BANGLADESH RAILWAY

TRAINING POLICY

JUNE 1990

BANGLADESH RAILWAY TRAINING POLICY

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রেলপথ মন্ত্রণালয়
গ্রন্থাগার
ডাকসংখ্যা / তারিখ

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I PROLOGUE

The Training Policy for Bangladesh Railway (BR) was originally identified as a priority by the Training Requirement Study for the CIDA Rail II Program conducted in March 1986 and issued in August 1986.

During the Training Needs Study it became clear that the absence of a clearly defined and approved policy towards training activities would have negative implications for the implemention of Projects 1 and 2 (CIDA) Rail II Program.

Project I: The development and implementation of the preventative maintenance program with the provision of facilities. (PMTC)

Project II: The development of a training program including provision of materials, training supplies, training of instructors and the provision of four workshop Training Units (WTU's).

The Study strongly recommended that a Training Policy be developed and adopted for all areas of training within BR Bangladesh Railway. This recommendation recognized that although Projects 1 and 2 are designed specifically to meet the training needs related to the maintenance of Diesel Locomotives, the training requirements of one section of BR cannot exist in isolation.

During the Project Inception Report Mission (May 1989) it was agreed that to facilitate the early development of a draft training policy, a working committee would be formed, the immediate priority being the development of a process which will allow for the selection and appointment of new instructors and the up-grading of existing instructors responsible for conducting the training programs. Additionally it was assumed that the process developed to meet the required priorities of Projects 1 and 2 would provide a policy, which by extension, would be applicable to all other training areas within BR.

The working committee was formed vide Ministry of Communications, Railway Division Dhaka's Memo # Mech/55-84/CIDA-Rail II (PF-2) 31st August 1989 with the members:

Convenor, Mr. M. Matiur Rahman,
Principal, Railway Proshikshan Academy

Members, Mr. M. A. Matin,
Joint Director General/JS(EP)
Railway Division, Dhaka

Mr. M. A. Rahim,
Joint Director General/JS(M & S)
Railway Division, Dhaka

Mr. D. G. Swann,
Training Policy Advisor,
Projects 1 and 2 CIDA Rail II Program

On the retirement of Mr. M. Matiur Rahman, Mr. M. A. Alim was appointed as Principal RPA and became a member of the Training Policy Committee March 5th 1990.

The Committee commenced work on September 28th 1989 and conducted a series of meetings in Dhaka, Chittagong and Rajshahi to consult with a wide selection of BR Management and employee representatives (see acknowledgements).

It was agreed that the committee would develop a preliminary training policy draft based on the opinions and information received. The preliminary draft would then be circulated for comment from BR Management. On the basis of the feedback the 1st Draft of the Training Policy would be presented to the Railway Division, Ministry of Communications for approval.

The 1st Draft was completed in December 1989 and circulated for comment. On the basis of comments received the 1st Draft was reviewed on February 19th 1990 by the RPA Board of Director and approved in principle. A Final Draft was produced in March 1990 with a proposed Policy Implementation Schedule.

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The Training Policy Committee wish to acknowledge the contributions of the following:

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Mr. A. Steadwell, Sr. Elect. Specialists

In addition the following groups and individuals offered comments and opinions.

Mr. T. Gangopadhyay, Mascen Consultants

Representative of BR Registered Trade Unions

III LIST OF ABBREVIATIONS

ADG	Additional Director General
ATRO	Assistant Training Officer
BR	Bangladesh Railways
CIDA	Canadian International Development Agency
CTRO	Chief Training Officer
DA	Daily Allowance
DT	Director of Training
GM	General Manager
HDD	Head of Department
ICC	Inventory Control & Computerization
MTP	Master Training Plan
NTP	National Training Policy
OTA	Other Training Activities
PATC	Public Administration Training Centre
PMTC	Preventative Maintenance Training Unit
RNB	Railway Nirapatta Bahani
RPA	Railway Proshikshan Academy
SAE	Sub-Assistant Engineer
SSAE	Senior Sub-Assistant Engineer
STRO	Senior Training Officer
TO	Training Officer
TOT	Training of Trainers
WTU	Workshop Training Unit

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TO	Training Officer
TOT	Training of Trainers
WTU	Workshop Training Unit

1.0 INTRODUCTION

Training Policy for Bangladesh Railways (BR) was originally identified as a priority requirement by the Training Requirement Study for the CIDA Rail 11 Programm conducted in March 1986 and issued in August 1986. The Study strongly recommended that a Training Policy be developed and adopted for all areas of training within BR.

1.1 TRAINING POLICY RATIONALE

1.1.1 Training Policy provides a series of guidelines to enable the training requirements of BR to be met in a systematic manner. Training Activities in BR are considered to be the responsibility of the Railway Proshikshan Academy (RPA) which was set up to perform the following functions:

(a) To induct the newly recruited officers and staff in the railway organisation and to teach them railway rules and procedures with emphasis on their theoretical and practical aspects.

(b) To improve the efficiency and capability of railway officers and staff by updating their skill and knowledge.

(c) To motivate railway officers and staff to better discipline, performance and public service.

1.1.2 To-date training activities have not received the support required to meet BR's immediate or long term needs to develop a well motivated and skilled workforce or to meet the growing technological complexity of a modern railway system. The adoption of a comprehensive training policy must be one of the first steps in any realistic program implementation process. The availability of a permanent Training Academy has focused on the need for knowledge transfer and skill development.

1.1.3 Most of BR training activities remain uncoordinated. Training Policy and the establishment of Directorate of Training will allow for the coordination of all BR training activities. While most BR Departments profess to support departmental training activities, Financial, Material & Human Resource limitations have prevented co-operative ventures between the departments concerned and the RPA. However, the potential for major cooperative action exists and remains to be exploited for the benefits of training programs that cut across administrative and functional boundaries. Appropriate training program are those aimed at achieving objectives common to all BR activities.

1.1.4 RPA training programs managed by the Directorate in co-operation with all departments must be seen as a cooperative effort. The improvement in the delivery of training activities is a responsibility which can only be met by the provision of comprehensive training programs managed and co-ordinated by the Directorate of Training.

1.1.5 Programs components include:

- Foundation/Induction courses
- In-service Training
- Promotion Courses
- Skill & Career Enhancement of Trainees
- Co-ordination of Pre-employment educational training at other Educational/training Institutions.

1.1.6 It is against this background that Training Policy has been prepared. The major objective of Training Policy is to provide the necessary guidelines to enable the training activities required in BR to be implemented in the most effective manner.

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1.2 *Development of a Training Cadre*

1.2.1 Rationale

1.2.1.1 To enable the Directorate of Training to effectively deliver quality training programs it is necessary to recognise the need to promote the role of the Trainer in terms of individual career development.

1.2.1.2 Training Policy indicates the selection criteria, terms of service and the required incentives to meet the following objectives for the development of a training cadre.

1.2.2 Objectives

The development of a motivated and skilled training cadre to implement quality training.

The development of an effective program to train instructors/trainers.

The establishment of a career path which enables skilled staff to spend a part of their career as trainers and then have the opportunity to return to In-line positions with enhanced career opportunities. Each designated training position should be equivalent in rank to presently existing In-Line positions in the working environment of BR.

The establishment of competitive and equitable incentives to attract and retain quality trainers.

1.3 Directorate of Training

1.3.1 Rationale

1.3.1.1 Training Policy can only provide the guidelines for the effective administration and implementation of training. Without an appropriate organizational structure it is unlikely that the directives contained in the Training Policy will be applied in the manner envisaged.

1.3.1.2 The prime aim of the Directorate of Training is to enable all the varied training activities presently being conducted within BR to be the responsibility of one single organizational body (See figure 1.0). This will allow for all training, including planning, implementation and evaluation to take place in a co-ordinated manner.

1:3.2 Functions of the Directorate

The Directorate of Training will be responsible and accountable for the following:

i) Manpower Planing

ii) Development of all Training Programs viz:

- Foundation/Induction Courses
- Refresher Training
- Skill Up-grading Courses
- Promotion Courses
- Special Seminars/Courses

iii) Administration of all training Programs

iv) Implementation of all training Programs

v) Evaluation of all Training Programs

vi) Administration of all BR Training Facilities

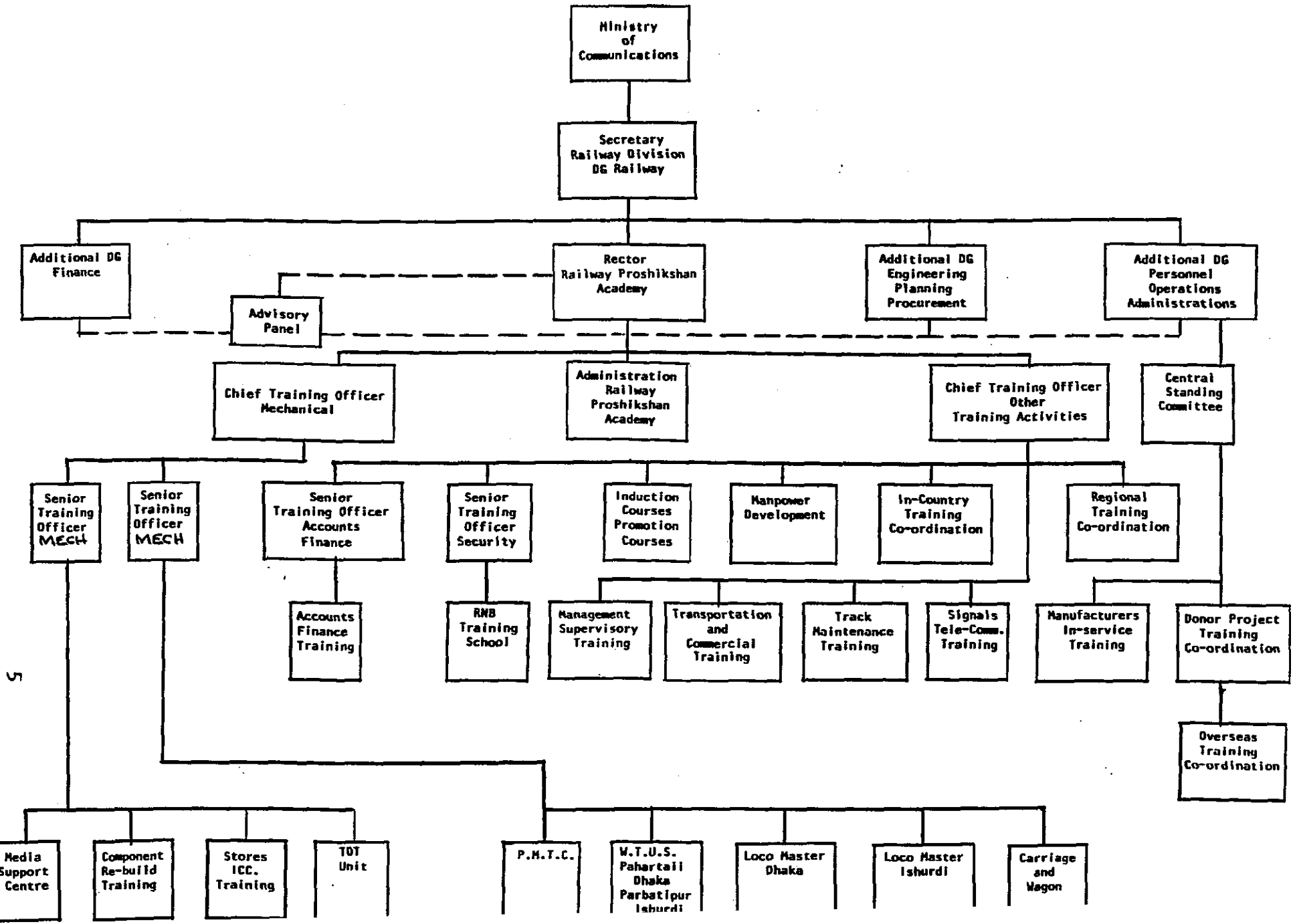
vii) Co-ordination of all training provided by In-Country Institutions:

viii) Co-ordination of all foreign training

ix) Co-ordination of Donor supported Training

x) Co-ordination of Training provided by Manufacturers and Suppliers of New Equipment.

ORGANIZATION DIRECTORATE OF TRAINING



1.3.3 Board of Directors

1.3.3.1 The Academy will be autonomous in functioning within its sphere of activities relating to internal administration, curriculum, syllabus and training programme.

1.3.3.2 The Management of the Academy will be under the control of a "Board of Directors" through the Director General, Bangladesh Railway who will be th Chairman of the Board. The Rector will be ex-officio Member Secretary of the Board. The Additional Director Generals, Railway Division and the General Managers, Bangladesh Railway, will be Members of the Board, the senior most will be Vice-Chairman of the Board.

1.3.3.3 The Board will sit at least twice a year. The Board will evaluate all training activities completed during the period covered since the previous meeting of the Board. The Board will also evaluate the performance of the RPA as a whole including the administration and the quality of instruction.

1.3.3.4 The Rector RPA will be the Chief Executive of the Academy. The Rector RPA as Chairman of the Advisory Panel will have regular consultations with the Advisory Panel regarding curriculum development and courses to be provided

1.3.4 **Advisory Panels**

1.3.4.1 To assist the Rector, an Advisory Panel will be formed, comprised of the following members:

Chairman: Rector

Members: Heads of Department

Mechanical Engineering
Civil Engineering
Signal & Telecommunication Engineering
Electrical Engineering
Operations

1.3.4.2 Representation from the following areas will be invited on an as and when needed basis :

Commercial
Personnel
Accounts/Finance
Stores
Medical
R N B

1.3.4.3 The panel will meet not less than twice a year to provide technical assistance in the planning of any new training curricula and the revision of existing courses. Panel members will provide inputs from their respective areas, in terms of training requirements for their personnel. The panel will also provide an indication of all training courses required to meet immediate, mid and long term needs. In many situations it may not be practical for the Advisory Panel to determine Curricula and Training Courses. In such cases the Rector will be able to form specific Craft Advisory Committees, at the field level (SAE/SSAE) to develop courses under the direction of the CTRO's and or the STRO's (see section 2.4)

1.3.4.4 The Advisory panel will be required to approve all new curricula before implementation to ensure that there is coordination between the various disciplines which will avoid duplication of effort.

1.3.5 Roles and Responsibilities

To enable the Directorate to fulfil its required functions it will be necessary to specifically determine the roles and responsibilities of the Directorate staff.

1.3.5.1 Title: Rector

Role: The Rector will supervise and administer all the activities of the Directorate of Training. The Rector will report directly to the Secretary/ Director General Railway Division, Ministry of Communications.

Responsibilities: To direct and supervise the activities of the RPA, all BR Training Schools and all other training activities.

1.3.5.2 CTRO/MECHANICAL (New Position)

Role: Co-ordination of all mechanical training conducted in the Preventative Maintenance Training Centre (PMTC) to be located at the RPA. Coordination of all mechanical/technical training activities conducted in WTU's under the direction of two Senior Training Officers.

Responsibilities: To direct, supervise and evaluate the staff and instructors responsible for teaching technical courses at the:

a) RPA (PMTC)
b) Workshop Training Units
c) The Carriage and Waggon Trade Schools
d) Loco-Master Training Schools.

1.3.5.3 Title: CTRO - Other Training Activities - OTA (Formerly Vice-Principal)

Role: Co-ordination of all other training activities presently not conducted in the RPA or satellite training schools i.e., WTU's.

Responsibilities: To plan, direct and evaluate the staff responsible for co-ordination of Manpower Planning; the introduction of new courses as determined by the Advisory Panel; all training provided by In-Country Institutions; Accounts/Finance training; Induction/Promotion courses; And management supervisory training

* The Additional Director General, through a Central Standing Committee in the Railway Division will be responsible for: all foreign training; Donor supported training; Training provided by manufacturers/suppliers of new equipment.

1.3.5.4 Title: STRO Security (A revised existing position)

This position will be filled by the present head of the Security Training Units (RNB). The existing training program and institutions will continue to function as at present but will be incorporated into the Directorate of Training for administrative purposes. Roles and Responsibilities of this position will remain unchanged.

1.3.5.5 Title: STRO Accounts (Existing position)

This position remains unchanged in terms of role & responsibilities.

1.3.5.6 Title: STRO Mechanical

Role: Reporting to the CTRO Mechanical and responsible for the direction and supervision of training staff.

Responsibilities: Implementation of training at the PMTC and WTU's; The Carriage and Wagon Trades and Locomaster Training Schools.

1.3.5.7 Title: STRO Mechanical RPA (New Position)

Role: Reporting to the CTRO Mechanical and responsible for the direction and supervision of the training staff.

Responsibilities: To develop & implement courses required for Component Rebuilding Training Unit, the Media Support Unit, Training of Trainers Unit and the Storekeeper Training Unit (These Units will be developed initially by the Rail II Programme which will supply the required Technical Assistance).

1.3.5.8 Title: Training Officers (Formerly, Assistant Training Officers)

Role: Direction and supervision of the training activities of Workshop Training Units or similar units under the direction of the STRO Mechanical.

Responsibilities: Supervision of Instructors and Demonstrators; Management and administration of WTU; Preparation of course outlines; Translation of training materials into Bangla; Trainee evaluations; Course implementation; Preparation of training schedules, and yearly budgets; coordinate the selection of Trainers in association with the Workshop Managers.

1.3.5.9 Title: Senior Instructor

Role: Implementation of skill up-grading courses at the PMTC, WTU's or similar units.

Responsibilities: Direct and supervise Instructors and Demonstrators.

1.3.5.10 Title: Instructor

Role: Implementation of basic skill courses at the PMTC, WTU's or similar Units.

Responsibilities: Direct and supervise Demonstrators and Trainees.

1.3.5.11 Title: Demonstrators

Role: Implement direction of the Instructors and Training Officers.

Responsibilities: To demonstrate required practical skills to the Trainees.

1.4 Training Policy Aims, Objectives and Scope.

1.4.1 Aim

This aim of this Training Policy is to enable the complete development of all Human Resources required for the efficient operation of BR in a systematic, co-ordinated and effective manner.

1.4.2 Objectives

The main objectives are:

- The efficient utilization of all existing BR training institutions.
- The improvement of BR Training Institutions.
- The promotion of co-ordinated manpower planning
- The development of a BR Master Training Plan.
- The provision of quality training courses.
- The development of a skilled and motivated Training Cadre.

1.4.3 Scope

Bangladesh Railway Training Policy provides a broad framework of directives, guidelines and instructions covering all aspects of BR training. This policy will apply to all railway employees and shall be implemented by all concerned.

2.0 HUMAN RESOURCE DEVELOPMENT

2.1 Manpower Planning

To enable the Directorate of Training to plan and implement BR Training it is recommended that Manpower Planning shall become one of the responsibilities of the Directorate. Manpower Planning will be under the direction of the CTRO/OTA.

The purpose of Manpower Planning is to provide information necessary to plan and budget for all immediate, mid and long term training activities.

Information is required in terms of the number of railway staff to be trained to fill vacancies resulting from retirement, promotion, introduction of new technology and attrition of skilled manpower.

An up-to-date inventory of all technical staff providing information on the following areas is urgently required to allow for effective planning to meet BR Training needs.

- Skilled staff presently employed by job category.
- Semi-skilled staff presently employed by job category.
- Location of present staff.
- Length of service completed and service remaining.
- Present skill levels and future skill level requirements.
- Numbers of new staff required.

This information is of vital importance to the development of a sustainable long term training program and will allow for the identification, selection and appointment of the required number of full time Instructors, part time Instructors and Resource Lecturers. It will also allow for effective use of facilities and the requisition of consumable training materials.

The provision of the required basic information can be supplied by HOD's for analysis by the Manpower Planning Unit. Once the information is processed, it can be used by the Railway for recruitment of new personnel and the RPA for planning and implementation of training.

2.1.1 Methodology

Information will be collected and analysed by the Manpower Planning Unit and forwarded to the Rector through the Chief Training Officer Other Training Activities (CTRO/OTA).

2.1.2 Implementation Responsibilities

2.1.2.1 At the commencement of each financial year the CTO/OTA will issue a directive to each Head of Department (H.O.D.) to prepare and submit a detailed inventory of the number of staff who will require training during the following financial year. The inventory shall include:

- The names of all staff identified as eligible for training.
- The types of courses required.
- The dates the identified staff are available to attend training courses.

2.1.2.2 The H.O.D. is required to provide the information to the Manpower Planning Unit within 2 months from the commencement of the current financial year.

2.1.2.3 The Manpower Planning Unit must provide details of all BR training requirements for the following financial year not later than 4 months from the commencement of the current financial year.

2.1.2.4 The Rector will direct the CTRO's to co-ordinate the planning of all the required training courses for the following financial year not later than 6 months from the commencement of the current financial year.

2.1.2.5 The Rector shall determine his financial requirement on the basis of training requirements and arrange for the necessary budget allocation.

2.1.2.6 The Rector will issue a complete list of all courses to be provided during the following financial year and circulate the same to all HODs not later than 2 months before the commencement of the following financial year.

2.1.2.7 It is the responsibility of the H.O.D. to direct his supervisors to determine which staff will attend the planned courses in accordance with sec 4.3 of Training Policy.

2.1.2.8 Any railway employee required to attend a training course must be given not less than 1 months notice.

Appropriate arrangements shall be made by the controlling officer to manage the work of the employee under training during his attendance at the designated training course.

2.2 TRAINING NEEDS IDENTIFICATION

All training provided by BR must be need based. Once the training needs have been identified the Directorate of Training will be responsible for the design of the required training programmes.

2.2.1 Methodology

- The Advisory Panel to the Directorate of Training will identify the training needs of the various departments of BR.
- The Rector will arrange the required training needs analysis.
- Training needs assessments and analysis will be conducted by Senior Training Officers and Training Officers responsible for the disciplines involved in the needs assessment in co-operation with Craft Advisory Committees.

2.3 MASTER TRAINING PLANS

The Directorate of Training is required to develop a BR Master Training Plan (MTP) to be reviewed and up-dated on an annual basis. The MTP must take account of training requirements over a five-year period to allow for:

- Manpower Planning Forecasts
- Identified training needs
- Re-deployment of existing staff to meet changed job requirements.
- Introduction of new technology
- Implementation of Training courses.

2.3.1 Development of M.T.P.

- The Advisory Panel will advise on the Aims, Objectives and Scope of the (MTP).
- The MTP will be developed by the Directorate of Training.
- The Advisory Panel will review, up-date & approve the MTP on an annual basis.

2.3.2 Responsibilities

The Rector will appoint a working committee to develop the MTP. Members of the committee may consist of but not limited to the following:

- Chief Training Officers
- Senior Training Officers
- Technical Assistance Personnel (See section 8.0).
- The MTP and any required annual revisions must be completed according to time frames given by the Advisory Panel.

2.3.3 Implementation

The MTP will be implemented by the training personnel as directed by the Rector.

2.4 TRAINING COURSE DEVELOPMENT

2.4.1 Development

- Training courses shall be developed on individual subjects under the guidance of the Rector.
- The courses will be in accordance to the aims, objectives and scope of the MTP.
- The courses will be based on the Training Needs Assessment.

2.4.2 Responsibilities

Chief Training Officers, Senior Training Officers and Training Officers will be responsible for the development and/or revisions of training courses in accordance with their relevant job descriptions and; in co-operation with the relevent Craft Advisory Committees.

2.4.3 Implementation

Training courses will be implemented in accordance with the annual training schedule produced by the Directorate of Training.

3.0 THE TRAINING CADRE

3.1 Training Cadre Positions

3.1.1 The following will be regarded as the designated positions in the Directorate of Training:

- Rector, RPA
- Principal, RPA ?
- Chief Training Officer
- Senior Training Officer
- Training Officer
- Senior Instructor
- Instructor
- Demonstrator.

3.1.2 All BR personnel employed in any training capacity will be designated according Training Cadre Positions.

3.1.3 All Training Institutions will be under the administrative control of the Rector.

3.1.4 All BR Training Cadre Personnel will be under the administrative control of the Rector.

3.1.5 Training Cadre Personnel will be entitled to use the following honorific titles:

Rector	- Professor
CTRO	- Associate Professor
STRO	- Asst. Professor
Training Officer	- Lecturer

3.2 In line equivalency of Training Cadre Positions

3.2.1 All designated training cadre positions will be equivalent to the following In-line positions. Any BR personnel may apply for appointment to an equivalent Training Cadre position as determined in Section 3.3 Selection Criteria.

3.2.2

Training Cadre Positions	In-line Positions
Rector	Additional Director General
Principal RPA (If a separate position)	Senior Admin. Post (HOD)
Chief Training Officer	Additional HOD
Senior Training Officer	Senior Scale Officer
Training Officer	Junior Scale Officer
Senior Instructor	Senior Sub-Asst. Engineer
Instructor	Sub-Asst. Engineer
Demonstrator	Mistry Grade I or Equivalent.

3.3 Selection Criteria

3.3.1 Rector

3.3.1.1 The selection of the Rector will be the responsibility of the RPA Board of Directors.

3.3.1.2 Applications from officers holding rank or one step below will be invited by the RPA Board of Directors not less than one month before the position becomes vacant.

3.3.1.3 Applications must be submitted to the RPA Board of Directors with the supporting documentation providing:

- Educational qualifications
- Extra-curricular qualifications
- Professional experience
- Previous experience as a trainer
- Interest/Aptitude

3.3.1.4 Applicants having previous experience in a training cadre position will be given priority, if all other considerations are equal.

3.3.1.5 On appointment to the position of Rector any appointee who has had no previous experience in the administration of training institutions/programmes, will be required to complete a training course in this field of expertise as determined by the Board of Directors.

3.3.2 Principal RPA

3.3.2.1 The selection criteria for the position of Principal, RPA shall be the same as for the position of Rector, if this position is designated as an additional position within the Directorate of Training.

3.3.3 CTRO Administration

3.3.3.1 The selection of the CTRO Administration will be the responsibility of a standing selection committee appointed by the Board of Directors. **(See 3.3.10)**

3.3.3.2 Applications for the position of CTRO Administration will be invited by the standing selection committee.

3.3.3.3 Applications must be submitted to the Standing Selection Committee with supporting documentation providing:

- Educational qualifications
- Extra curricular qualifications
- Professional experience
- Previous Training experience
- General performance
- Interest/Aptitude

3.3.3.4 Applicants who have previous experience in a Training Cadre position will be given priority if all other considerations are equal.

3.3.3.5 On appointment to the position of CTRO Administration any appointee who has had no previous experience in the administration of training institutions/programmes, will be required to complete a training course in this field of expertise as determined by the Board of Directors.

3.3.4 Chief Training Officer CTRO

3.3.4.1 For the purpose of appointment as Chief Training Officer applications will be invited by the standing selection committee, from officers holding equivalent rank or one step below. Applications shall be forwarded by the controlling officers with their comments regarding but not limited to the following:-

- Educational qualifications
- Extra curricular qualifications
- Professional knowledge
- Previous experience as a trainer
- General Performance
- Interest and Aptitude

3.3.4.2 On appointment to the position the appointee will be required to successfully complete an Advanced Training of Trainers course at the RPA or similar institution. (This provision will not apply to Senior Training Officers promoted to this position).

3.3.4.3 Applicants who have previous experience in a Training Cadre position will be given priority if all other considerations are equal.

3.3.4.4 On receipt of the applications the same will be scrutinised by the Rector and placed before the standing selection committee. The committee will select the most suitable candidate on the basis of the available information. A physical interview of the candidates will be held if felt necessary.

3.3.5 Senior Training Officers

The selection criteria will be the same as for CTRO.

3.3.5.1 Applicants who have previous experience in a Training Cadre Position will be given priority if all other considerations are equal.

3.3.6 Training Officer

3.3.6.1 The selection criteria for Training Officers will be the same as for Senior Training Officers.

3.3.6.2 On appointment to the position of Training Officer the appointee will be required to complete an Advanced TOT course at the RPA before permanent appointment.

3.3.7 Senior Instructor

3.3.7.1 The selection criteria for Senior Instructor will be the same as for Training Officer with the exception of 3.3.6.2.

3.3.7.2 On appointment to the position of Senior Instructor the appointee will be required to complete a basic Training of Trainer course at the RPA (This provision will not apply to Instructors promoted to this position.)

3.3.8 Instructor

3.3.8.1 The selection criteria for Instructor will be the same as for Senior Instructor.

3.3.9 Demonstrator

3.3.9.1 *Applications shall be invited by the Directorate of Training from* suitably qualified Mistry or equivalent categories and forwarded by the controlling officer to the Rector providing but not limited to:

- Educational qualifications
- Work Experience
- General Performance
- Interest/Aptitude

3.3.9.2 All other selection criteria shall be as indicated in 3.3.8.1.

3.3.10 General Considerations — No Position mentioned

3.3.10.1 Selection of Vice-Principal, Chief Training Officers, Senior Training Officers and Training Officers will be conducted by a standing committee consisting of the following officers:

Additional Secretary/Addl. D.G. (Op. &·PA)

Railway Division

General Manager East

General Manager West

Rector

The Senior most member will act as Chairman.

3.3.10.2 Selection of Instructors and Demonstrators will be conducted by standing committee consisting of the following officers:

Chairman, Rector RPA

Members, Additional HODs (concerned)

Chief Personnel Officer (concerned)

CTRO Administration (Secretary)

Chief Training Officer (concerned)

3.3.10.3 Where Instructors/Demonstrators are required for Technical Assistance Projects the Field Project Manager or his representative will be invited to participate as a member of the standing selection committees for any appointments of training centre personnel receiving project supported training.

3.3.10.4 For all Training Cadre positions above training officers the recommended minimum qualification shall be Graduate in the respective line of profession and experience not less than five years.

3.3.10.5 For the instructors the recommended qualification shall be as under:

Instructor/Engineering	-	Diploma in Engineering (Respective Branch)
Instructor/Stores	-	Diploma in Engineering (any branch)
Instructor/Traffic	-	General Education (not below graduate)
Instructor/Accounts	-	Accountant

3.4 Promotion Criteria

3.4.1 Career Development of the Training Cadre

The effectiveness of training is significantly influenced by career development and promotion prospects. This applies to both trainees and trainers. Therefore a period of time spent as a trainer should not be perceived as adversely affecting his career prospects. Opportunities must be provided for the incumbents of Training Cadre positions to be considered for promotion on return to In-line positions or alternatively to be promoted within the Training Cadre.

3.4.2 Demonstrator

3.4.2.1 Demonstrators completing 3 years of service will be eligible for promotion to Instructor providing all other service criteria are met.

3.4.2.2 On completion of 5 years service, a Demonstrator will be eligible for promotion to Sub-Assistant Engineer providing all other service criteria are met. **(See Sec 5.0)**

3.4.2.3 If a Demonstrator is unable to meet the criteria for promotion to Instructor or Sub-Assistant Engineer within 5 years, he will return to the In-line position of Mistry.

3.4.3 Instructor

3.4.3.1 Instructors completing 3 years of service will be eligible for promotion to Senior Instructor providing all other service criteria are met.

3.4.3.2 On completion of 5 years service, an Instructor will be eligible for promotion to a Senior Sub-Assistant Engineer providing all other service criteria are met.

3.4.3.3 If an Instructor is unable to meet the criteria for promotion to Senior Instructor or Senior Sub Assistant Engineer within 5 years, he will return to the In-line position of Sub Assistant Engineer.

3.4.4 Senior Instructor

3.4.4.1 Senior Instructors completing 3 years of service will be eligible for promotion to Training Officer providing all other service criteria are met.

3.4.4.2 On completion of 5 years service, a Senior Instructor will be eligible for promotion to Junior Scale Officer providing all other service criteria are met.

3.4.4.3 If a Senior Instructor is unable to meet the criteria for promotion to Training Officer or Junior Scale Officer within 5 years, the incumbent will return to the In-line position of Senior-Sub Assistant Engineer.

3.4.5 Training Officer

3.4.5.1 Training Officers completing 3 years of service will be eligible for promotion to Senior Training Officer providing all other service criteria are met.

3.4.5.2 On completion of 5 years service a Training Officer will be eligible for promotion to the position of Senior Scale Officer providing all other criteria are meet.

3.4.5.3 If a Training Officer is unable to meet the criteria for promotion to Senior Training Officer or Senior Scale Officer within 5 years the incumbent will return to the In-line position of Junior Scale Officer.

3.4.6 Senior Training Officer

3.4.6.1 Senior Training Officers completing 4 years of service will be eligible for promotion to Chief Training Officer providing all other service criteria are met.

3.4.6.2 On completion of 5 years service a Senior Training Officer will be eligible for promotion to the position of Additional HOD providing all other criteria are met.

3.4.6.3 If a Senior Training Officer is unable to meet the promotion criteria to Chief Training Officer or Additional HOD within 5 years, the incumbent will return to the In-line position of Senior Scale Officer.

3.4.7 Chief Training Officer

3.4.7.1 On satisfactory completion of at least 2 years of service a Chief Training Officer will be eligible for promotion to the position of HOD providing all other criteria are met.

3.4.7.2 If a Chief Training Officer is unable to meet the promotion criteria fo the position of HOD or Rector RPA within 5 years the incumbent will return to the In-line position of Additional H.O.D.

3.4.8 CTRO Administration.

3.4.8.1 On satisfactory completion of at least 2 years of service, a CTRO Administration will be eligible for promotion to the position of H.O.D. providing all other service criteria are met.

3.4.9 Principal RPA

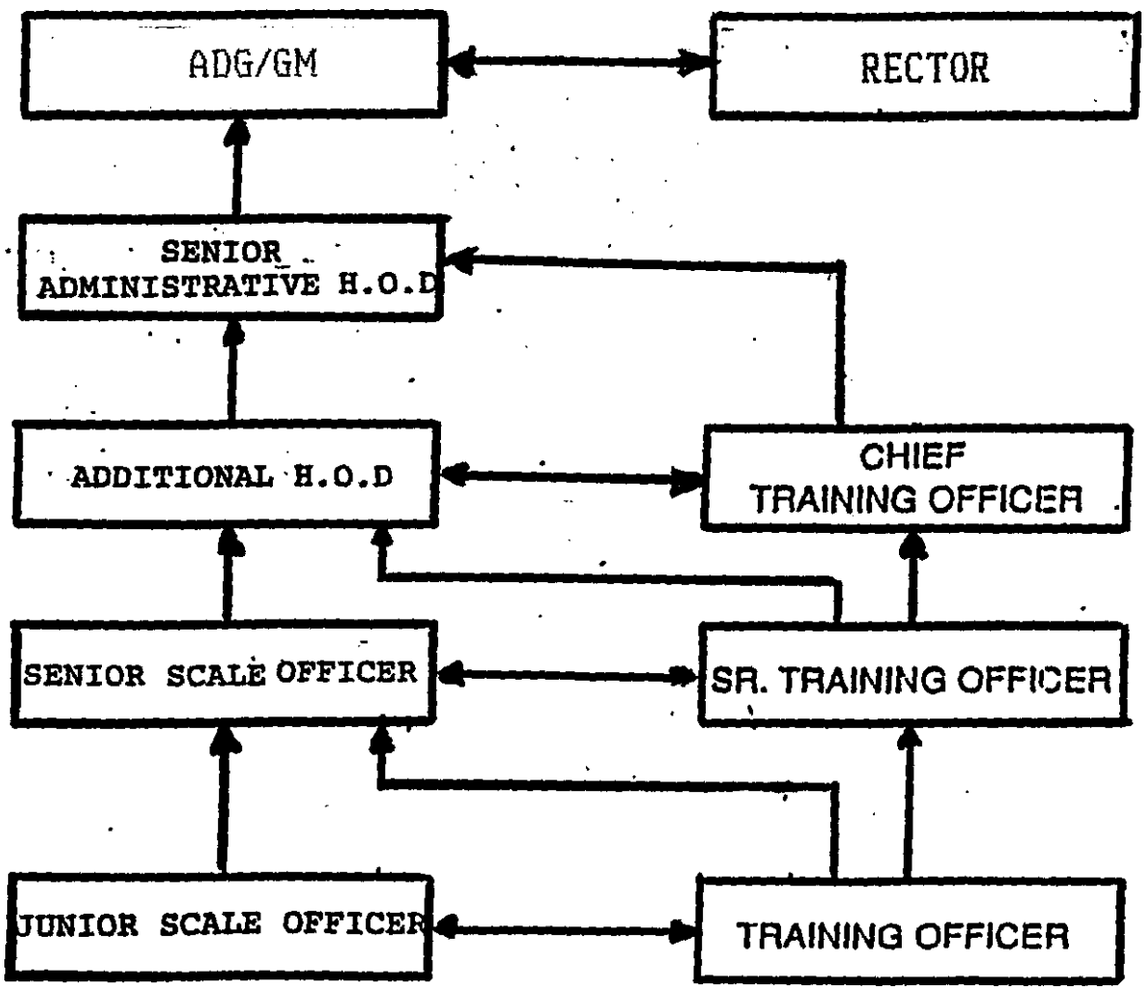
Is this post still relevant?

On satisfactory completion of service as Principal the incumbent may be considered for appointment to the position of Rector providing the position of Principal is designated as a separate position.

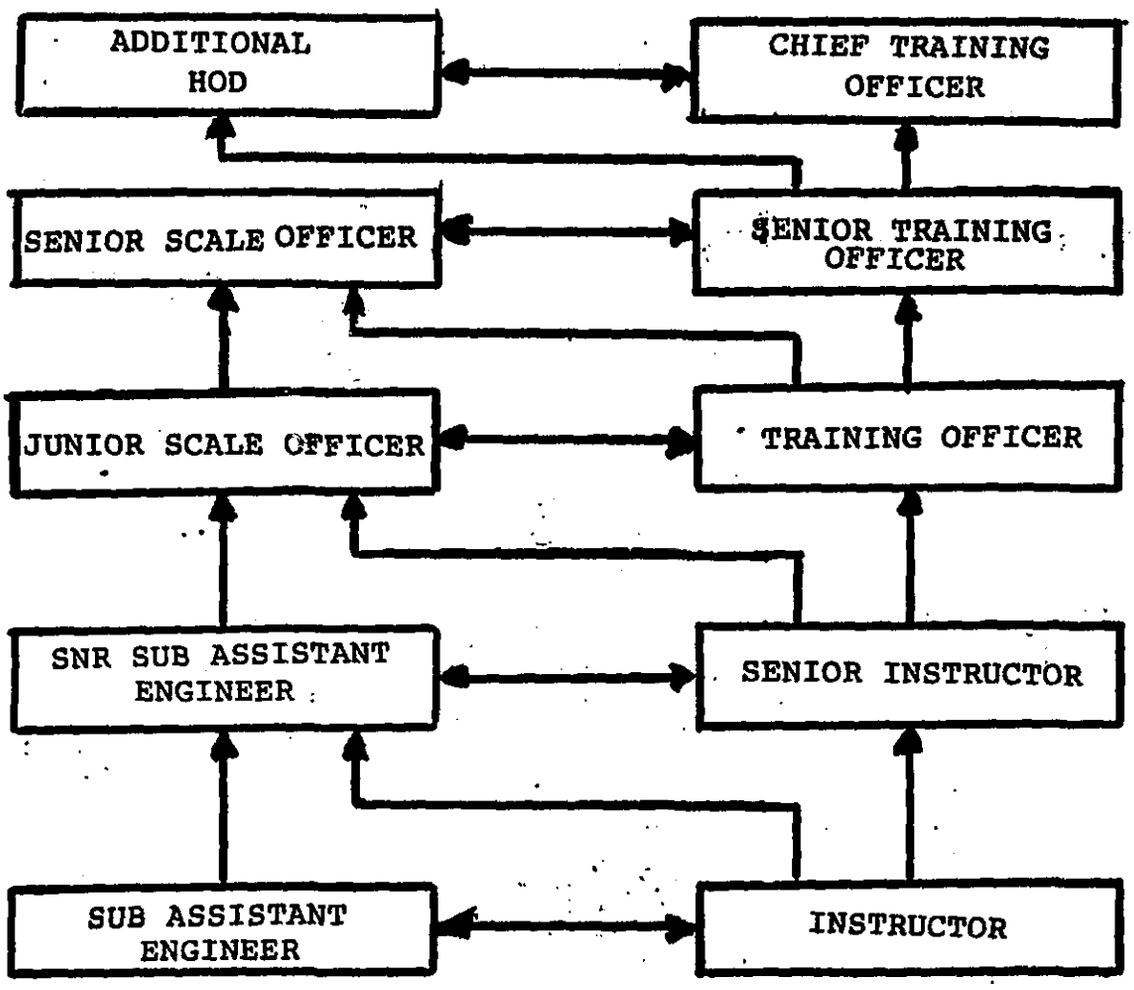
3.4.10 Rector

3.4.10.1 The Principal RPA will be considered as the Rector until the position of Rector is sanctioned. On sanctioning of the position of Rector the incumbent will function as Rector unless the position of Principal is designated as a separate position.

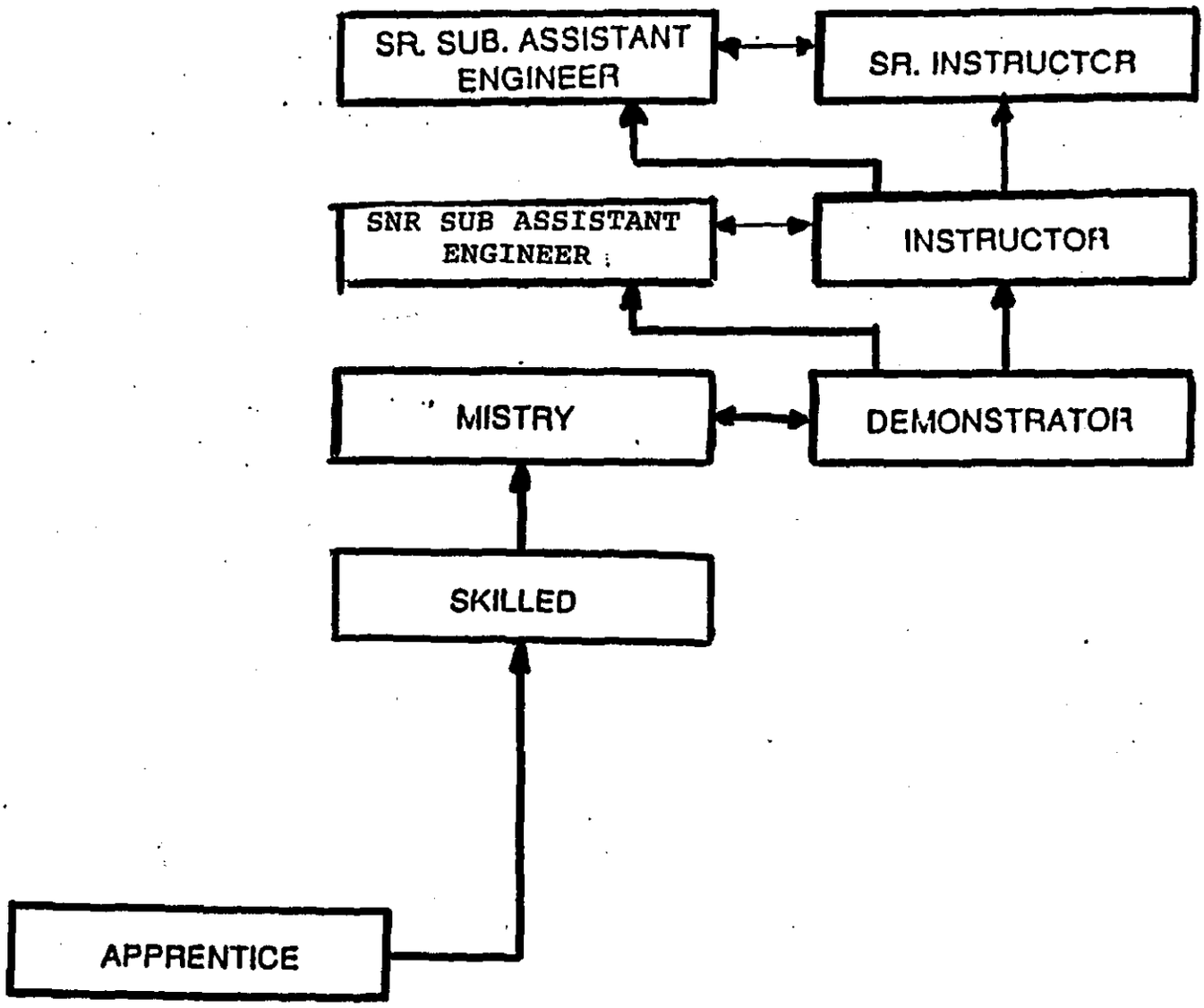
TRAINING CADRE CAREER FLOW
FOR
GRADUATE ENGINEERS



TRAINING CADRE CAREER FLOW
FOR
DIPLOMA ENGINEERS



TRAINING CADRE CAREER FLOW
FOR
TRADE CERTIFICATE / SSC HOLDERS



3.5 Incentives for Training Positions

3.5.1 Training Allowance

3.5.1.1. A training allowance will be provided to the following categories of Training personnel:

- Rector
- Principal
- Chief Training Officers
- Senior Training Officers.
- Training Officers
- Senior Instructors
- Instructors
- Demonstrators

3.5.1.2 For Training positions from Demonstrator to Training Officer the Training Allowance will be 30% of basic salary.

3.5.1.3 For Training positions of Senior Training Officer and above the Training Allowance will be 25% of basic salary providing that on promotion from Training Officer to Senior Training Officer the amount of allowance will remain at 30% until it becomes equal to 25% of his basic salary in the new position. At that time the Training Allowance will be 25%.

3.5.2 Service Conditions

3.5.2.1 Trainers will be eligible for promotion after three years service as indicated in Sec 3.4.

3.5.2.2. *Trainers will not be required to serve more than 5 years* in any designated training position.

3.5.2.3 Trainers returning to In-line positions will be given priority for promotion as indicated in Sec 3.4.

3.5.3 Accommodation

3.5.3.1 Trainers in the positions indicated in 3.5.1.1 will be provided with:

- Family accommodation
- Electricity
- Water
- Gas

at no cost while serving in a training position.

3.5.4 Transport

3.5.4.1 Free transport will be available once each week to the city centre. If the accommodation provided is more than 5 km from the nearest city centre and or marketing area.

3.5.4.2 Full-time official transport will be provided on the basis of In-line position for training position equivalent in role to H.O.D. & above.

3.5.4.3 If the accommodation provided is not located in the close vicinity of the place of normal instructional duties, free transport will be provided between the normal place of work and the accommodation once in each direction each working day.

3.5.5 Education

3.5.5.1 Educational facilities will be provided up to secondary school level for the children of the trainers.

3.5.5.2 Where no educational facilities are provided an educational allowance will be paid for each child attending school Secondary School level as determined by the Board of Directors.

3.5.6 General

This has to be designed.

All Trainees who successfully complete a training course will receive a course completion certificate.

4.0 Training Courses

4.1 Types of Training Courses

There will be two categories of training courses:

i) Pre-service course
ii) In-service course

The pre-service courses are Foundation Courses or Induction Courses.

The In-service courses are sub-divided into refresher, Skill-up-grading, Promotion and Special courses.

4.1.1 Foundation Courses

All probationary officers will undergo two years training in various work locations. At the commencement of this period they will attend an 8 week Foundation Course at RPA. This course will introduce various facets of Railway working procedures. This Foundation Course is common to all probationers.

4.1.2 Induction Courses

After attending the Foundation Course, the Probationers will go for the field training at the end of which they will be given 6 weeks Induction Course at Railway Proshikshan Academy, Chittagong before they are put to working posts. In the Induction course, which will be different for different services, they will be given detailed knowledge regarding the working of their respective department, its interaction with other allied departments, establishment and financial rules and procedures etc.

4.1.3 Refresher Courses

Refresher courses are considered essential for all those engaged in operational jobs. For categories like Station Masters, Assistant Station Masters, Loco Masters and Assistant Loco Masters successful clearance of refresher courses at certain intervals is mandatory. Refresher courses, apart from refreshing knowledge which at times gives way to local practices gives them an opportunity to be familiar with the latest techniques. Training will comprises of class room lectures supplemented by practical demonstration in the demonstration room and field studies.

4.1.4 Skill Up-Grading Courses

Skill-up-grading courses are practical technical courses designed to provide skills considered necessary for the completion of skilled and semi-skilled occupational tasks. These courses are provided at Workshop Training Units (WTUs).

4.1.5 Promotion Courses

Promotion courses are provided for those categories where promotion will involve a change in the routine of work and assumption of higher responsibilities.

4.1.6 Special Courses

From time to time it is necessary to provide special courses to meet specific training needs. Special courses are additional to those provided on a regular on-going basis.

4.1.7 Training of Trainers (T.O.Ts)

TOTs are designed to provide newly appointed trainers with the pedagogical skills needed for the effective implementation of training courses.

4.2 Attendance Criteria

4.2.1 Mandatory

It is considered mandatory for trainees to attend:

- Foundation Courses
- Induction Courses
- Skill Up-grading courses
- Refresher Courses
- TOTs
- Promotion Courses

4.2.2 Discretionary

4.2.2.1 Attendance at Refresher courses shall be discretionary after the age of 45.

4.2.2.2 Persons eligible for promotion will be expected to undertake a promotion course as indicated in Sec 5.0. In the event that no suitable course has been developed or no suitable course is available at the time of promotion, attendance at subsequently provided course shall be discretionary.

4.3 Selection Criteria

4.3.1 Recruitment (Training Requirements)

4.3.1.1 Recruitment of personnel for BR shall be in accordance with BR service rules.

4.3.1.2 No person shall be appointed to a specific post unless he has the requisite qualification.

4.3.1.3 The Advisory Panel, Directorate of Training may review the requisite qualification for appointment to technical positions in BR.

4.3.1.4 The Advisory Panel may recommend any additional qualifications deemed necessary for appointment to technical positions.

4.3.2 Foundation/Induction Courses

4.3.2.1 At the time of new appointment, employees of all categories will be required to undergo a pre-entry orientation course to gain knowledge of Railway procedures.

4.3.2.2 Placement to a working post shall be done only after completion of the pre-entry training.

4.3.2.3 The existing training courses during probation for those categories of employees required to complete a probationary period will be considered as pre-entry training for them.

4.3.2.4 The Directorate of Training will arrange development of pre-entry courses for other categories of employees.

4.3.2.5 All probationary officers will have to undergo two years training in various workspots. At the beginning of this period they will be given 8 weeks Foundation course at Railway Proshikshan Academy, Chittagong when they will be introduced to various facets of Railway working. This training course will be common to Probationers of all the services.

4.3.3 Refresher Training

4.3.3.1 The HOD will direct his supervisory staff to compile an inventory of all staff requiring refresher training during each financial year.

3.3.3.2 The HOD will arrange the selection of trainees on the basis of:

- Training Needs of the Trainee.
- Training Needs of the Department.
- Availability of Training Courses.
- Seniority.

4.3.3.3 Any BR staff member may request consideration for inclusion in refresher training courses on the basis of seniority.

4.3.3.4 On receipt of annual training course schedule the H.O.D. will forward the names of the selected trainees to the concerned training authority.

4.3.3.5 Selected trainees must be informed not less than 1 month before the commencement of the course.

4.3.4 Skill Up-grading Courses

4.3.4.1 The selection for trainees to attend skill up-grading courses will be the same as for Refresher Training.

4.3.5 Promotion Courses

4.3.5.1 After a person has been considered suitable for promotion to the next higher grade, the respective controlling officer will send his name to the RPA/concerned Training Center with request to arrange his training. The RPA/Concerned Training Centre will inform the controlling officer in advance giving details about the courses in which the person in question can be accommodated to enable him to attend the courses in time.

4.3.5.2 Persons eligible for promotion to next higher posts will have to undertake a promotion course. Selection of candidates for this course will be on:

- Eligibility for promotion.
- Seniority.
- Recommendation of controlling officer.

4.3.5.3 Any BR staff member may request consideration for inclusion in available promotion courses when eligible for promotion.

4.3.5.4 On receipt of annual training course schedules the controlling officer will forward the names of selected trainees to the Rector.

4.3.5.5 Selected trainees must be informed of the type of course not later than 6 weeks before the commencement of the course.

4.3.6 Special Courses

4.3.6.1 From time to time the Rector, with the prior approval of the Advisory Panel, will arrange for special training courses in response to identified training needs. Special courses will include Seminars, and/or Work-shops for specific categories of Senior BR staff.

4.3.6.2 Selection for attendance at such courses will be determined by the Advisory Panel.

4.3.6.3 Participants must be informed of the course content, & objectives not later than two weeks before the required attendance.

4.3.6.4 Attendance at Special Courses is mandatory.

4.3.7 Training of Trainers (TOTs)

4.3.7.1 Any BR staff member is eligible to apply for consideration for selection as a trainer in a Training Cadre position equivalent to his In-line position.

4.3.7.2 Selection of trainee, trainers will be in accordance with section 3.3 Training Policy.

4.3.7.3 The Rector must inform all H.O.D's of any vacancies open in Training Cadre positions.

4.3.7.4 HOD's must inform his staff of any vacancies and terms of service of Training Cadre positions.

4.3.7.5 H.O.D. must submit the names of all personnel who apply for a Training Cadre position.

4.3.7.6 All applicants must be informed if their application has been accepted and the date of any required selection interview.

4.3.7.7 No trainer will be appointed to a training cadre position without selection to determine suitability for the position.

4.3.8 Foreign Training

4.3.8.1 Selection for foreign training will be in accordance with instructions issued by the Ministry of Establishment Memo No. ED(FT)39/83-312(100) dated 13.6.1983.

These instructions stipulate the selection procedure for candidates.

4.3.8.2 The following will be the main criteria of selection for foreign training;

Job relevance with field of training;

Working report;

Seniority;

Willingness to work in the relevant field after training for a period of not less than 2 years;

BR employees having outstanding results in the local training in Training Academy/Training center will be given preference at the time of selection, other qualifications remaining the same;

4.3.8.3. Obligations on Return

On completion of training abroad, person concerned may be posted to the Training Academy/Training centers as instructor if there is a scope for the same. Otherwise, he shall be required to give some instruction in the Training Academy/Training Centers on the subject of his training as a guest instructor. This activity to be co-ordinated by the CTRO (OTA)

4.4 Incentives for Trainees

4.4.1 Foundation/Induction

4.4.1.1 Attendance at Foundation/Induction courses is a pre-service requirement, incentives for trainees at this level are not considered necessary. However, the following will apply to all trainees attending these courses.

4.4.1.2 All expenditures involved with training courses such as stationary will be provided by the Directorate of Training.

4.4.1.3 Free Hostel accommodation and the provision of bed sheet, bed cover, blanket pillow cover, mosquito net.

4.4.2 Refresher Training Courses

4.4.2.1 As per Foundation/Induction Courses

4.4.2.2 Free transport by rail to the place of training if more than 5 km from the normal place of work.

4.4.2.3 Training allowance of 30% of basic salary while attending training course.

4.4.2.4 One free travel pass to visit immediate family if the training course is more than 25 km from the normal place of work and the training course exceeds four continuous weeks.

4.4.2.5 Normal salary may be drawn in advance if the training course is more than 25 km from the normal place of work and the training course exceeds a continuous period of four weeks.

4.4.3 Skill-up Grading Courses

4.4.3.1 As per refresher Training Course

4.4.4 Promotion Courses

4.4.4.1 Completion of Promotion Courses is a condition for promotion.

4.4.4.2 All conditions indicated in:

4.4.1.2
4.4.1.3
4.4.2.4
4.4.2.5

Will apply to trainees attending promotion courses.

4.4.5 Special Training

4.4.5.1 As per DA rules/or as in 4.4.4.2.

4.4.6 *Training of Trainers (T.O.Ts)*

4.4.6.1 A newly appointed Trainer who is posted to serve as a trainer at the RPA, or any training institution in Chittagong will not receive any additional allowance other than those for Training Cadre positions (Sec 3.5).while attending a T.O.T course.

4.4.6.2 A Trainer who is posted as a trainer other than in the RPA or Chittagong will receive the following additional facilities while attending the TOT.held at the RPA.

4.4.2.1
4.4.2.2
4.4.2.4
4.4.2.5

4.4.7 *Apprentice of the Year*

On completion of the final year of training, all apprentices completing their apprentership will be encouraged to participate in the "Apprentice of the Year" competition. The competition will be organised by the STRO's and will include:

- A written test
- A practical test
- An oral test (interview)

The top apprentice in each trade category from each training unit, will represent the same in a final competition.

The winner of each trade category will be designated "Apprentice of the Year" and will receive one additional salary increment.

4.5 Responsibility of Trainees

4.5.1 Attendance

4.5.1.1 On result of notification to attend a training course the Trainee is required to make all the necessary arrangements to enable timely attendance at the designated training centre.

4.5.1.2 Trainees must attend all training sessions indicated in the Training Course schedule under the direction of the Training Officer responsible.

4.5.1.3 If the Trainee is unable to attend any of the training sessions he must obtain the written permission of the Training Officer responsible for the course.

4.5.1.4 Absence from a training course will only be sanctioned for emergency situations.

4.5.1.5 Trainees must be punctual for all training sessions.

4.5.2 Behaviour

4.5.2.1 Trainees are expected to participate in all training activities.

4.5.2.2 Trainees must behave in an appropriate manner conducive to the promotion of a good training atmosphere.

4.5.2.3 Trainees will be expected to follow all directions given by the Training Officer responsible for the Training course.

4.5.3 Performance

4.5.3.1 Trainees are expected to perform all learning tasks, practical and written assignments to the best of their ability.

4.5.3.2 Trainees will be expected to assist the Training Officer responsible for the Training courses as directed.

4.5.4 Sanctions

4.5.4.1 Any Trainee who is late for three training sessions will have his training allowance reduced by 10%.

4.5.4.2 Any Trainee who is absent without permission for two training sessions will have his training allowance reduced by 15%

4.5.4.3 Any Trainee who is absent without permission for more than two training sessions the training allowance will be disallowed.

4.5.4.4 Trainees who display behaviour which in the opinion of the Training Officer responsible for the Training Course, is detrimental to the effective implementation of the training course training allowance will be disallowed.

4.5.4.5 Trainees will be given one verbal warning regarding negative behaviour, followed by a written warning if no improvement is noted.

4.5.4.6 Trainees who, continue to display negative behaviour or non-attendance will be dismissed from the training course and will forfeit all training allowances and incentives.

4.5.4.7 Trainees dismissed from any required mandatory training course will be ineligible for salary increments/promotion until they have successfully repeated the course in question.

5.0 Promotion Criteria related to Training

5.1 The promotion criteria provided is intended to serve as a model which will be expanded for all departments in BR.

5.2 For the purpose of the Training Policy the positions provided may be taken as being equivalent to other departments.

5.3 A complete promotion criteria based on this model will be developed on completion and approval of new courses not presently available, for inclusion in the Training Policy.

6.0 *Evaluation and Monitoring*

6.1 Methodology

6.1.1 The RPA Board of Directors will be required to evaluate all training activities of the Directorate of Training.

6.1.2 The RPA Board of Directors will appoint an evaluation committee to conduct annual evaluations of any or all the Training Institutions of the Directorate of Training.

6.1.3 It will be the responsibility of the Rector to make all relevant records available to the Evaluation Committee and to direct all concerned training personnel to co-operate as and when requested.

6.1.4 Each staff member of the Training Cadre will be evaluated on the basis of performance annually.

6.1.5 Chief Training Officers will be responsible for monitoring the training process on an on going basis.

6.2 Evaluation Implementation Responsibilities

6.2.1 Training courses/Training institutions

6.2.1.1 The effectiveness of the Training Courses & Institutions will be evaluated by the Evaluation Committee.

6.2.2 Trainers/Instructors

6.2.2.1 **Chief Training Officer**

The performance of the Chief Training Officers will be evaluated by the Principal by means of the annual confidential report.

Promotion From	Promotion To	Service Requirement	Training Requirements
Khalasi	Semi-skilled (SS) Grade-II (Fitter or Elec)	Three recruitment methods are in place: 1) By oral trade test from Khalasi, or 2) 25% from direct recruitment from vocational schools.	3 years service and training plus completion of basic language and mathematics skills test (Training provided during 3 year service).
SS GR-II (Fitter or Elec)	SS GR-I (Fitter or Elec)	By selection and promotion after 3 years minimum service and when a vacancy becomes available.	Successfully completed trade upgrading courses during 3 year qualifying period.
Grade-I (all trade)	Fitter GR-II or Elec GR-II	By selection and promotion after 3 years minimum service and when a vacancy becomes available. **Note:** Only 30% recruitment comes from SS Fitter GR-I or SS Elec. GR-I	Successfully completed trade upgrading courses during 3 year qualifying period.
Trade Apprentices (from secondary sciences class SSC)	Fitter GR-II or Elec GR-II	4 years apprenticeship (make 70% of BR new recruitment).	Should have successfully completed trade relevant courses during apprenticeship before promotion.
Trade Apprentices (from Technical Training Centres - TTC)	Fitter GR-II or Elec GR-II	2 years apprenticeship (make 70% of BR new recruitment).	Should have successfully completed trade relevant courses during apprenticeship before promotion.
Fitter GR-II or Elec GR-II	Fitter GR-I or Elec GR-I	By selection and promotion after 3 years minimum service and when vacancy become available.	Should have successfully completed advanced relevant courses during 3 years qualifying period before promotion at the MTUs.
Fitter GR-I or Elec GR-I	Mistry F. GR-III or Mistry E. GR-III	By selection and promotion after 3 years minimum service and when vacancy become available. Procedure: 4 are called for verbal and practical tests, 1 is selected.	Should have successfully completed specialized relevant courses during 3 years qualifying period before promotion.

Promotion From	Promotion To	Service Requirement	Training Requirements
Mistry F. GR-I, GR-II, GR-III or Mistry E. GR-I, GR-II, GR-III	Sub-Asst. Engineer (SAE)	By selection and promotion after 3 years minimum as a Mistry and when a vacancy becomes available. Only 30% of new SAEs are selected from Mistry GR-I, GR-II or GR-III. Procedure: 4 are called for verbal and practical tests, 1 is selected.	Should have successfully completed specialized relevant courses during the qualifying period before promotion.
Probationary SAE (2 year apprenticeship)	Sub-Asst. Engineer	70% of new SAEs are selected through direct recruitment with secondary school certificate (SSC) and Diploma in Mech. and Elec. Engineering.	Newly recruited engineers should have successfully completed specially designed railway courses including supervisory skills during the 2 years qualifying period before promotion.
SAE	Senior Sub-Asst. Engineer (SSAE)	By selection and promotion after three years minimum service and when a vacancy becomes available.	Should have successfully completed advanced specialized and management courses during the three years qualifying period before promotion.
SSAE	Asst. Mech. Eng. (AME) or Asst. Work. Mgr. (AWM) or Asst. Fuel Officer (AFO) or Asst. Trng. Rail Officer (ATRO)	33% of SSAEs will form this group. 67% will be graduated engineers from recognized universities. The Candidate must also possess two years of selected orientation on Bangladesh Railway.	Should have successfully completed further management courses before promotion. Before promotion, the 67% group should have successfully completed relevant management courses and the two years orientation program which will be composed of the following departments: - backshop - workshop - running shed - stores - operating - fuel office

PROMOTION CRITERIA - TRAINING REQUIREMENTS

Promotion From	Promotion To	Service Requirement	Training Requirements
S.S.A.E. S.A.E.	Instructor	Presently selected and appointed by the Workshop Manager.	Potential Instructors should be nominated by the Workshops, Running Shed Managers and the Training Officer (TO). Selection should be based on Training Policy. Before commencing duties as an instructor, the newly appointed Instructor must attend a TOT course at the RPA.
Mistry or Fitter Grade-I	Demonstrator	Presently selected and appointed by the Workshop Manager.	Potential Demonstrators should be nominated by the Workshop, Running Shed Managers and the Training Officer (TO). Selection should be based on Training Policy. Any Mistry or Fitter appointed as Demonstrator must be able to read and write also they must attend an appropiate TOT course before appointment.
Mistry F. GR-III or Mistry E. GR-III	Mistry F. GR-II or Mistry E. GR-II	By selection and promotion usually after 1 year as a Mistry and when a vacancy becomes available.	Should have successfully completed specialized relevant courses during the qualifying period before promotion.

PROMOTION CRITERIA - TRAINING REQUIREMENTS

Promotion From	Promotion To	Service Requirement	Training Requirements
AME	Div. Mech. Eng. (DME)	On performance and seniority.	Before promotion to these levels are granted the candidate must have successfully completed recognized managerial and administrative courses which could be acquired from recognized institutions within the country or at RPA.
DME or WM STRO	Add. Chief Mech. Eng. (ADDL CME) or Div. Sup. of Workshop (DS)(W) or Add. Chief of Oper. Mech. (ADDL EOPS)(M)	On performance and seniority.	Higher managerial and administrative courses which could be obtained at RPA.
ADDL CME	Chief Mech. Eng. (CME)	On performance and seniority.	Higher managerial and administrative courses which could be obtained abroad.
CME	General Manager (GM)	Can be selected from senior heads of departments such as transportation, operational, mechanical, civil engineering, signals and telecommunications, academy and different project works.	Selected senior heads of departments, Academy and different project works. Should have knowledge of the operational function of all departments within the Bangladesh Railway Organization.

6.2.2.2 Senior Training Officer

The performance of the Senior Training Officer will be evaluated by the Chief Training Officers by means of the annual confidential report.

6.2.2.3 Training Officer

The performance of the Training Officers will be evaluated by the Senior Training Officers by means of the annual confidential report.

6.2.2.4 Senior Instructor, Instructor & Demonstrators

The performance of the Senior Instructors, Instructors & Demonstrators will be evaluated in annual confidential reports by the TO's.

6.2.2.5 Trainees

The performance of the trainees will be evaluated by the Training Officer and Senior Instructors.

6.3 Reporting Mechanisms for the Evaluation Committee

6.3.1 The report of the Evaluation Committee regarding the performance of the training Institutions and quality of the Training courses will be forwarded to the Board of Director RPA.

6.3.2 The report must contain full details of the evaluation including:

- Strengths
- Weaknesses
- Recommendations

6.3.3 The Evaluating Committee will determine when the evaluation of Trainers will be initiated and the required time frames.

6.3.4 Evaluations must be conducted not less than once in any financial year.

6.3.5 Evaluation reports of Trainers must be available for examination by the Evaluation Committee within one month of the completion of the Evaluation.

6.3.6 The Evaluation of Training and Training Institutions must be completed within one month of the evaluations of the trainers.

6.3.7 The Evaluation Committee may verify the evaluation reports of the Trainers.

6.4 Reporting Mechanisms for Trainers

6.4.1 In addition to confidential reports controlling officers will provide a written report as indicated in 6.3.2.

6.5 Records

6.5.1 All Training institutions must keep records of training courses and trainees.

6.5.2 Records of Trainee Performance must be maintained and updated on a regular annual basis.

6.5.3 The responsibility for maintaining accurate and up-to-date records is that of the Senior Officer of any training institution.

6.5.4 Copies of trainees training performance must be forwarded to the Manpower Planning Unit to enable the unit to maintain up to date record within one month of course completion.

6.5.5 Copies of trainees training performance must be forwarded to the Trainees controlling officer within one month of course completion.

6.5.6 Trainees will be given a copy of their reports.

7.0 Training Facility

7.1 BR Training Policy supports the provision of appropriate training facility.

7.2 Training facilities including classrooms, lecture halls, demonstration rooms, workshops etc. will be reviewed by the Evaluation Committee on an annual basis.

7.3 Recommendations regarding required improvements will be made in the evaluation report.

7.4 Recommendations concerning the improvements to trainee facility such as Hostels, recreation etc. will be forwarded to the Rector by the controlling officer of any residential training facility.

7.5 The Rector will make the necessary arrangements to improve trainee facility according to budget provisions.

8.0 Technical Assistance Project Training

8.1 Co-ordination of Training

8.1.1 All Training activities provided or supported by Technical Assistance projects must be co-ordinated.

8.1.2 Co-ordination of Technical Assistance training will be the responsibility of the Chief Training Officer (OTA) in consultation and co-operation with:

Rector

General Manager Projects

Concerned Technical Assistance Project Representatives.

8.2 Training requirements

8.2.1 Technical assistance projects must include a training component to allow BR staff to be trained to operate and maintain any project supplied equipment.

8.2.2 Technical assistance projects must include a training component to allow BR staff to be trained in any newly introduced procedures, methods or techniques.

8.2.3 Technical assistance staff will be eligible for appointment to MTP working committees.

8.3 Institutionalization of Training

8.3.1 Technical assistance projects must include the provision for the Directorate of Training to control any required training activities on completion of the Projects. This would include Training of Trainers and the provision of Instructional materials.

8.3.2 Technical assistance project training must be planned and implemented in consultation and co-operation with the Rector.

8.3.3 Technical assistance project training shall conform to the M.T.P.

9.0 Manufacturers/Suppliers Training

9.1 Co-ordination

Training required to operate and maintain any new equipment must be co-ordinated by the Chief Training Officer (OTA).

9.1.1 The Chief Training Officer (OTA) must be informed of any contract negotiations between Manufacturers/Suppliers and BR to enable the inclusion of training requirements.

9.2 Training requirements

9.2.1 All manufacturers/suppliers of new equipment must include a training provision to allow BR staff to be trained to operate and maintain the equipment supplied, if the required expertise is not available in BR.

9.2.2 The training provided must be designed to allow the Directorate of Training to provide additional future training for the required expertise to operate and maintain the supplied equipment. This will require the provision of skill-up grading of BR Instructional Staff and the provision of training manuals.

BR TRAINING POLICY IMPLEMENTATION SCHEDULE

(Timing from approval of Training Policy by BR)

TRAINING POLICY SECTION #	IMMEDIATELY	3 TO 6 MONTHS	6 TO 12 MONTHS
ESTABLISHMENT OF DIRECTORATE OF TRAINING	EXISTING POSITIONS TO BE RE-DESIGNATED TO MATCH TRAINING POLICY POSITIONS		SELECT AND APPOINT ACCORDING TO POLICY CRITERIA
MANPOWER PLANNING SECTION 2.1	DEVELOPMENT OF JOB DESCRIPTION (RAIL II ASSISTANCE)	COMMENCE IMPLEMENTATION BY CTRO (OTA)	COMPLETION OF SURVEY FOR 1991
TRAINING NEEDS IDENTIFICATION SECTION 2.2	COMMENCE IMPLEMENT-ATION FOR 1990/91 EXISTING COURSES	COMPLETE IMPLEMENT-ATION 1990/91 EXISTING COURSES	COMMENCE IDENTIFICATION OF NEW COURSES
MASTER TRAINING PLAN SECTION 2.3	ISSUE DIRECTIVES	COMMENCE DEVELOPMENT MASTER TRAINING PLAN (RAIL II ASSISTANCE)	COMPLELTE MASTER TRAINING PLAN FOR 1991
DEVELOPMENT OF TRAINING COURSES 2:4	COMMENCE COURSE REVISION FOR EXISTING COURSES DEVELOPMENT T.O.T.'S (RAIL II ASSISTANCE)	COMPLETE COURSE REVISION DIESEL LOCOMOTIVE MAINTENANCE COURSES T.O.T'S FOR EXISTING INSTRUCTORS	COMMENCE NEW COURSE DEVELOPMENT AND IMPLEMENTATION OF REVISED COURSES
TRAINING CADRE SECTION 3:0	DESIGNATE TRAINING CADRE I) IN LINE EQUIVALENCY II) SELECTION CRITERIA III) PROMOTION	IMPLEMENT INCENTIVES FOR TRAINERS IDENTIFY AND SELECT NEW INSTRUCTORS	APPOINT NEW INSTRUCTORS IMPLEMENTATION OF T.O.T.'S FOR NEW INSTRUCTORS
ATTENDANCE CRITERIA SECTION 4:2	IMPLEMENT DISCRETIONARY ATTENDANCE		IMPLEMENT MANDITORY ATTENDANCE
SELECTION CRITERIA TRAINEES SECTION 4:3	IMPLEMENT SELECTION CRITERIA 4:3:1 RECRUITMENT 4:3:2 FOUNDATION/ INDUCTION 4:3:3 REFRESHER 4:3:4 SKILL UP-GRADING	IMPLEMENT SELECTION CRITERIA 4:3:5 PROMOTION COURSE 4:3:6 SPECIAL COURSE 4:3:7 T.O.T.'S COURSE 4:3:7 FOREIGN TRAINING	

BR TRAINING POLICY IMPLEMENTATION SCHEDULE

(Timing from approval of Training Policy by BR)

TRAINING POLICY SECTION #	IMMEDIATELY	3 TO 6 MONTHS	6 TO 12 MONTHS
INCENTIVES TRAINEES SECTION 4:4		IMPLEMENT INCENTIVES FOR REFRESHER COURSES SKILL UP-GRADING	IMPLEMENT ALL OTHER TRAINEE INCENTIVES
TRAINEE RESPONSIBILITIES SECTION 4:5	IMPLEMENT SECTIONS 4:5:1 ATTENDANCE 4:5:2 BEHAVIOR 4:5:3 PERFORMANCE		IMPLEMENT SECTION 4:5:4 SANCTIONS
PROMOTION CRITERIA SECTION 5:0	DEVELOPMENT DETAILED CRITERIA BASED ON MODEL PROVIDED IN TRAINING POLICY	COMPLETE DEVELOPMENT OF PROMOTION CRITERIA	IMPLEMENT PROMOTION CRITERIA
EVALUATION & MONITOR-ING OF TRAINING SECTION 6:0	ISSUE DIRECTIVES REGARDING EVALUATION PROCEDURES	IMPLEMENT DIRECTIVES COMMENCE EVALUATION	COMPLETE EVALUATIONS ISSUE REPORTS
TRAINING FACILITIES SECTION 7:0	ISSUE DIRECTIVES REGARDING REVIEW	IMPLEMENT DIRECTIVES REVIEW FACILITIES	COMPLETE EVALUATIONS ISSUE REPORT & RECOMMENDATIONS
TECHNICAL ASSISTANCE TRAINING SECTION 8:0		IMPLEMENT 8:1 CO-ORDINATION	IMPLEMENT GUIDELINES FOR 8:2 TRAINING REQUIREMENTS. COMMENCE PLANNING 8:3 INSTITUTIONALIZATION
MANUFACTURERS & SUPPLIERS SECTION 9:0		IMPLEMENT 9:1 CO-ORDINATION	IMPLEMENT: 9:2 TRAINING REQUIREMENTS. COMMENCE PLANNING 9:3 INSTITUTIONALIZATION OF TRAINING