

## Course Contents for the Induction Course for the IPoS Probationers

### Program Objectives

As the Probationers enter into the prestigious Indian Postal Service, they need to 'know the India Post operations and business'. They require 'the skills to manage India Post professionally' and also need 'the attitude to take India Post forward as a world-class organization'. The course is designed to equip them with the required knowledge, skills, positive attitude and leadership qualities. The program also aims at inculcating highest standards of values for civil servant for transparency and probity. Probationers need to acquire leadership qualities for heading organization from the front to take India Post to unparalleled glorious heights.

This Professional Course has been designed to transform the probationers into leaders of excellence, in order that they manage the Post as a world-class business. The specific objectives are given below

- i. To make the Probationers 'leaders of Excellence', in their personal life, professional life and social life.
- ii. To help them understand the functioning of the Government of India and India Post.
- iii. To help them acquire the required knowledge and skills to discharge their responsibilities as Divisional Supdts.
- iv. To challenge them to think 'out of the box' and plan for a vibrant postal system that will exceed the expectations of the customers, employees and the society.
- v. To develop a highly competent cadre of Indian Postal Service, who will transform India Post into a world-class postal service.
- vi. To instill in them the right attitudes and values including honesty, respect, customer focus, innovation and excellence.
- vii. To prepare them to develop India Post into a customer friendly and efficient postal service.

The Professional Programme for Indian Postal Service Probationers is divided into three phases.

Phase-I	Training at Postal Academy	15 weeks
	Field Attachment	15 weeks
Phase-2	Training at Postal Academy including CEPT attachment	16 weeks
	Field Attachment	17 weeks
	Block leave in Phase I & Phase 2	2 weeks
Phase-3	Training at Postal Academy	10 weeks
	Marketing Module at IIM	1 week
	Foreign Study Visit	1 week
	Bharat Darshan	2 weeks
	Reserve	1 week
	Field Attachment including APS attachment	9 weeks
	Total	89 weeks
	Foundation Course at CTI	15 weeks
	Grand Total	104 weeks

## **Program Contents – Phase I**

During Phase 1, the focus will be on Exposure to Government of India, exposure to India Post, exposure to postal products and postal operations, and managing the Post as a business. The modules covered in Phase 1 are as follows:

- I. Exposure to Government of India
- II. Exposure to India Post
- III. Post office Act & Post Office Rules
- IV. Postal industry and competition
- V. Postal Operations
- VI. India Post IT modernization Project
- VII. Managing the Post as a business
- VIII. Computer and Technology appreciation
- IX. Introduction to CCS (Conduct) Rules and CCS (CCA) Rules

On completion of the academic learning for 15 weeks, Probationers will be attached for 15 weeks to various offices including HO, SO, BO, SPC, BPC, LPC, RMS, MMS, CO, RO, DO, PSD, CSD, RLO and Foreign Post. This will give them a practical exposure to the product management and operation management.

## **Program Contents – Phase 2**

**Phase 2** covers the entire gamut of Post Office Administration covering the Office management, HRD, Technology management, Materials management, Financial management and other key aspects of post office administration. The modules covered in Phase 2 are given below:

- a) Office Management and Procedures
- b) Human Resource Development
- c) Inspections Management
- d) Mail Management
- e) Materials Management
- f) Quality management
- g) Project Management
- h) Estates Management
- i) Technology Management
- j) Legal matters
- k) Financial Management
- l) Establishment
- m) Investigation and Vigilance
- n) International Relations

Phase 2 will have special Focus on various aspects of Postal Management. The probationers will have thorough hands-on training Technology covering Finacle, McCamish software with Data Security aspects especially with reference to financial transactions. During the Phase 2, Probationers will have the Departmental Examination in Paper I, II and III. In Phase 2, academic learning is followed by field training of 17 weeks during which the probationers will hold various independent charges at the Circles.

## **Program Contents – Phase 3**

Phase 3 equips the probationers with competency-based training by providing them core competencies pertaining to leadership, financial management, people management, information technology, project management and communication. The competency framework consisting of Ethos, Ethics, Equity and Efficiency will be one of our key focus during this Phase. The probationers will learn the managerial skills of managing the Business, managing the Division and managing their personal lives. They require a positive and self-motivated attitude to meet the challenges facing India Post and this

Phase will develop them as transformational leaders. They will get professional inputs relating to courier industry, insurance industry and financial services industry with a view to enable them manage the businesses competitively and effectively. Given below are the modules covered during the Phase 3

- I. Managing the Division: A broader perspective
- II. Managing the Business: A business perspective
- III. Managing self: A personal development perspective
- IV. Innovation & New initiatives: An innovation perspective
- V. Governance, Ethics and Leadership: Good governance perspective
- VI. Public administration and Management
- VII. Marketing and business planning
- VIII. Attachment with Army Postal Services (APS)

Considering the importance of marketing and business management in the competitive environment, we shall have a module on Marketing and Business Planning at IIM. As a part of this learning, there will be 1 week of Foreign Study Visit and 2 weeks of Bharat Darshan. This will also include one week of attachment with APS for understanding the functions of APS. During the Phase 3, Probationers will have the Departmental Examination in rest of the papers i.e. Paper IV, V, VI and Computer Test. The Probationers will learn the administrative best practices and challenges in governance. The Phase 3 will focus on new initiatives taken at various Circles in providing new services. Probationer will also have to select a topic for Dissertation for in-depth study. A report and presentation will have to be made to a board of officers for evaluation.

On completion of the professional training, posting orders will be issued for independent posting by Directorate. Thereafter, they will be posted as Divisional Superintendents.

**Co-Curricular activities:**

As a part of developing their personality, we shall have 'Beyond-the-office' sessions, covering Oratory skills, Photography skills, Report-writing skills, Creative writing skills, Language learning skills (French) etc. They will undergo Physical Training for one hour on all working days. They will be encouraged to be involved in some of the sports including Tennis, Golf, billiards, Basketball, Table Tennis, Badminton, Cycling, Swimming etc.

## Module Plan: Phase 1

Phase 1 will focus on Exposure to Government of India, exposure to India Post, Postal products, Postal Operations and Personal development

No	Modules	No. of days	Contents
1	Exposure to Government	2	<b>GOVT OF INDIA</b> <ul style="list-style-type: none"><li>- Ministries &amp; Departments</li><li>- Constitutional bodies</li><li>- Judiciary, Legislature and Executive</li><li>- Department of Posts and its Inter-relation with other Departments</li></ul>
2	Exposure to India Post	3	<b>Overview of Department of Posts</b> <ul style="list-style-type: none"><li>- Administrative Set up of the Dept.</li><li>- Mission, Vision and Objectives</li><li>- History of Post</li><li>- Role and function of DO, RO, CO</li><li>- Postal industry</li><li>- Business Opportunities</li><li>- Challenges facing the Post</li><li>- Excitement in postal services</li><li>- Types and Roles of Post Offices</li><li>- Army Postal Service</li><li>- Future of the Post</li></ul>
3	Civil services as a calling and a career	1	<b>Civil services</b> <ul style="list-style-type: none"><li>- Civil services as a calling</li><li>- Opportunities &amp; challenges</li><li>- Career plan</li><li>- Indian Postal Service</li></ul>
4	Post Office Act, Post Office Rules & Postal Manuals	2	<b>Understanding the Post Office Act and Rules</b> <ul style="list-style-type: none"><li>- Constitutional privileges</li><li>- Overview of Post Office Act and Rules</li><li>- Duties and responsibilities</li><li>- Universal Service Obligations</li><li>- Overview of Postal Manuals</li></ul>
5	India Post Products & services	6	<b><i>Letter products</i></b> <ul style="list-style-type: none"><li>- Product features</li><li>- Product positioning</li><li>- Target customers</li><li>- Pricing</li></ul> <b><i>Parcel products</i></b> <ul style="list-style-type: none"><li>- Parcel Products</li><li>- Logistics products</li><li>- Target customers</li><li>- Pricing structure</li></ul> <b><i>Business Products</i></b> <ul style="list-style-type: none"><li>- Product features</li></ul>

			<ul style="list-style-type: none"> <li>- Product positioning</li> <li>- Target customers</li> <li>- Pricing structure</li> </ul> <p><b><i>International products</i></b></p> <ul style="list-style-type: none"> <li>- Product features</li> <li>- Product positioning</li> <li>- Target customers</li> <li>- Pricing</li> </ul> <p><b><i>Financial Products</i></b></p> <ul style="list-style-type: none"> <li>- Post Office Savings Bank</li> <li>- Product features</li> <li>- Money Order</li> <li>- Money Transfer services</li> </ul> <p><b><i>Insurance Products</i></b></p> <ul style="list-style-type: none"> <li>- PLI and RPLI</li> <li>- Product features</li> <li>- Insurance industry</li> <li>- Basic operations</li> </ul> <p><b><i>Philately products</i></b></p> <ul style="list-style-type: none"> <li>- Philately products</li> <li>- Philately market</li> <li>- Philately exhibitions</li> <li>- Philately Deposit account</li> </ul>
6	Postal operations	5	<p><b>Postal Operations</b></p> <ul style="list-style-type: none"> <li>- Collection / Booking</li> <li>- Processing at the Post Office</li> <li>- Counters</li> <li>- Delivery systems</li> <li>- Post Office Rules</li> <li>- Post Office Guide</li> <li>- Computerised Operations</li> </ul>
7	Mail Operations	5	<p><b>Mail Operations</b></p> <ul style="list-style-type: none"> <li>- Letters and Parcels</li> <li>- Role of Mail Offices</li> <li>- Mail Agency functions</li> <li>- Bags: Classification &amp; Handling</li> <li>- Transmission of Mails</li> <li>- Railways Mail Service</li> <li>- Automatic Mail Processing Centers</li> <li>- Concept of Mail Network Optimization Project (MNOP)</li> </ul>
8	Express Parcel and Logistics Post	2	<p><b>Express Parcels operations</b></p> <ul style="list-style-type: none"> <li>- ecommerce and Parcels development</li> <li>- Parcel Post Centers</li> <li>- Logistics Post Centers</li> <li>- Concept of Parcel Network Optimization Project (PNOP)</li> </ul>

9	Speed Post	2	<b>Speed Post Operations</b> <ul style="list-style-type: none"> <li>- Speed Post collection and booking</li> <li>- Book Now Pay Later scheme</li> <li>- Speed Post delivery</li> <li>- Speed Post Vs Couriers</li> <li>- National Sorting Hub and Intra Circle Hubs</li> </ul>
10	Managing the Post as a business	4	<b>Business Development</b> <ul style="list-style-type: none"> <li>- What business are we in?</li> <li>- What are our customers?</li> <li>- Business analysis</li> <li>- Competition profile</li> <li>- Customer satisfaction &amp; loyalty</li> <li>- Key account management</li> <li>-National Account Concept</li> <li>-Data analysis and management</li> <li>- Branding</li> <li>- Costing, pricing &amp; profitability</li> <li>-Product Promotion</li> <li>-Using social media for product promotion</li> <li>- Business Development Directorate</li> </ul>
11	Savings Bank operations	6	<ul style="list-style-type: none"> <li>- Post Office Savings Bank</li> <li>- Interface with Ministry of Finance</li> <li>- Portfolio of SB products i.e. SB/RD/TD/MIS/SCSS/SSY/PPF/NSC/KVP</li> <li>- Deposits, withdrawals &amp; transfers</li> <li>- Settlement of Claims</li> <li>- Post Office Savings Bank (POSB) Rules</li> <li>- KYC and AML</li> <li>- Core Banking solution and its implementation</li> </ul>
12	IPPB	1	India Post Payment Bank
13	PLI/ RPLI operations	5	<ul style="list-style-type: none"> <li>- History of Postal Life Insurance(PLI)</li> <li>- Insurance market</li> <li>-Insurance Regulatory and Development Authority (IRDA) Act</li> <li>- PLI / RPLI operations</li> <li>- PLI / RPLI customers</li> <li>- Claim settlement</li> <li>- PLI Directorate</li> <li>-Director PLI</li> <li>-PLI Investment Board</li> </ul>
14	Post Office Transformation	3	<b>India Post Transformation plan</b> <ul style="list-style-type: none"> <li>- Need for transformation</li> <li>- Project arrow</li> <li>- IT Modernisation Projects</li> <li>- Change management</li> <li>- New initiatives</li> </ul>

15	ICT	4	<ul style="list-style-type: none"> <li>-Basics of computer</li> <li>- Computers and networking</li> <li>- Excel, PowerPoint, Access skills</li> <li>- Social media</li> <li>- Cloud computing</li> <li>- Latest trends in Technology</li> </ul>
15	Departmental software	6	<ul style="list-style-type: none"> <li>-CBS</li> <li>-CIS</li> <li>-CSI</li> <li>-DARPAN</li> <li>-e enabled services</li> </ul>
16	Service Rules	4	<ul style="list-style-type: none"> <li>- Introduction to CCS (Conduct) Rules, 1964</li> <li>- Introduction to CCS(CCA) Rules, 1965</li> <li>- Introduction to GDS (Conduct &amp; Engagement) Rules, 2011</li> <li>- Fundamental Rules and Supplementary Rules (Pay &amp; Allowances, TA, LTC, JT, Govt. Quarters)</li> <li>- Leave Rules</li> <li>- CGEGIS, 1980</li> <li>- CGHS &amp; Medical Attendance Rules</li> <li>- GPF &amp; NPS</li> <li>- Pensionary Benefits</li> </ul>
17	Personal development	5	<ul style="list-style-type: none"> <li>- Self Awareness</li> <li>-Personal Excellence</li> <li>- Development of talents</li> <li>- Hobbies development</li> <li>- Comm +unication Skills</li> <li>- Time Management</li> <li>- Quality of life</li> <li>- Sports &amp; co-curricular programs</li> <li>- Etiquettes and decorum</li> </ul>
18	Meetings with Key officials and Constitutional bodies	5	<b>Meetings &amp; Interactions</b> <ul style="list-style-type: none"> <li>- President of India</li> <li>- Minister of Communication</li> <li>- Constitutional authorities</li> <li>- Heads of important govt functionaries</li> </ul>
19	Other important areas & Holidays	4	
	<b>TOTAL</b>	<b>75</b>	<b>15 WEEKS</b>



## Field Attachment of Probationers (Phase 1)

Office	Duration	Key learning areas
Circle Office(CO)	1 Week	Interaction with Chief PMG, PMG and Directors Understanding the role and structure of CO Understanding the functioning of various branches of CO Staff, Recruitment, Establishment BD and Technology Budgeting and Accounts Mail management Business Performance Analysis Relationship between CO, RO and DO Plan projects and monitoring Exposure to innovative projects in the Circle Attending VC and meetings viz. CMC, Union meetings etc.
	2 Days	Interaction with Railways, Income Tax, Customs Depts Interaction with State/ Central Govt Departments
Regional Office (RO)	3 Days	Interaction with PMG and Director Structure of RO Understanding various branches of RO Investigation and Vigilance Estate management RTI, Citizens charter, Sevottam and Post Forum Exposure to innovative projects in the Region
Head Post Office (HO)	2 Weeks	Role of HO SB Operations and SBCO CBS / CIS / CSI operations Counters Queue management Relationship with customers Delivery, accounts & administration Sub account and Treasury Customer Service Centre Relationship between HO and SO ePayment operations
Sub Post Office (SO)	3 Days	Role of SO Understanding the 'Project Arrow' Monitoring of operations: on-line Relationship between SO and BO Computerisation Understanding of Postman beat and mail delivery
Branch Post Office (BO)	2 Days	Role of BO DARPAN Operations Financing of Post offices Mail delivery and dispatch at the BO BO Accounts BO and social impact

		BO and Rural business
<b>Postal Divisional Office</b>	<b>3 Weeks</b>	Interaction with Divisional Supdt Role and functions of postal division & sub-division Role of Divisional Supdt Understanding various branches at DO Financing of Post offices Technology implementation Departmental software Role of system manager
		Accompanying Supdt on a PO visit Accompanying Supdt on an Inspection Attending Union Meetings
		Attachment with a Sub-division ( 3 days)
		Meeting with DM, Supdt of Police, DFO and other senior officers of the State Govt
<b>Business Development</b>	<b>1 week</b>	Speed Post Centre: 1 days Business Post Centre: 1 day Express Parcel Hub: 1 day Logistics Post Centre : 1 day Post Office Passport Seva Kendra and Aadhar Updation Centre : 1 day
<b>Marketing</b>	<b>1 Week</b>	Meeting 5 business customers and getting their feedback Meeting 5 prospective business customers and getting their feedback Understanding the role of Marketing executives and ASP / Inspector (Marketing) BNPL scheme and billing Business Plan of the division Business performance analysis of the Division Customer satisfaction measurement : survey
<b>National Sorting Hub</b>	<b>3 Days</b>	Role and importance of National Sorting Hub Speed Post monitoring and MNOP Speed Post Routing Speed Net
<b>Philately Bureau</b>	<b>2 Days</b>	Role of Philately Bureau Philately products portfolio Philately Deposit accounts Philately marketing Interaction with Philatelists Survey of customer expectation and satisfaction
<b>RMS DO</b>	<b>1 Week</b>	Interaction with Divisional Supdt Role of RMS Mail Office, Sections and Transit Mail Office TMO Role of HRO and SRO Due Mail and Sorting List Routing chart, Relationship with Railways Visit to a Mail Office, CRC& TMO (One day)

		Visit to a Section (One day)
Postal Stores Depot(PSD) Circle Stamp Depot(CSD)	1 Week	<b>PSD(3 Days)</b> Role of PSD Procurement, stocking & supply of forms and other items
		<b>CSD(2 Days)</b> Role of CSD Indenting, stocking & supply of stamps and stationery
Foreign Post Office	2 Days	International products Role of Foreign Post Office & International Mail Centre IPS system Handling of customs (Inward and Outward) Handling of international complaints Quality of service (International mail)
Mail Motor Service(MMS)	3 Days	Role and functioning of MMS Scheduling of MMS Costing of Departmental MMS and Private MMS Repairs and maintenance of MMS Condemnation, auction, new supply and hiring of vehicles
Postal Accounts Office and P&T Audit Office	1 Week	Role and functioning of Postal Accounts Office Role and functioning of P&T Audit Office Accounts consolidation Auditing, Business analysis
<b>TOTAL</b>	<b>75 Days</b>	<b>15 weeks</b>

## MODULE PLAN: PHASE 2

Phase 2 will provide professional inputs to probationers to make them competent in Post office administration and office management

No	Modules	No. of days	Contents
1	Experience sharing	3	<ul style="list-style-type: none"> <li>- Learning points from Circle attachment</li> <li>- Presentation of Project reports</li> </ul>
2	Office Management and systems	2	<ul style="list-style-type: none"> <li>- Office as information, communication and coordination centre</li> <li>- Office systems</li> <li>- Correspondence</li> <li>- File management</li> <li>- Records Management</li> <li>- Parliament questions</li> <li>- Ministers / VIP cases</li> <li>- Computerised office systems</li> </ul>
2	Human Resources Development	10	<ul style="list-style-type: none"> <li>- Human resource as Assets</li> <li>- Human resource planning</li> <li>- Staff motivation</li> <li>- Awards, rewards, recognition</li> <li>- Career development</li> <li>- Role of Staff union</li> <li>- Staff Welfare</li> <li>- Assessment of vacancies</li> <li>- Recruitment and appointment of staff</li> <li>- Reservation and its applications</li> <li>- Posting, transfer &amp; deputation</li> <li>- Leave Rules</li> <li>- Seniority and Gradation Lists</li> <li>- Promotions</li> <li>- GDS service matters</li> <li>- Performance appraisals</li> <li>- Gender Sensitisation</li> </ul>
3	Mail Management	6	<ul style="list-style-type: none"> <li>- Concept of MNOP</li> <li>- Sorting, Routing and Transmission</li> <li>- Due Mail &amp; Sorting Lists.</li> <li>- Sorting Pattern, Sorting Diagram</li> <li>- Standardisation of mail</li> <li>- Quality of mail</li> <li>- Computerised Registration centers</li> </ul>
4	Establishment	4	<ul style="list-style-type: none"> <li>- Classified list of Post offices</li> <li>- Creation &amp; Abolition of Posts</li> <li>- Work study &amp; time test</li> <li>- Review of Establishment</li> <li>- Revision of allowances</li> <li>- Opening and closing of Administrative and operative offices</li> <li>- PSK and Franchisee system</li> <li>- Consolidation of Postal Network</li> </ul>

5	<b>Investigation, Vigilance and Disciplinary Proceedings</b>	5	<ul style="list-style-type: none"> <li>- Values in administration</li> <li>- Central Civil Services (Conduct Rules),1964</li> <li>- Central Civil Services (Classification, Control and Appeal) Rules,1965</li> <li>- Appeals, Petitions and Reviews</li> <li>- Temporary Service Rules</li> <li>- Gramin Dak Sevak (Conduct and Engagement) Rules,2011</li> <li>- Disciplinary proceedings</li> <li>- Preventive Vigilance</li> <li>- CVC and SPE</li> <li>- Frauds and Investment Techniques</li> <li>- Investigation at Divisional Level</li> <li>- Recovery of amount</li> </ul>
6	<b>Inspections</b>	5	<ul style="list-style-type: none"> <li>- Visits and outcome</li> <li>- Purpose of inspection</li> <li>- Preparation of inspection program</li> <li>- Inspection of BO, SO and HO</li> <li>- Review and follow up in inspection</li> </ul>
7	<b>Material Management</b>	3	<ul style="list-style-type: none"> <li>- Materials Requirement Planning</li> <li>- Just In Time concept in materials management</li> <li>- Role of PSDs and CSDs</li> <li>- Methods of procurement</li> <li>- Storing and Inventory control systems</li> <li>- Supply and distribution of materials</li> <li>- Quality assurance</li> <li>- Master schedule of forms</li> <li>- Indenting and supply</li> <li>- Stock book and asset register</li> <li>- e-procurement systems</li> <li>- Condemnation and Disposal</li> </ul>
8	<b>Law and Legal matters</b>	7	<ul style="list-style-type: none"> <li>- Indian Penal Code Act,1860 &amp;CrPC, 1973</li> <li>- Indian Evidence Act,1872</li> <li>- The Consumer Protection Act,1986</li> <li>- Prevention of Corruption Act,1988</li> <li>- The Right to Information Act,2005</li> <li>- FRBM Act ,2003</li> <li>- Introduction to Labour Laws</li> <li>- The Information Technology Act,2008</li> <li>- Role of courts (DC, HC,SC and CAT)</li> <li>- Role of Law Ministry</li> <li>- Handling of Court Cases</li> </ul>
9	<b>Estates management</b>	2	<ul style="list-style-type: none"> <li>- Buildings and maintenance</li> <li>- Civil wing: Role, organization and functions</li> <li>- Schedule of Accommodation</li> <li>- Acquisition/purchase of land &amp; building</li> <li>- Construction of New buildings</li> <li>- Maintenance of Buildings</li> <li>- Renting of buildings</li> </ul>

			<ul style="list-style-type: none"> <li>- Fair Rent Assessment &amp; Lease deed</li> <li>- Inspection Quarters &amp; Rest Houses</li> </ul>
10	<b>Accounts &amp; Audit</b>	<b>8</b>	<ul style="list-style-type: none"> <li>- Accounting at BO, SO &amp; HO</li> <li>- Consolidation of accounts at Postal accounts Office and Directorate</li> <li>- Inter Departmental Adjustments</li> <li>- Payment gateway &amp; adjustment with Banks</li> <li>- PO accounts in Banks</li> <li>- Audit of accounts</li> <li>- General Financial Rules</li> <li>- Plan and Non-Plan funds</li> <li>- Budgeting</li> <li>- Schedule of Financial Powers</li> </ul>
11	<b>Costing and Pricing</b>	<b>2</b>	<ul style="list-style-type: none"> <li>- Costing of Postal Operations</li> <li>- Absorption costing</li> <li>- Marginal costing</li> <li>- Pricing Mechanism</li> </ul>
12	<b>Public Grievance Handling</b>	<b>2</b>	<ul style="list-style-type: none"> <li>- Importance of Grievance</li> <li>- DOP structure of grievance handling</li> <li>- Procedures</li> <li>- Product wise provisions</li> <li>- Citizen Charter</li> <li>- Customer Care Centres</li> <li>- Public Grievance Portal</li> <li>- Settlement of Grievances received through Social Media and Toll Free numbers</li> </ul>
13	<b>International Relations &amp; Global business</b>	<b>2</b>	<ul style="list-style-type: none"> <li>- Universal Postal Union(UPU)</li> <li>- Asia Pacific Postal Union(APPU)</li> <li>- International Relations</li> <li>- Foreign Post Office</li> <li>- Handling of customs</li> <li>- International mail business</li> </ul>
14	<b>Technology management</b>	<b>8</b>	<ul style="list-style-type: none"> <li>- India Post IT Project</li> <li>- Executive Awareness Program</li> <li>- Computers, networking and systems</li> <li>- Finacle and McCamish software</li> <li>- CSI and DARPAN Software</li> <li>- Data Security</li> </ul>
15	CEPT, Data Centre & PTC Mysore	<b>5</b>	<ul style="list-style-type: none"> <li>India Post Technology project</li> <li>Network management</li> <li>Data management</li> <li>Data security</li> <li>Change management</li> <li>Training systems</li> </ul>
16	<b>Examination</b>	<b>3</b>	Departmental Examination Paper I, II, III
17	<b>Other important areas &amp; Holidays</b>	<b>3</b>	
	<b>Total</b>	<b>80 Day</b>	<b>16 WEEKS</b>

### Field Attachment of Probationers (Phase 2)

Office	Duration	Key learning areas
<b>Postal Divisional Office</b>	<b>1 Week</b>	Case study: Investigation relating to loss/ abstraction Case study: Disciplinary case Case study: Recruitment of Postmen, MTS & GDS Case study: Establishment review Case Study: Fare Rent Assessment Committee
<b>Research Project</b>	<b>2 Weeks</b>	-Probationer will undertake a Research project given by the Academy and make a detailed research report. -Study related to Dissertation Topic.
<b>CIRCLE ATTACHMENT : INDEPENDENT CHARGE (Part- I)</b>		
Office	Duration	Key learning areas
<b>Sub Post Master</b>	<b>2 Weeks</b>	All functions of Sub Post Office CBS / CIS / CSI Operations Managing the business at the post office Managing the operations at the post office Managing the staff at the post office
<b>Post Master</b>	<b>8 Weeks</b>	All functions of Head Post Office CBS / CIS / CSI Operations Managing the business at the post office Managing the operations at the post office Managing the staff at the post office
<b>Head Sorting Asst, RMS</b>	<b>1 Week</b>	Role of Mail Office and TMO Computerized Registration Centre and its functioning Managing the operations of Mail Office Routing Pattern Implementation of MNOP Preparation of Daily Report Documentation and error abstract Mail survey
<b>Head Record Office (HRO) / SRO</b>	<b>1 Week</b>	Role and its functions of HRO / SRO Staff management at RMS Relationship between HRO and SRM Mail management functions of HRO / SRO
<b>Manager SPC</b>	<b>2 Weeks</b>	All function of Speed Post Centre Speed Post Operations Speed Post Marketing Speed post customer service Business Performance analysis
<b>TOTAL</b>	<b>17 Weeks</b>	

### Module Plan (Phase 3)

Phase 3 is a Management and Leadership module, which will equip them to be transformational leaders. They will learn about managing the division, managing the business and managing their personal lives as a leader of excellence. As a part of developing India Post as a learning organization, the Probationers will be going through Train the Trainer module and become 'certified Trainers'

No	Modules	No. of days	Contents
1	<b>Experience sharing</b>	2	<ul style="list-style-type: none"> <li>- Learning points from Circle attachment</li> <li>- Excitement as a Post Master</li> <li>- Presentation of Project reports</li> </ul>
2	<b>Good Governance and Ethics</b>	2	<ul style="list-style-type: none"> <li>- Vales in administration</li> <li>- Principles of good governance</li> <li>- Importance of good governance</li> <li>- Good governance models</li> <li>- Ethical standards</li> </ul>
		1	<b>e-Governance</b> <ul style="list-style-type: none"> <li>- National eGovernance Plan</li> <li>- e-Services delivery</li> <li>- Post office and e-services</li> </ul>
3	<b>Quality management</b>	2	<ul style="list-style-type: none"> <li>- Concept of TQM</li> <li>- Tools for measurement of quality</li> <li>- Six Sigma</li> <li>- Customer Grievances mechanism</li> <li>- Citizens Charter</li> <li>- Sevottam</li> <li>- Project Arrow and Quality of service</li> </ul>
4	<b>Project management</b>	2	<ul style="list-style-type: none"> <li>- Project management</li> <li>- Useful Project management tools</li> <li>- PERT / CPM</li> <li>- Capital budgeting</li> <li>-Project delivery framework</li> </ul>
5	<b>Train the Trainer</b>	3	<ul style="list-style-type: none"> <li>- Building a Learning organization</li> <li>- Training needs analysis for the division</li> <li>- Facilitation skills</li> <li>- Creative Training methodologies</li> <li>- Course Design, Development &amp; Delivery</li> <li>- Training evaluation</li> <li>- Training the Postal staff in the Division</li> </ul>
6	<b>Innovations conference &amp; New initiatives</b>	3	<ul style="list-style-type: none"> <li>- Innovation and creativity</li> <li>- Thinking 'beyond the box'</li> <li>- New initiatives at the Circles</li> <li>- Benchmarking best practices</li> </ul>
7	<b>Managing the Division</b>	2	<ul style="list-style-type: none"> <li>- Mapping the division</li> <li>- Infrastructure development</li> <li>- People development</li> <li>- Customer development</li> <li>- Business development</li> <li>- Service quality development</li> </ul>



8	<b>Managing the business</b>	<b>2</b>	<ul style="list-style-type: none"> <li>- Building the Post as a world-class business</li> <li>- Successful Business models from Posts</li> <li>- Business strategies</li> <li>- Business models from PSUs</li> </ul>
9	<b>PLI , BD Dte</b>	<b>2</b>	<ul style="list-style-type: none"> <li>- Attachment with BD directorate</li> <li>- Attachment with PLI Directorate</li> </ul>
10	<b>Financial management</b>	<b>3</b>	<ul style="list-style-type: none"> <li>- Financial planning</li> <li>- Financial analysis</li> <li>- Management of Plan projects</li> <li>- Plans to make the Post Bank</li> </ul>
11	<b>Tender and Contract</b>	<b>2</b>	<ul style="list-style-type: none"> <li>-Financial propriety</li> <li>-Tender procedures</li> <li>-Contract</li> <li>-Manual of procurement</li> </ul>
12	<b>Strategic Planning &amp; Leadership Development</b>	<b>4</b>	<ul style="list-style-type: none"> <li>- Strategic planning</li> <li>- Corporate objectives &amp; values</li> <li>- Leadership models</li> <li>- Leadership skills</li> <li>- Team building</li> <li>- Inter-personal effectiveness</li> <li>- Transformational leader</li> </ul>
13	<b>Bureau Of Parliament</b>	<b>3</b>	<ul style="list-style-type: none"> <li>-Appreciation program in Parliament processes and procedures</li> <li>-Understanding Parliament system</li> </ul>
14	<b>Exposure visit to Public /private sector</b>	<b>2</b>	<ul style="list-style-type: none"> <li>- Corporate governance</li> <li>- Business management exposure</li> <li>- Exposure to Navaratna PSU</li> <li>- Exposure to MNC functioning</li> </ul>
15	<b>Directorate attachment</b>	<b>5</b>	Attachment to different divisions of Directorate
16	<b>Presentation of Project Reports</b>	<b>2</b>	
17	<b>Examinations</b>	<b>4</b>	<ul style="list-style-type: none"> <li>- Departmental examinations</li> <li>Paper IV, V, VI and Computer Test</li> </ul>
18	<b>Graduation ceremony, other important areas and holidays</b>	<b>4</b>	
	<b>Total</b>	<b>50 days</b>	<b>10 WEEKS</b>

## TRAINING AT IIM

As the Post is going through a period of profound change, there is a need to equip the officers with marketing and business planning skills. For this specialized training, we will send the probationers to IIMs for 1 week program focusing on 'Marketing and Business Planning'

1	<b>Marketing and Business Planning</b>	<b>1 week</b>	<b>Module at IIM</b> <ul style="list-style-type: none"><li>- Marketing management</li><li>- Business strategies</li><li>- Brand management and Image building</li><li>- Product management</li><li>- Pricing issues</li><li>- Promotion</li><li>- Business Planning</li></ul>
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## BHARAT DARSHAN (2 weeks)

This will be a two-week program, where the probationers will traverse the country and will be exposed to the diversity of India as well as to the governance challenges. Further, they will also get exposed to the corporate best practices.

Program	Duration	Key learning areas
Bharat Darshan	2 weeks	Understanding Governance issues and challenges Exposure to administrative best practices Understanding the State/ District administration Exposure to Business environment

## FOREIGN STUDY VISIT (1 WEEK)

For giving exposure to the working of leading foreign postal administrations and to learn their best practices, one-week foreign study visit will be undertaken by the probationers under the Development Program for Probationers.

Program	Duration	Key learning areas
Foreign study visit	1 week	Understanding the global postal industry Best practices of leading postal administrations Aspiration to be 'world-class postal service'

Field attachment of Probationers (Phase 3)

<b>CIRCLE ATTACHMENT : FIELD ATTACHMENT / INDEPENDENT CHARGE (Part- II)</b>		
<b>Office</b>	<b>Duration</b>	<b>Key learning areas</b>
<b>Army Postal Service (APS)</b>	<b>1 Week</b>	Functioning of Army Postal Service APS Directorate Central Base Post Office Field Post Offices Attachment with APS units Attachment with Army, Navy and Air force units
<b>Sub Divisional Inspector (SDI) / Asst Superintendent Of Post Offices (ASP)</b>	<b>2 Weeks</b>	Structure and Role of the Sub Division Duties of Inspector / ASP Inspection of BO/ SO by Inspector / ASP Establishment review done by Inspector / ASP Investigation done by Inspector/ ASP Managing the sub-division
<b>Inspector Of Railway Mail Services(IRM) / ASRM</b>	<b>1 Week</b>	Role and functions of Sub Division in RMS RMS Section and its effectiveness Duties of IRM / ASRM Sub-division IRM / ASRM and mail management
<b>ASRM HQ</b>	<b>1 Week</b>	Professional Management of RMS Division Challenges faced in managing the division Critical tasks in the RMS Division Office management of RMS division
<b>ASP HQ</b>	<b>2 Weeks</b>	Professional Management of RMS Division Challenges faced in managing the division Critical tasks in the RMS Division Office management of RMS division
<b>ASP Outdoor</b>	<b>1 Week</b>	Professional Management of RMS Division Challenges faced in managing the division Critical tasks in the RMS Division Office management of RMS division
<b>Circle Office (Attachment with the circle where the probationer is posted)</b>	<b>1 Week</b>	Meeting with CPMG, PMG and Directors Interaction with all the officers at CO Interaction with Senior State Govt officers
<b>TOTAL</b>	<b>9 Weeks</b>	