Training modules and other prescribed Training as required. Indian Railway Health Service officers are not covered in this module and Induction program in their case is organised separately.

Key Objectives:

The objective of the Induction program is to prepare the officer to take charge of working post after completion of this Training. Since the officer has already been exposed to Field working milieu, it is expected that at this stage nuances of basic rules, regulations and norms of functioning will be imparted in an organised Institutional Training before the officer is fully prepared for field posting after assessment by respective Centralised Training Institutes.

B. Group-A Induction Program - Medical (AIP - Medical)

Duration & Schedule of the Program : 02 weeks

Generally, 2 sets of Induction programs for Medical Probationers are planned in a calendar year following the respective 02 Group - A Foundation (Medical) programs in that same calendar year.

Mode of Conduct : The program is purely onsite/offline based.

Assessment & Certification:

Only certification is awarded at the end of successful completion of Induction.

Overview:

These 02-weeks program is conducted immediately after the end or soon after the end of foundation training and after or before the mandatory 07 weeks of Field training. In this case, the pedagogy includes classroom sessions, field visits, mock drills and co-curricular activities.

Participants Profile:

The probationary officers of Indian Railway Health Services (IRHS) recruited to the organized Group-A Railway services through UPSC.

Key Objectives:

To equip them with skills and knowledge useful for the working post and make them aware of the various challenges to be faced by them while working on field.

C. Group-B Induction Program (Stores)

Duration & Schedule of the Program : 03 weeks

Generally, 1-2 Induction programs for Gr. B Stores officers are planned in a calendar year.

Mode of Conduct : The program can be conducted in both offline and online mode.

Assessment & Certification:

An important component of the program is the group project. The project report is submitted & presented at the end of the course. Project recommendations should be implemented in the field later.

Overview:

This course is customised for Group-B officers of Materials Management department of Indian Railways. The course aims to equip candidates with the latest skills for managing procurement, supply chain, logistics, delivery, storage & disposal of materials. In the course, officers are given detailed knowledge regarding the working of MM Department, Procurement Policies & Procedures, Coordination and interaction with allied Departments and financial rules, procedures, etc. The module also covers important topics such as Indian Contract Act, Depot Matters, Vigilance, Tenders, Case studies, etc.

Participants Profile:

This program is attended by the officers of store department of Indian Railways who have completed Gr. B Foundation Program.

Key Objectives:

The course aims to train the newly promoted officers for working as materials managers by providing them with the knowledge about effective and efficient purchase, different inventory policies and models, effective and efficient stores management, modern techniques like JIT and MRP. This program helps to develop Generic and Domain specific competencies for upgrading skills, knowledge and bringing an attitudinal shift. After attending this course, officer should be ready to lead the teams for effective decision making and coordinate to effect purchase at minimum cost and understand ethical issues in purchasing and negotiations.

D. Group-B Induction Program (Personnel)

Duration & Schedule of the Program : 02 weeks - Two Programs in a year

Mode of Conduct : On Campus

Assessment & Certification:

Only Project Presentation & Course completion Certificate are awarded after completion.

Overview:

The course aims to equip candidates with the Introduction and Registration, Current HR Trends in Indian Railways, IT Initiatives in Personnel Department of Indian Railways, Process Reforms in HR with special reference to CBT, E-Procurement and Gems, Project Work on any Establishment Matter, Railway Service Conduct Rules 1966, RS D & A Rules 1968, Hours of Employment Regulations, Classification of Expenditure and Earning, Presentation Skill, Negotiation Skills, Ethics in Public Administration, Vigilance DO's and DON'T's, E-Office, Criminal Laws with Reference to Indian Railways, RTI & Legal Assistance to Rly Servant, Gender Issues, Conducting Departmental Selections, Cause of delay and remedies, Rajbhasha, MACP Scheme, Pay Fixation, Manpower Planning, Retirement Benefits, Fixation of Seniority of NG Staff, Leave & Travel Benefits, C G Appointment, Departmental Inquiry, Case Studies, Administrative Action Vs Departmental Action, Project Presentation, Visit to Statue of Unity.

Participants Profile:

Group B Personnel Officers who have undergone BFP Course.

Key Objectives:

Imparting in-depth training on Establishment Matters of Indian Railways with a view to develop Human Resources.



MANAGEMENT DEVELOPMENT PROGRAMS (MDP)

3

Duration & Schedule of the Program :

Generally, 10-15 Management Development Programs are planned in a calendar year.

Mode of Conduct : On campus & online

Assessment & Certification:

An important component of the program is the group project. The project report is submitted & presented at the end of the MDP. Project recommendations should be implemented in the field later. The best project is awarded during the Foundation Day function of NAIR.

Overview:

The participants are provided inputs on General Management concepts, Finance, HR, Tenders, and Contracts & Arbitration, Commercial & Operations aspects of Indian Railways, Project management & Vigilance. This is a participant oriented learning program including case studies, project work and presentations being done by participants. Participants gain by sharing latest developments in their fields and their ideas on improving vigilance, governance and systems. Guest faculty from reputed academic institutes and professionals who are expert in their field are also invited to take sessions during the program. When organised on-campus the program also includes field visits.

Participants Profile:

This is a mandatory program for officers of all services working in Senior Scale/ ad-hoc JAG with 6 to 8 years of Group-A service experience and due for promotion to the Junior Administrative Grade. The participants are from various functional areas of Railway.

Key Objectives:

The program focuses on developing Group working, Interpersonal and Managerial skills to enable the officers evolve from implementers of Action Plans to managers of organisations.

- Expose the participants with the evolving management concepts, practices and approaches.
- Facilitate to improve decision making, team work, planning.
- Make the officers aware about the latest development in various fields of Railway.
- Provide input to be an effective and efficient leader.



ADVANCED MANAGEMENT PROGRAMS (AMP)

4



CTI PROGRAMS IRSS

5

Duration & Schedule of the Program :

The program at NAIR is of 02 weeks followed by 02 weeks of foreign training. Generally, 6-7 Advanced Management Programs are planned in a calendar year.

Mode of Conduct : On campus

Assessment & Certification:

An important component of the program is the group project. The project report is submitted & presented at the end of the AMP. Project recommendations are implemented in the field later by the participants.

Overview:

This four-week blended program with component of 2 weeks at foreign university is structured to ensure that it incorporates high quality and unique learning propositions to the participants in exposing them with the evolving advanced management concepts, practices, perspectives and approaches. Our faculty, offering these programs is a perfect blend of knowledge, experience and training skills. This is a participant oriented learning program and pedagogy employed involves a variety of teaching methods including group discussions, case studies, project work and presentations being done by participants interspersed with lecture sessions. The participants are provided advanced interdisciplinary inputs on topics of Strategic Management, Finance, HR, Marketing, Contracts, Arbitration, Supply Chain Management, GeM, Project management, Vigilance & Ethics at NAIR. Guest faculty from reputed academic institutes and professionals who are expert in their field are also invited to take sessions during the program. When organised on-campus, the program also includes field visits.

Participants Profile:

The Advanced Management Program is conducted for SG/NF-SAG Railway officers with around 12-18 years of Railway Services before their promotion to functional Senior Administrative Grade.

Key Objectives:

In-Service Group-A officers are appreciated with the common modules as well as modules on departments of Indian Railways to take up higher grade (SAG) responsibilities with requisite competency. During the program, they also undergo foreign training as part of capacity building. The program aims to give structured inputs on subjects of appropriate policy interventions & Preventive Vigilance aspect.

A. Phase - I for IRSS probationers

Duration & Schedule of the Program : 08 weeks

Mode of Conduct : The program is conducted in offline mode

Assessment & Certification:

To assess the knowledge gained through classroom sessions and field visits written exams are being conducted. Each probationer has to appear mandatorily in exam of all subjects and obtain minimum 60% marks. Marks are also counted for deciding of inter-se-seniority within the exam batch.

Overview:

This course is designed for IRSS probationers as a part of 78 weeks training. The course aims to equip candidates with the detailed knowledge of Material Management department of Indian Railways. In the course, probationers are taught Store codes, rules for entering supply contract, General Financial Rules, Bid conditions, IRS & GCC for supply contract, Depot and Ware house Management, Inventory Management, Imports, Contract Act, Sales of Good Act, Case Law, Negotiation skill, RTI in tender cases, arbitration, Case studies, etc.

Participants Profile:

This program is designed for IRSS probationers who have passed Foundation Course for group A officers.

Key Objectives:

This course is customized to impart domain specific knowledge of material management. This Course aims to provide working knowledge and competency to help them to face real life challenges. Objective of this course is to develop a rule guided approach in handling complex and sensitive cases. Participants are exposed to evolving practices and development in the field of Material Management.

B. Phase - II for IRSS probationers

Duration & Schedule of the Program : 08 weeks

Mode of Conduct : The program is conducted in offline mode

Overview:

This course is designed for IRSS probationers as a part of 78 weeks training. In this course probationers are required to make group presentations on 01 Major and 01 minor project. Probationers visit different Zonal Railways, Production Units, other field units and institutes to collect data for project presentation. Topics related to diverse field of material management, Supply chain management, Logistic management are assigned to participants. By bringing real-life context and technology to the curriculum through a project presentation approach, probationers are encouraged to become independent workers, critical thinkers, and lifelong learners.

Participants Profile:

This program is designed for IRSS probationers who have passed Phase-I course and have completed at least 06 months field training after foundation course for Group-A officers.

Key Objectives:

To enable learning during the process perceptible and to facilitate assessment, project-based learning culminates in a final presentation of learning. During the process of Project presentation, probationers receive continuous feedback from team mates, senior officers from field units, Course Director, mentors, and others involved in the project. The course aims that probationers use all modalities in the process of identifying, researching and solving a problem, then communicating the solutions.



CTI PROGRAMS IRPS

6

A. Phase - I for IRPS probationers

Duration & Schedule of the Program : 06 weeks

Mode of Conduct : The program is conducted in offline mode

Assessment & Certification:

To assess the knowledge gained through classroom sessions written exams are being conducted. Each probationer has to appear mandatorily in exam and obtain minimum 60% marks. Marks are also counted for deciding of inter-se-seniority within the exam batch.

Overview:

This course is designed for IRPS probationers as a part of 78 weeks training. The course aims to equip probationers with the detailed knowledge of Personnel department of Indian Railways. In the course, probationers are taught about the Indian Railways Establishment Codes and Indian Railways Establishment Manuals, Railway Servants Conduct Rules, Leave Rules, Pass Rules, office procedures, allocation and transaction of business rules, service conditions, pay fixation, allowances and advances, recruitment, career progression, etc.

Participants Profile:

This program is designed for IRPS probationers who have passed Foundation Course for group A officers.

Key Objectives:

This course is customized to impart domain specific knowledge of personnel department. This Course aims to provide working knowledge and competency to help probationers face real life challenges. Objective of this course is to develop a rule guided approach in handling complex and sensitive cases. Participants are exposed to evolving practices and development in the field of human resource and personnel management, and industrial relations.

B. Phase - II for IRPS probationers

Duration & Schedule of the Program : 04 weeks

Mode of Conduct : The program is conducted in offline mode

Assessment & Certification:

The knowledge gained by the probationers is assessed in written test which is held at the end of Phase – II. In addition to the knowledge imparted in classroom training, the written test also consists of questions on field trainings done by the probationers.



Overview:

This course is designed for IRPS probationers as a part of 78 weeks training. The course aims to equip probationers with the detailed knowledge of Personnel department of Indian Railways. In the course, probationers are taught about the Indian Railways Establishment Codes and Indian Railways Establishment Manuals, Railway Servants Conduct Rules, Leave Rules, Pass Rules, office procedures, allocation and transaction of business rules, service conditions, pay fixation, allowances and advances, recruitment, career progression, etc.

Participants Profile:

This program is designed for IRPS probationers who have passed Foundation Course for group A officers.

Key Objectives:

This course is customized to impart domain specific knowledge of personnel department. This Course aims to provide working knowledge and competency to help probationers face real life challenges. Objective of this course is to develop a rule guided approach in handling complex and sensitive cases. Participants are exposed to evolving practices and development in the field of human resource and personnel management, and industrial relations.



STRATEGIC MANAGEMENT PROGRAMS (SMP)

7

Duration & Schedule of the Program : 5 Days

Mode of Conduct : The program is purely onsite based. However, it may be conducted in online mode.

Assessment & Certification:

Certification is awarded at the end of successful completion of Induction.

Overview:

This one week Strategic Management Program for Senior Administrative Grade (SAG) officers incorporate topics related to addressing demand for growth and expanding customer expectations which are changing the business landscape for Indian Railways. Topics include Digital transformation, global economic forces, critical financial situation etc., to help address critical challenges and opportunities through an array of leadership development inputs. The program aims to prepare the participants for the higher leadership positions in Indian Railways by providing inputs on Leadership, Management of Change & Innovation, Recent developments in IT, Financial Planning, Marketing Management & Emotional Intelligence etc. The program is designed as a participation oriented workshop with a group project work.

Participants Profile:

Senior Administrative Grade Officers of Indian Railways preferably with 5+ experience in SAG. The participants will be from all departments of Indian Railways.

Key Objectives:

The program aims to enable the participants to:

- Lead changes and innovation for organisational growth including strategies for 10X growth.
- Enable participants to prioritise investments in maximizing returns.
- Develop an action plan to use Emotional Intelligence based leadership.
- Familiarize participants with new technology & IT tools in project management.
- Provide inputs on frameworks and methods to major outcomes from project.
- Appreciate latest developments in IT such as Artificial Intelligence, Data Analytics, Block Chain Technology, IoT, and explore ways to overcome the challenges and seize the opportunities created by digital transformation.
- Understand and leverage marketing principles for Fare and Non Fare Revenue generation for Organisational growth.
- Develop understanding for concepts of financial analysis for better project management.
- Provide inputs on Ethics & Integrity



HUMAN RESOURCE MANAGEMENT PROGRAMS (HRM)

8



HOSPITAL MANAGEMENT PROGRAMS (HM)

9

Duration & Schedule of the Program : 01-week programs on following topics are conducted once or twice a year

- Reservation Policy
- Discipline & Appeal Rules
- Departmental Selections & Suitability
- Refresher course for IRPS officers (JS & SS)
- Refresher course for IRPS officers (JAG)

Mode of Conduct : On campus

Assessment & Certification:

Participants of all the programs are awarded certificate of participation. There is no assessment in any of these programs.

Overview:

The programs on Reservation Policy, Discipline & Appeal Rules, and Departmental Selections & Suitability help the participants in brushing up their knowledge on these topics. During the program the participants are given inputs about the fundamental understanding of these subjects on the first day. Subsequently, these training programs focus on informing the participants about the latest developments in these subjects. In view of the dynamic nature of these subjects, the policies on them are continuously evolving. Also, there is a possibility of different interpretations of the policies and guidelines. Therefore, the endeavour is on ensuring that there is uniform understanding and interpretation on the rules and policies. These are participative programs in which participants are encouraged to share practical experiences and cases from the field, and all other participants are prompted to discuss and deliberate the ideal solutions.

The refresher courses are intended for IRPS officers who have worked for few years in the field after completing their probation training. Participants are required to be prepared with difficult cases that they would find difficult to resolve during their postings. Such cases are analysed in the brainstorming sessions. Various Railway Board guidelines are discussed threadbare in the context of case in question. It is a self-driven program without a set curriculum where the direction of the course is decided with reference to the cases presented by the participants.

Participants Profile:

The program on Discipline & Appeal Rules is open to Railway officers from all the departments as its benefits transcends across departments. Officers from all services can participate in programs on Reservation Policy and Departmental Selections & Suitability. However, personnel officers are likely to benefit the most.

The refresher courses restricted to IRPS officers of the batches specified in call for nomination, which is issued one month prior to the start of the program.

Key Objectives:

- Refresh the knowledge of participants on the concerned subjects.
- Inform them about the about latest rules and guidelines on the subject.
- Help solve difficult real-life cases.
- Develop a rule-guided approach in handling complex and sensitive cases.

Duration & Schedule of the Program : 02 weeks. Generally, 2-3 such programs are conducted in a calendar year.

Mode of Conduct : On campus/ offline mode.

Assessment & Certification:

Certification is awarded at the end of successful completion of Induction.

Overview:

The participants are provided inputs on General & Hospital Management concepts, Quality & Lean Management overview, Change Management, Leadership & Team Building, Finance and Medical Budget, HR, DAR, Tenders, and Contracts, Works Program basics, RTI, Procurement & Service contract, GeM & IREPS procurement, Environmental Issues & Overview of Green Certification of hospitals, Disaster Management, Patient Safety, Patient Satisfaction, Communication Skills in Hospital, Medical Ethics, Clinical Audit & Vigilance. This is a participant oriented learning program including case studies. Participants gain by sharing latest developments in various fields and gain new ideas on how to improve their knowledge, governance and systems. Guest faculty from reputed institutes and professionals within railways who are expert in their field are also invited to take sessions during the program. On-campus/Offline program also includes a field visits.

Participants Profile:

The Hospital Management Program (HM) is conducted for JAG/SG/SAG(DACP) IRHS officers of Railways ideally during mid-career and or before their promotion to Pin-pointed Senior Administrative Grade.

Key Objectives:

The program focuses on developing Group working, Interpersonal and Managerial skills to enable the IRHS officers evolve from executors of various National Programs & Plans to effective future managers of hospitals as a whole. Participants are exposed to the evolving management concepts, practices and approaches.

Facilitates to make aware of and improve themselves in decision making, team work, planning & coordinating.

It provides input to be an effective and efficient future leader in their field.



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MATERIAL MANAGEMENT PROGRAMS (MM)- GOVERNMENT E-MARKETPLACE (GEM) 10

Duration & Schedule of the Program : 3 days

Mode of Conduct : On campus and online

Assessment & Certification:

At the end of the program, a certificate will be issued for successful completion of the course.

Overview:

In an endeavour to bring efficiency, transparency and speed in public procurement, Government of India started a new concept of procurement in the form of Government e-Marketplace (GeM). It was mandated to make procurements of common goods and services done by all government ministries, departments and PSUs through GeM only. General Financial Rules, 2017 has included chapters on procurement of goods and services, Inventory management and Contract management.

This 3-day course is designed to impart knowledge and hands-on experience to the personnel working in Government/PSU sector. The sessions are taken by highly experienced and qualified faculty of the Academy and guest faculty from various ministries, fields and GeM SPV. The topics included are various government policies and guidelines in public procurement like Make in India Policy, procurement from MSME, Government e-Marketplace (GeM), Recent developments in the GeM website, changes in the GoI policy in dealing with public procurement, bidding, e-reverse auction, GeM tender conditions etc. On-hand practices are done so as to make the participants comfortable with GeM working. A proper mix of theoretical and practical aspects of the subjects is prepared and delivered to benefit the participants the most. Most of the sessions will have live sessions, where the procurement processes are done on the GeM website. Participants are encouraged to ask questions and clarify their doubts when they actually work in the GeM website. Focus is given to have more practical usage of the program.

Indicative list of topics proposed to be covered:

- Objective & Policy, GFR provision for GeM, General terms and conditions, Specific terms and conditions, additional terms and conditions,
- Goods Contracts: Preparation of estimates from the GeM website, addition of extra technical parameters in the existing categories, Framing of additional techno-commercial conditions, eligibility criteria, additional eligibility criteria.
- Direct acceptance cases, Direct L1 purchase, Bid and Reverse Auction, BOQ bids.
- Service contracts: Bid creation, preparation of estimates, bunching of bids, addition of scope of work and ATC, eligibility criteria, additional eligibility criteria, EMD & PBG, Methods of selection: L1, LCS and QCBS.

- Decision in GeM cases: Opening of technical bid, Technical suitability of Bids, Handling of unsuitable bids, splitting of quantity, preference to MII, MSME, start-up etc., Award of contract.
- Bill passing and payment: PRC, CRAC, Bill passing and payment, guidelines for GeM cases.
- Custom Bidding: Generation of GeMAR & PTS, creation of a custom bid, Scope of work, ATC, SLA for custom bids.

- Public Procurement Policy for goods produced and services rendered by Micro and Small Enterprises (MSEs) by Central Ministries/Departments/Public Sector Undertakings (PSUs), FAQ issued by MSME, Purchase Preference And Other Benefits To Micro And Small Enterprises MSE, targets and issues, mechanism to achieve targets.
- Other issues: Incidence management, creating a ticket, handling rejection and warranty conditions, Raising issues with GeM support.

Participants Profile:

Practicing procurement personnel working in government organisations and PSUs. Managers who are directly dealing with materials management and public procurement, who are expected to take higher responsibilities in future.

Key Objectives:

The program focuses on developing practical academic knowledge along with practical skills for the buyers, indenters and bill paying officers, dealing with GeM procurements.





RAJBHASHA PROGRAMS (RAJ)

11



LAW PROGRAMS - (RTI & GENDER SENSITISATION)

12

Duration & Schedule of the Program : 1 week- Generally, 2-3 RAJBHASHA RELATED Programs are planned in a calendar year.

Mode of Conduct : On campus

Assessment & Certification:

Project presentation & Certification

Overview:

Rajbhasha related programs is organized for Gazetted and Non-Gazetted employees of Rajbhasha cadre on Indian Railways. Under this program, various courses are conducted to enhance various Soft skills and competence in translation and Rajbhasha implementation of the Gazetted and Non-Gazetted employees of Rajbhasha cadre.

Participants Profile:

Gazetted and Non-Gazetted employees of Rajbhasha cader on Indian Railways.

Key Objectives:

The aim of the course is to provide opportunities for the development of various Soft skills, managerial skills, General management, conducting Hindi workshops, seminars, different Hindi programs, preparation of sunsadiya Hindi sameeti inspections and to create and manage a Hindi implementation environment.

Duration & Schedule of the Program : 5 Days

Mode of Conduct : Online and offline both

Assessment & Certification:

Certificates will be given to participants.

Overview:

The course is specifically designed on RTI and Gender Issues. This course is aimed for Jr. Scale to SAG Level Railway officers pertaining to general awareness about Duties of PIO, APIO and appellate authority, Effective use of RTI keeping in view the certain exemptions provided under the Right to Information Act and responses in 3rd party Information etc. The current case studies relating to RTI are also discussed during the program to avoid liabilities and respond within stipulated time frame and disposal of appeals. Further during the course, Gender issues are discussed within the ambit of Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act 2013. The duties of the Internal Complaint Committee (ICC) are also discussed. The issues of Realizing Gender equality, understanding Gender and Development, engendering, women's livelihood are also discussed during the course. Participants are also asked to present individually the recent case studies relating to above topics during the program.

Participants Profile:

Jr. Scale to SAG Level Railway officers.

Key Objectives:

By the end of the course participants will be able to:

- Describe the basics of RTI Act -2005.
- Illustrate the duties & responsibilities of Public Authority & PIO.
- Explain the exemption under RTI Act.
- Observe the decisions of CIC relating to 3rd party information and various other cases.
- Distinguish between sex and gender.
- Illustrate the concept of sex & gender.
- To identify sex and gender.
- Illustrate concept of sex and gender.
- Describe women protection laws.
- Narrate the verdict of SC in Vishaka V/s Rajasthan case.
- Explain Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013.



INFORMATION TECHNOLOGY PROGRAMS (IT) - BIG DATA, DATA ANALYTICS & ARTIFICIAL INTELLIGENCE

13



TENDERS, CONTRACTS & ARBITRATION PROGRAMS (TC)

14

Duration & Schedule of the Program : Each program is of 5 days. Program frequency can be 2 -3 times in a calendar year.

Mode of Conduct : The Program is purely on site based. However, it may be conducted in online mode.

Assessment & Certification:

An important component of the program is the group project. The project report is submitted & presented at the end of this training. Project recommendations should be implemented in the field later. The best project is awarded during the Foundation Day function of NAIR.

Overview:

Content is customized to field officials of Indian Railways by default and can be customized for other PSUs/departments as well. This course covers basics of data science, data analysis, Big data, Data Analytics, Cloud computing, Internet of Things, NLP & Computer Vision and Artificial Intelligence. Teaching faculty would be Academicians and Industry expert to present various concepts and use cases respectively. This course is targeted to working professionals from various non-computer domains.

Participants Profile:

Officers from all services of Indian Railways from junior scale to SAG can attend.

Key Objectives:

- Understand the basics of data analysis and data exploration.
- Big data analytics helps organizations harness their data and use it to identify new opportunities. That, in turn, leads to smarter business moves, more efficient operations, higher profits and happier customers.
- To increase efficiency and improve performance by discovering hidden patterns in big data.
- Artificial intelligence forms the basis for all computer learning and is the future of all complex decision making.
- Big data, Data Types & its Origin .
- Cloud Computing, Azure & AWS .
- Machine Learning & Deep learning .
- API Gateway .
- Latest Technologies Applications (AI/ML/Big data/IoT).
- Understanding AI & use Cases.
- NLP & Computer Vision.
- Setting up AI team within Govt. Rules etc.

Duration & Schedule of the Program : 5 Days

Mode of Conduct : Online / on campus

Assessment & Certification:

Certificates are being awarded on successful completion of the program. Non-evaluative.

Overview:

With increasing emphasis on outsourcing, tenders and contracts have assumed greater importance. Officers need to have holistic knowledge of various processes involving legal provisions, including specific Constitutional provisions relevant to Government Contracts, so that they can deal with the cases expeditiously and confidently.

The topics covered include Basics of Indian Contract Act 1872, Framing of Tender Conditions, Works, Service and Earnings Contracts, Role of Tender Committee, Important Judgments, Arbitration and Alternate Dispute Resolution, Evaluation of Tenders and Award of Contracts, Vigilance Aspects, Corporate Structures w.r.t. Tenders/Contracts, Labour laws etc. Five such Programs were organized this year and were attended by eighty nine officers from various departments.

Participants Profile:

One course for JS to JAG Officers and 2nd course for JAG & above officers.

Key Objectives:

- Ensure full proof, speedy and smooth discharging of tendering process.
- Save time and money in the favour of organization.
- Sensitize officers about DO's and Don'ts of Tender & Contract procedure to avoid vigilance cases.



SAFETY PROGRAMS (SFT) 15

Duration & Schedule of the Program : One Week

Mode of Conduct : Offline or online

Assessment & Certification:

Officers are taken for a field visit to NDRF campus to have an idea of Disaster Management and NDRF's preparedness. Also participants will be sharing their case study through presentation. As such no examinations for the trainee officers

Overview:

Safety training program is formulated to discuss and explain the revised policies and procedures to the Officers. Executives and Safety officers must lead the way when it comes to safety procedures. They can do this by keeping lines of communication by sharing with their staff who are directly involved. Officers need input from all employees to identify the risk and use a team approach to develop methods for preventing.

The safety course is aimed at sharing the practical knowledge to enable them to effectively and constructively represent their Railways/Divisions. This includes being able to participate, discuss their respective accident case study and contribute to the accident free safe train operations.

Participants Profile:

All the serving officers who are directly related with safety attend this course for JS/SS and JAG conducted separately.

Key Objectives:

- Understand the principle, practices adopted and a systematic approach to manage & control multiple risk involved in their respective Departments.
- Understand the responsibilities and duties of Officers, Supervisors, and Contractors at various levels.
- Participate in and contribute to develop an action plan for eliminating or controlling and monitoring specific multiple safety hazards / risks in shared work environment.



TRAINING OF TRAINERS PROGRAMS (TOT) 16

Duration & Schedule of the Program : 5 Days

Training is an instrument to help the organisation meet the twin challenges of continuous improvement and demands of change. It is therefore essential that we deliver it effectively.

Mode of Conduct :

An important component of the program is the group project. The project report is submitted & presented at the end of this training. Project recommendations should be implemented in the field later. The best project is awarded during the Foundation Day function of NAIR.

Assessment & Certification:

The priority during the course is to help participants to develop their instructional skills. Assessment is therefore concerned with informal feedback and advice to individual participants.

Overview:

This is a short, intensive course with plenty of activity and highly participative. Emphasis is on practice within small groups- Micro Practice sessions of the participants in deftly handling with training techniques and brings positive attitudinal changes.

It includes Introduction to training Systematic Approach to training, Role as a Trainer, Planning Training, and Feedback, Introduction to coaching, Coaching Practice, A film on coaching, Review coaching, Introduction to the lecture method, Preparation of a lecture, Visual Aids, Lecture Practice, Review a lecture, Introduction to the Discussion Method, Preparation a Discussion, Lead a Discussion, Review Discussion leading, Introduction to Group Exercises, Plan a group exercise, Group Exercise practice, Plan development and assessment, Review course, Immediate Reaction questionnaire.

Participants Profile:

- Professors, Lecturer, Instructors of ZTC/CTIs
- Individuals who as part of their duties have some training functions and responsibilities.
 - Trainers who wish to review their instructional skills.
 - Individuals who undertake training duties.

Key Objectives:

By the end of the course participants will be able to:

- Distinguish between education, training and learning.
- Describe the four stages in Systematic Approach to Training.
- Review the role of a trainer within Systematic Approach to Training.
- Illustrate the various other training methods also i.e. Coaching, Lecture, Group Discussion & Group Exercise.
- Application of the concept of Learning Unit to training activities.
- Plan training activities, using the four ways of learning.
- Explain the process and importance of feedback in training.
- Describe the use of coaching method
- Prepare and conduct coaching.
- Describe the use of the lecture method in developing the skills.
- Describe the steps required to plan a lecture.
- Prepare and deliver a lecture.
- Describe the use and benefits of visual aids.
- Devise visual aids.
- Assess a lecture.
- Explain how to lead Discussions.
- Prepare and lead discussions.
- Describe Group Exercise
- Prepare and conduct Group Exercise



STRATEGIC ACTION LEARNING PROGRAM (SALP) 17



Duration & Schedule of the Program : The duration is 6 weeks. Regular programs shall be arranged in a calendar year.

Mode of Conduct :

The participants will be required to attend the programs physically at NAIR during the first week and the sixth week of program. The first week of training involves concept building and conceptualization of the problem for project work. The participants will work on the project during the next four weeks at their respective headquarters/ zones.

Assessment & Certification:

The participants will prepare a Project report and an article for 'Case Study' for training. Project Presentation shall be given by the participants during the last week of program. Training certificate will be provided to successful participants after completion of the program.

Overview:

This is a six-week participant driven blended learning program with two weeks on NAIR campus and four weeks at the respective headquarters/ zones. The major component of training program involves participants undertaking a project work under the guidance of assigned mentor. During the first week, the participants shall choose a project work on a relevant issue being faced by Indian Railway. Thereafter, the participant works on the project at their headquarters. The mentor shall guide the participant throughout the training program. The last week of the training shall be on NAIR campus where participants shall present the outcomes of their project works leading to meaningful benefit to Indian Railways.

Participants Profile:

HAG, NF-HAG and SAG officers of all the departments.

Key Objectives:

The program aims to harness experience based knowledge of participants to find implementable solutions of a relevant critical issue which can benefit Indian railways. The objective is to develop capabilities for identification, root cause analysis and solutions of a problem.

Duration & Schedule of the Program :

Each program is of 5 days. Program frequency can be 3-4 times in a calendar year.

Mode of Conduct :

Can be on campus or online (offline is preferred).

Assessment & Certification:

Assessment would be done at the end of the course. Certificate would be issued to all those participants who clear the test.

Overview:

This course covers all knowledge areas required for the officials working in project management, Global best practices in project management to completing projects well within cost and schedule. It elaborates on application of knowledge, skills, tools, and techniques to achieve project deliverables and milestones. Preparation of various plans, standard templates, check-lists etc., Case studies and framework of PPP & it's models suitable to various environment. Project Financing methods and its importance.

Participants Profile:

JS to SAG Railway officers of all Railway services. It would be more helpful for those who want to learn project management and involved in any kind projects or operations and maintenance.

Key Objectives:

- Basic principles of Project Management & It's environment
- Public Private Partnership – framework, types and case studies
- Understanding various knowledge areas required for Project Management such as Integration, Scope, Schedule, Cost, Resource, Communication Management
- What is Project Financing and various methods of PF?
- Understanding Procurement & Stakeholders management
- Project Health, Safety & Security and Risk Management
- Project Financial Management