

Bangladesh Post Office
PAKISTAN POST OFFICE

POST OFFICE MANUAL

Volume IX

[POSTAL TRAINING]

PERSONAL COPY OF
SHAHABUDDIN MAHTAB
536 DHANMANDI R.A.
ROAD NO. 8,
D A C C A 6 5.

FIRST EDITION



*Published under the authority of the
Director General of Pakistan Post Office*

1968

PRINTED BY THE MANAGER, GOVERNMENT OF PAKISTAN PRESS, KARACHI

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CHAPTER I

COURSES OF TRAINING

1. Introductory.—Pakistan Post Office is a very large organisation, in fact the employer of the highest number of civil employees in the Central Government. There is quite a variety of services handled by this Department which require a good deal of professional and technical skill that has to be acquired. There are many ways of learning. There is the hard way of learning by trial and error but in view of the present day speed of the mechanised world and the demands placed on the civil service of a developing or developed country they can ill-afford to learn through this method. It is necessary that the training should be placed on a scientific basis and the experience gained in the long history of the Postal Services in this area as well as in the rest of the world should be utilized for preparing an efficient corps of workers in this administration.

This was appreciated almost in the very first years of our independence and a Postal Training Organisation was set up in the year 1953. Its various Centres have been functioning since and imparting training to different categories of staff. This Volume is intended to consolidate the principles and procedures adopted for the regulation of this training.

2. Main functions.—(a) The main objective of the Postal Training is not only to enable a trainee to perform his duties correctly but also to make him understand his position as a public servant *vis-a-vis* the public. The instructors have frequently to help the trainees unlearn some of the attitudes and procedures which might stand in the way of good service.

(b) (i) Generally each training course comprises three phases. The first consists of theoretical training, the second of practical training in the Dummy Post Offices/Sorting Offices and the third of Field Practice at a Head or Sub Post Office, a Mail Office, or a Foreign Post Office etc., as the case may be. Field practice is mainly applicable to fresh recruits. Wherever necessary, trainees may be taken to other organisation for such observation, demonstration or instructions as may be deemed necessary in their case. Tests are held immediately on the completion of each subject or set of subjects or as otherwise specifically provided. The field practice is similarly followed by a test in each case.

(ii) The field practice is intended to give the trainees a sense of self-confidence and to enable them to take over responsibilities when they have to function as members of the regular operative staff.

(c) The syllabi for the various courses include a few lessons on subjects that may not, in some cases, appear to be directly concerned with the operative work of the trainees such as rules relating to the terms and conditions of service, pay, leave and pension, discipline etc. These are meant to help the trainees to understand their own position and their rights and responsibilities in the department.

3. List of courses of study.—(a) There would be three types of courses *viz.*—

- A—Operative.
- B—Supervisory ; and
- C—Specialised.

(b) Courses provided under these three heads at the Training Centres are given below :—

A.—COURSES FOR OPERATIVE STAFF :

I.—Post Office :

1. Postal Clerks' Preliminary Course.
2. Postal Clerks' Advanced Course.
3. Postal Clerks' Refresher Course.
4. Head Postmen/Overseers Branch Postmasters' Refresher Course.
5. Postmen & Village Postmen's Refresher Course.
6. Class IV officials' Refresher Course for staff serving in the.—
(i) Post Office, (ii) Foreign Post &
(iii) R. M. S.

II.—R. M. S.

7. R. M. S. Sorters' Preliminary Course.
8. R. M. S. Sorters' Advanced Course.
9. R. M. S. Sorters' Refresher Course.
10. Karachi Town Delivery Sorters' Refresher Course.
11. Mail Guards' Refresher Course.

III.—Foreign Post.

12. Foreign Post Clerks' Preliminary Course.
13. Foreign Post Clerks' Advanced Course.
14. Foreign Post Clerks' Refresher Course.

B.—COURSES FOR SUPERVISORY ASSIGNMENTS :

1. Sub Postmasters' Course.
2. Head Postmasters' Selection Grades Course.
3. Assistant Postmasters' Course :
(a) Registration Parcel Money Order and other Counter Services,
(b) Mail, Sorting and Delivery.
(c) Postal Savings Department including P.L.I. & Prize Bonds,
(d) Accounts, Treasury and Pensions.
4. Head Sorters' and Supervisors' Course.
5. Sub and Head Record Clerks' Course.
6. I. P. Os/I. R. Ms. (Probationary and Department) Course.
7. S. P. Os/S. R. Ms. (Probationary and Department) Course.
8. Gazetted Postmasters' Course.
9. Foreign Post Supervisors' Course.

C.—Specialised Course :

1. Correspondence Course.
2. Account Clerks' Course (R. M. S. and Post Office).
3. Savings Bank Specialised Course.
4. Instructors' Course.

NOTE 1.—For facility of reference, the courses would be numbered as A-1 Postal Clerks/ Preliminary Course, B-1 Sub-Postmasters' Course and C-1 Correspondence Course and so on.

NOTE 2.—The Directorate General will issue a comprehensive teaching plan in three parts—Part-I Syllabus containing brief and detailed outlines of the course, sub-divided into lessons and list of practicals to be under taken in the Dummy Post Office and Dummy Sorting Offices and in the field (where applicable) ; Part-II Trainees notes (Where necessary) and Part-III Instructors' Notes.

(e) Details of the Syllabi for the various courses their period of training, examination papers, qualifying marks and the rules regarding treatment of failures are given in Chapter XI.

A.—COURSES FOR OPERATIVE STAFF

4. **Preliminary Course for Postal Clerks, R. M. S. Sorters and Foreign Post Clerks.**—(a) All persons selected for regular appointment by promotion or direct recruitment as time scale P. O. Clerks, R. M. S. Clerks and Sorters and Foreign Post Clerks are required to undergo initial training at a Postal Training Centre for three months in the Preliminary course. Candidates who successfully complete the Preliminary course are appointed in various units on probation for one year. This course is intended to give these candidates a more detailed training in operational work of the less technical branches specially those where extensive handling of cash is not involved. Separate classes are to be arranged as far as possible for the direct recruits and the departmentally promoted officials. Medium of instructions for the latter may be one of the national languages both for teaching and examination. The emphasis should be more on practical work rather than testing the knowledge of the language. Direct recruits are, however, expected to write their papers in simple English.

NOTE.—Officials who have already rendered one year's temporary service before recruitment are exempt from undergoing this course but they may also be deputed for training, if the unit officer considers such training necessary in their case.

5. **Advanced Course for Postal Clerks, R.M.S. Sorters and Foreign Post Clerks.**—The Advanced Courses are intended for officials who have completed one year's service after having passed a preliminary course or having worked temporarily for one year. The Advanced Course is expected to cover work relating to all the branches of the department to which the official belongs excluding the work covered by the preliminary course. The session in the advanced course will always start with a check up and revision of work relating to the subjects covered in the preliminary course. The General plan for the training as regards theory and practicals will be the same as in the case of the Preliminary Course.

6.—**Refreshers' Courses.**—(a) *Refreshers Course for Postal Clerks/R. M. S. Sorters and Foreign Post Clerks.*—Refresher courses are for the regular operative staff that have not received any training previously or in whose case five years have elapsed since they attended an advanced or a refresher course. As these officials would have worked in the department for long periods their training should consist mainly of reviewing their knowledge of the departmental rules with practical aspect being emphasized properly. They should thoroughly study the rules and

regulations in the different volumes of the Post Office Manual and the P. O. Guide. The Instructors will check up their knowledge through questions which will be broad-based and extensive enough to cover the whole field of the lesson, the errors, omissions and mistakes being fully brought home to the trainees. An examination will be held after completion of each part-theoretical and practical. Twenty-five per cent of the marks will be reserved for class work. Marks for this item will be allotted at the end of each month on the basis of the performance during the month.

(b) *Refreshers' Course in Karachi Town Delivery.*—This course is intended for the relevant R. M. S. staff working in the Karachi Sorting and Air Division. The course aims at securing perfection in sorting with a high standard of speed based on actual practice which is done at the Dummy Sorting Office. The trainees are required to memorise location of various colonies, streets and roads in the Karachi Postal Area and the names of delivery offices serving those places. The idea is to reduce mis-sortings and consequent delays in the delivery of mails in Karachi. Suitable remarks will be given in the annual confidential record of the officials concerned on the basis of the results of this training.

(c) *Refreshers Courses for Head Postmen, Mail Overseers, Branch Postmasters, Postmen, and Mail Guards.*—These courses are meant for such officials who have gained some experience of the work and require a streamlining of their work. The training of these courses is according to the prescribed syllabi including practical training at the Dummy Post Office/Sorting Office at the Centre. There is no field practical training prescribed for these categories. Apart from the lessons, kit parades are also prescribed for the uniformed officials. The Postmen etc. during training are also instructed on proper maintenance and creasing of the uniforms and importance of punctuality and honesty in performance of their duties.

(d) *Refreshers' Course for Class IV staff of Post Office, R.M.S. and Foreign Post.*—Theoretical training has also been prescribed for these categories but the emphasis will be on practical training in the Dummy Post Office/Sorting Office in regard to closing and sealing of bags, fixing of tin seal holders, lead seals, and tying of "cloevohitch" knots. They are also instructed about fixing of date and year types of stamps and seals and about facing and stamping of articles properly. Great stress is laid on discipline and importance of a clockwise regularity in mail communication. Kit parades are held in order to instruct the trainees how to wear their uniform properly while on duty. Only oral test will be held towards the end of the course and the result sheet will show whether the trainee "has or has not benefited" by the course.

B.—COURSES FOR SUPERVISORY ASSIGNMENTS

7. *Refresher Courses for Non-Gazetted Supervisory Staff in the Post Office, R. M. S. and Foreign Post.*—The courses for supervisory staff are very important indeed. The supervisory staff forms the back-bone of the Department. On their efficiency depends, to a considerable extent, the normal and regular flow and running of the services. They are also responsible for controlling the lower grade staff. In fact, they are an important link between the administration on the one side and the bulk of the staff of the Department, on the other. Except for the probationary I. P. Os/I. R. Ms. most of the officials in these grades usually have a substantial length of service to their credit when they come for training. They are, therefore, imparted training to brush up their knowledge of rules and to get conversant with the latest modifications thereto, regulations and processes with special reference to the supervisory duties. At the end of

their training, examinations are prescribed to assess improvement in their knowledge and benefit derived from training. Those who fail in the examination are examined after a fixed period again in the subject/subjects in which they might have failed. A report regarding their performance is written in their confidential records.

8.—Officers Course—Superintendents of Post Offices, R. M. S. and Gazetted Postmasters.—Superintendents of Post Offices/R. M. S. and Gazetted Postmasters are the executive heads of various Postal Units directly responsible to the Head of Circles for efficient running of the services in their units. Recruitment to these cadres is made either by promotion which is by pure selection from lower grades or through direct recruitment as a result of competitive examination held by the Central Public Service Commission. In both cases they enter into a new life and it is necessary to give them thorough training. While training these officers it has to be kept in view that a good task master is one who is really a master of the task. A full course of two years has been prescribed for the training of the direct recruits to these cadres. During this period they are expected *inter alia* to attend a prescribed course in a Training Centre along with the departmentally promoted officers. A comprehensive syllabus has been prescribed for both categories of officers. Before coming to the Training Organisation the directly recruited officers are expected to have studied various volumes of the Postal Manual and also the practical working of the Department. In many cases they would have had appeared and qualified in the Departmental Examinations. The departmentally promoted officers also have a good knowledge of the rules and regulations of the Department because of their long service. In view of this it is not the elementary theory on which the emphasis is laid but they have to be given a general appreciation of the responsibilities and problems which they will have to face while controlling the units. Wherever possible they are conducted to certain large organisations in the country which have a close relationship with the functioning of the post office such as Office of Dy. Comptroller, P. T. & T., Pakistan Security Printing Corporation, P.I.A. and State Bank of Pakistan. The purpose of such visits is to broaden their outlook and give them a first-hand contact with those departments. Training of officers should generally be conducted in the form of discussions and seminars where certain problems would be thrashed out and results of such discussions compiled in elaborate reports. The Senior Officers of the Department are also invited to deliver lectures and hold discussions with the trainees to see how far they have benefited from the training. No examination has been prescribed at the end of this course because the direct recruits have to appear in a separate and more detailed Departmental Examination during their period of probation and almost all the departmentally promoted officers had also qualified in a tough competitive examination at the stage of their recruitment as I.P.Os. A performance report is, however, drawn up by the Principal of the Training Centre concerned in respect of each trainee to indicate the extent to which he has benefited by training. All officers should be imparted training together at one centre only with a view to providing an opportunity to the officers of both wings to get together.

C.—SPECIALIZED COURSES

9. (a) Correspondence Course.—This Course is intended for those officials who have been in the department for at least five years and are required to work in the administrative and correspondence branches of various units. These officials are specially trained in noting, drafting and correspondence. Handling of public complaints forms a main item of their training.

(b) Account Clerks' Course.—This course is intended for those officials who have to work in the Accounts Branches of the Head Post Offices. Special emphasis is laid on the practical aspect of the work which an accounts clerk has to perform.

(c) *Savings Bank Specialized Course*.—Savings Bank Specialized Course is arranged for the clerical staff working in the Savings Units of the Head Post Offices. This training is imparted to the regular staff who have previously had training under the preliminary and Advanced Courses unless they were recruited before the preliminary course was introduced. These officials would have worked in the Department for a number of years and are specially selected for the Postal Savings Units of a Head Post Office. Having worked in the Savings Unit they are expected to be well versed in rules and regulations relating to the postal savings and the course is intended to further improve their knowledge as well as technique of work. The savings bank work in the Post Office Department is more or less on the lines of the Commercial Banks and so the officials in the S. B. Specialized course, apart from the theoretical training are also taken for observation to the branches of the National Bank of Pakistan or other scheduled banks. Those who fail in the examination would not be allowed to work on positions carrying special pay in the savings unit.

(d) *Instructors' Course*.—This course is prescribed to improve the training methods adopted by Instructors. The officers who received training abroad in this particular branch are especially expected to contribute largely to keeping this course up to date. This course would be held from time to time, so that enough trained instructors become available for replacement. Officials already working as instructors may also reorientate themselves thereby to the new methods of teaching.

CHAPTER II

ORGANIZATION

10. Administration.—Postal Training Centres are set up at important stations having a large concentration of postal staff. At present the centres are located at Karachi, Dacca, Lahore, Khulna, Rawalpindi/Islamabad, Rajshahi and Chittagong. The first four are located at the headquarters of the Heads of Circles. The administrative control of these centres is the responsibility of the Heads of Circles. The Directorate General, however, exercises overall control of the organisation and deals *inter alia* with policy matters relating to training, revision of syllabi, introduction of new courses as well as training of Gazetted Officers.

11. Tutorial Staff.—The Principals and the Officers-in-Charge of the Training Centres are assisted by tutorial staff according to the requirements of each Centre. This would depend on the total number of classes held at a Centre. Only such staff should be selected to work as Instructors in the Training Organization as have special aptitude for the job. This staff should revert to their parent cadres after completion of a period of tenure in the Training Organization as may be fixed from time to time.

12. Officers in the Training Centres.—The number of gazetted officers at a Centre will generally be determined on the basis of one officer for two classes. In the centres where there are more than one gazetted officer, each one will have two classes as his specific responsibility, both for administrative as well as training purposes. He will supervise the arrangements for training, day-to-day progress of each class, synchronisation between theoretical and practical work and use of proper methods of teaching. Each officer will control the non-gazetted tutorial staff concerned with the classes under him.

13. Distribution of Duties among Non-Gazetted Tutorial Staff.—The Principal will arrange distribution of work amongst non-gazetted tutorial staff keeping in view their special lines and the weekly periods available. The non-gazetted staff, apart from the duties of teaching, will hold tests, accompany the classes for the practical training including field practical training and also assist the Principal or the Officer-in-Charge of Training Centres in office work. Their tutorial as well as general and miscellaneous duties will be precisely laid down in the timetable.

14. Working hours for tutorial staff.—Working hours are fixed for each Centre by the Circle Office. Each staff member is to put in working hours equal to 46 periods of 45 minutes duration per week. A weekly time-table would give details of all the periods/time allocated for tutorial or other duties. One-fourth of the teaching and practicals periods will be allowed for preparation. As a rule the Principals at Karachi and Dacca will have a minimum of 18 teaching periods per week, Officers-in-Charge will have 24 teaching periods and other training officers 30 teaching periods. The remaining periods/time will be utilized for non-teaching work. The number of periods of the non-gazetted tutorial staff will be fixed keeping in view requirements of the teaching as well as non-teaching work.

15. Daily training periods.—A working day in a Training Centre will consist of 8 training periods daily except on Fridays when there will be 6 periods only with a suitable break. Each class will have normally two periods for practical work daily. The distribution of work should be so arranged that the dummy post and sorting offices are utilized to the best advantage of the various classes. In order to ensure proper attendance no officer should be allowed the first or the

last period of the day as free for preparation. It may be pointed out that the conditions of work at the Training Centre should be as similar to those at the operative offices as possible so that the trainees do not find the operative offices very much different from the Training Centres.

16. Instructors' time-table.—Apart from distribution of duties by periods, a time-table of studies is to be maintained at the Training Centres for all the classes separately. This time-table shows the prescribed daily and weekly duties of an Instructor in relation to the syllabus for each class. The Instructors Time-Table will be issued before a new class joins and is to be faithfully followed till the completion of the course. The Principals and the Officers-in-Charge are to maintain a strict supervision over the progress of the course and adherence to the time-table.

17. Holidays.—The Postal Training Centres will observe Post Office holidays. They are not treated as administrative offices for this purpose.

18. Ministerial staff.—(i) The ministerial staff will generally include a Draftsman, a Librarian, a Head Clerk, U.D.Cs., L.D.C.s, Steno-typists and Typists according to the requirements of each centre.

(ii) The draftsman will be responsible for preparation of large size specimens of P. O. forms for demonstration purposes not only for their own centre but also for other centres wherein there is no draftsman as assigned by the Postmaster General. He will also perform other duties assigned to him from time to time by the Principal/Officer-in-Charge.

(iii) The Librarian will be responsible not only for the upkeep of the lending library but also the Reading Room. His attendance, however, should be fixed with due regard to the convenience of the trainees for drawing and returning books and using the reading room.

(iv) The office must be very prompt in looking to the problems of the trainees, specially in regard to liaison with their parent units.

19. Allocation of work—teaching, preparation, administration and miscellaneous.—(i) There should be a planned allocation of work between the Principal or the Officer-in-Charge of a Centre and his staff. Apart from the tutorial duties which entail teaching and preparation, there are other administrative and miscellaneous duties to be performed by the Principal or the Officer-in-Charge of the Centre or the members of his staff. These duties will be explicitly stated and assigned to the staff concerned.

(ii) The weekly time-table of the Centre will show the break-up of the periods into those for teaching, for practical work, preparation and for office and other administrative work. The Principal or the Officer-in-Charge is responsible for the general administration and all-round supervision.

(iii) One member of the staff will generally supervise physical training, games and mess accounts. Another will supervise the Recreation Club and the Library. One of the members is to be designated as the Hostel Superintendent and he will exercise supervision over the hostel management including mess arrangements and discipline and general welfare of the trainees in the hostel.

20. Justified strength of tutorial staff.—The tutorial staff at each centre is fixed in relation to the training capacity of the centre and the number of classes held there. Generally, this strength will be determined as follows:—

No. of classes	No. of gazetted officers	No. of non-gazetted instructors (including a demonstrator)
2	1	2
3	1	3
4	2	4
5	2	6
6	3	7
7	3	8

One of the staff members will be a demonstrator belonging to the cadre of the Inspectors or supervisory grade with a special aptitude for demonstration and practical work. In large centres it will be necessary to have a second demonstrator, keeping in view the effective number of periods required for practicals. He must be fully conversant with the details of actual Post Office work. An Accountant of suitable status will be a member of the tutorial staff. A Senior Accountant will be necessary for the main centres such as those at Decca and Karachi. He will work both as an Instructor as well as incharge of accounts of the centre.

21. Instructors' diaries.—Each Instructor is required to maintain a Daily Diary which should clearly but briefly show the work to be done and actually done by him. This should enable him to prepare for the tasks to be handled the next day. The Instructor's diary would contain the following columns:—

- (i) Particulars of classes to be attended ;
- (ii) Particulars of daily work and lessons of daily syllabus with relative rules (including a complete list of forms he intends to demonstrate) ;
- (iii) Time spent and work done in connection with field practice (Post Office/R. M. S.) ;
- (iv) Particulars of work given as home task for the next day ;
- (v) Observations regarding progress, performance of trainees, failure to do home work by the trainees ;
- (vi) Miscellaneous.

The filling in of the Daily Instructor's diary not only enables the instructor to prepare for his future lessons for the next day but also helps him to keep a day-to-day watch over the progress of the trainees.

22. Periodical review of progress and co-ordination.—A fortnightly progress report will be submitted by each Officer-in-Charge of a class to the Principal or the Officer-in-Charge in respect of the training of classes as well as co-ordination

between the theoretical and practical training. This periodical review should give details of the items of syllabi covered during the fortnight under review.

23. Furniture and Equipment for Class Rooms, etc.—Each class-room has normally got a provision to accommodate 25 trainees and the arrangement for desks and chairs, etc. for such a number of trainees is to be made before the commencement of a session. Each class-room should be provided with a blackboard and board frames where departmental forms and charts or diagrams are displayed. In addition to the class-rooms, the larger centres should also have halls for the assembly of trainees for special lectures or functions.

The following items of furniture will generally be provided for the various rooms in the centre :—

(i) Class Rooms	Chairs—cum-writing space	1	per trainee.
	Instructors' Chairs	1	
	Table for Instructor	1	
	Blackboard	1	
(ii) Library	Iron Almirah	1	
	Almirah with glass panes		According to the number of books.
	Table and Chairs	1	per clerical staff (including Librarian).
(iii) Reading Room	Big round table	1	
	Chairs	10 to 20	
(iv) Staff Room	Big table	1	
	Chairs	1	per Instructor.
(v) Training Officers Room	Officers Table	1	per Officer.
	Chairs	1	" "
	Easy Chair	1	" "
	Racks	1	" "
	Almirah	1	" "
	Spare Chairs	3	
(vi) Principal's Room	Officers Table	1	
	Chairs	5	
	Racks	2	
	Bookshelf (Revolving)	1	
	Iron Almirah with safe	1	
	Easy Chairs	2	
(vii) Hall	Desks	1	for each trainee.
	Rostrum	1	
	Officers Table	1	
	Chairs	3	
	Blackboard	1	
	Dais with Carpet	1	

CHAPTER III.

REGULATION OF COURSES

24. Annual Programme.—(i) Each Head of Circle will regulate the annual programme of training in respect of the Training Centres under his jurisdiction. The programme for a year will be issued well in advance after obtaining information regarding the availability of candidates for each course and capacity at each centre. The number of trainees for each course should also be determined at the time of issue of the training programme. The forecast of the annual training programme may be modified only if there are subsequent and substantial changes in the availability of trainees or when new courses are introduced. No change should be made without valid administrative reasons. In exceptional circumstances when the quota of candidates for the whole year is not available in a Circle, programmes may be issued on a six monthly basis and incorporated finally in the annual programme. A copy of the annual programme will be forwarded to the Directorate General as soon as it is finalised.

(ii) The programme for training of officers will be drawn up by the Directorate-General in consultation with the Heads of Circles concerned.

(iii) Normally the programmes should be arranged in such a manner that rush for similar type of classes going for field practice to the post offices at the same time is avoided. This can be done by starting new classes of similar courses at suitable intervals of about a month.

(iv) The Heads of Units would be personally responsible for deputing trainees from their units in accordance with the programme. The Heads of Circles shall ensure that the number of candidates/officials deputed for each course report positively and that the programme of training is meticulously followed and there is no wastage of training capacity.

25. Strength of Various Classes.—(i) The strength of various classes should be fixed after a very careful consideration with a view to ensuring that each trainee is able to get full benefit from the training and maximum individual attention from the Instructors. For this purpose a class may have to be broken up in groups for practicals.

During the field practice also the classes may be further broken up in convenient batches so that each trainee has full opportunity for practice and gets proper supervision and attention of the instructor.

(ii) The maximum strength in respect of Post Office Preliminary, Advanced and Refresher Courses, R. M. S. Sorters Preliminary, Advanced and Refresher Courses, T. D. Sorting Courses, the Postmen and Overseers' Courses and course of training for Class IV officials of the Department, would be twenty to twenty five trainees per class : the strength in respect of L. S. G./H. S. G. Refresher Course (Supervisory Grade) should not exceed 12 persons per class. For these grades the training should mostly be through discussions. The maximum strength of a class for foreign Post and Savings Bank Specialized Courses should also be 12 persons.

(iii) The strength of classes for the gazetted officers and the Inspectors of Post Offices/R. M. S. has not been laid down because of the uncertain position in regard to availability of candidates in these grades in the Circles which depends on the recruitment position of the Department. Generally, the strength of such candidates should not exceed 8 in respect of the class of gazetted officers and 10 in respect of the class of I. P. O₃/I. R. Ms. grade.

26. Commencement of Courses.—The programme should, normally, be so regulated as to commence each course on or about the 7th of a calendar month. This is intended to enable the trainees to leave their headquarters after having received their pay.

27. Days of Grace for Late Comers.—Three days of grace are allowed for late comers for a new course. Officials who join within that period are allowed to take the course. In case a direct-recruit to the grade does not turn up by that time his absence is reported to the unit concerned for suitable departmental action. In exceptional case such as sudden illness maximum period of 7 days is allowed to a candidate to join the course. In no case should the units relieve the trainees late but in very exceptional circumstance for which full justification should be given by the unit to the Head of Circle if a trainee is relieved late a maximum period of seven days may be allowed in case of that trainee as well.

28. Form Folders.—As soon as a new course commences each trainee shall be supplied with a set of form-folders from the stock kept with the Librarian [See rule 118 (b).] There should be a separate folder for each examination paper. This form folder, if used carefully should be of great help to the trainees both during the theoretical and the practical training. The method of filling in these forms should be carefully taught. The folder will remain in the custody of the trainee concerned.

NOTE:—see rules 29 and 47.

29. Theoretical and Demonstration Work.—The Instructor should lay special stress on examination of the forms and registers, referred to in the Manual rules under study. Large size specimens of the important forms should be hung in the class rooms for the purpose. Other forms should be available in the folders with the trainees and should be studied during the lessons. In addition, the instructor will supply every morning to each trainee, sufficient number of forms, he intends to be used during the day. The Instructor will explain special features as regards preparation of each form and register. Filling in the various forms and preparation of registers and returns by the trainees individually will, however, be done more exhaustively as part of practicals in the Dummy Post Office or Sorting Office.

30. Method of teaching the fresh recruits.—(a) The new recruits in clerical grades who come for the training courses are of three categories as detailed below :—

- (i) Purely outsider recruits who have passed the examination for recruitment to the post of Post Office Clerks, R. M. S. Sorters, Foreign Post Clerks *viz.* the clerical grades of the Department and have no knowledge of the rules and regulations of the Department.
- (ii) The new recruits who have been working in the Department on a temporary basis and have passed the examination while working in the Department.
- (iii) Departmental lower cadres officials who have been promoted departmentally on qualifying in the examination.

(b) The classes for the first two categories should generally be held together while the classes for the departmentally promoted officials should be held separately whenever there is sufficient number to justify the formation of a separate class.

(c) Fresh recruits, who have no previous knowledge of the Department will have to be taught from the very beginning by giving them a fair idea of the department and their role in it. They will have to be explained every thing in greater detail. Each reference book and form will have to be properly introduced. The full implication of rules, the correct use of forms and the method to find their way through various reference books should also be brought home to them. The trainees will be required to study the relevant portions of the Manual and the guide before they take up a specified lesson. In so far as the departmental promotees are concerned, the Instructor should try in each case to assess the knowledge of the trainees by question and answer method and arrange further training on the basis of that assessment. These candidates may be allowed the use of the national languages liberally so that they can fully understand the subject and express themselves.

(d) As regards the lessons on counter-working, special emphasis should be laid on the relationship between the counter staff and the public. Systematic work and sympathetic approach and politeness will have much better results than any haphazard, callous and indifferent treatment. Accordingly emphasis should be laid on courteous behaviour, understanding the point of view of the client and adherence to the departments motto "Service before self".

31. Method of teaching for refreshers.—As regards the Refresher Courses, these are conducted only if capacity is available in the centres after providing for the Preliminary, Advanced and the Specialized Courses which should be given priority over the Refresher Courses. The trainees who come for such courses would have sufficient background knowledge of the rules and regulations of the Department. The question-answer method should be applied to assess their knowledge of rules and procedures. Special attention should be paid to correcting the wrong procedures which may have been followed by them in their respective units. The purpose of Refresher training is to brush up and improve their knowledge of rules and regulations specially as regards the changes in procedure and important developments that have taken place in the recent past. A refresher course may become necessary once in every five years or so.

32. Method of teaching for specialized courses.—(i) The Specialized Courses like that of Savings Banks Course are conducted in classes, the size of which is smaller than those of Preliminary or Advanced Courses. Special emphasis is laid in these courses on use of the forms during the theoretical and practical training. The practical lessons in filling up of the forms by the trainees are given particular attention as on it depends much of the efficiency of the Savings Bank Service. After the completion of the theoretical part of their training, trainees are made to work in the Savings section of a local Post Office. They are also taken out to Commercial Banks for being shown modern counter service arrangements and practices.

(ii) A special course for "Correspondence" is also available for the clerks working in the administrative offices. The clerks working in administrative branches of a first class Head Office or a Divisional Office are selected for this training which is for a period of 3 months. They are trained in noting and drafting, correspondence and handling of files of the various subjects mainly dealt with in those offices. Numbering the files, use of model drafts, model routine, noting and efficient handling of cases relating to public complaints, revision of establishment and personal cases are some of the salient features of this courses.

33. Demonstration work-dummy post and sorting offices.—Theoretical training is followed by the practical training for which classes are sent to the Dummy Post Office or the Dummy Sorting Office as the case may be. The

demonstrator will be in charge of the class for practicals which should be elaborate and the trainees made to fill in the forms, registers, receipt books and journals and instructed in the use of stamps, seals etc. in a realistic manner. Stamp impressions should be real and not merely token marks. In the Dummy Sorting Office, trainees have to practice sorting for which sufficient number of test sorting cards should be available. It should be ensured that the trainees acquire the necessary speed of sorting. The volume of work to be done by each individual trainee in the Dummy Office must be adequate to give him confidence in handling similar work back in the operative office. The preparation of records, *i. e.*, forms and registers in the Dummy Office will be on a realistic basis. Where a register is used in the P. O. only a register will be used for practical work and loose forms instead will not be used. The records prepared in the course of training will be preserved in the same manner as done in an operative office. The registers will actually be continued from one course to another similar one. For instance, the book of M. O. receipts, Registration or Parcel abstracts, S. B. pass books, S. B. ledgers etc. will not be discarded after a class completes a course but these may be used also by the next class.

34. Weekly chart for each course.—(i) A weekly chart for each course should be drawn up in advance. The chart will show the designation of the Instructor together with the particulars of classes and refer to Manual rules and clauses of the P. O. Guide. The weekly chart should be displayed in the staff room at least 3 days before the relevant week starts.

(ii) Weekly time tables of studies are appended to certain syllabi. They should be rigidly followed by the instructors.

35. Co-ordination between theoretical and demonstration work.—(i) The co-ordination between theoretical teaching and demonstration work is to commence from the class room where the theoretical training is imparted. The Instructor should use visual aids and refer to the forms displayed on the Notice Board as well as the enlarged forms, if any, available in the class room and should explain in detail the procedure regarding filling up of the forms on the black-board. In case this co-ordination between theoretical and demonstration work is taken up in right earnest from the commencement of course, the trainees should have no difficulty in the practical work at the Dummy Post Office/Sorting Office and later when they have to work independently in the operative offices.

(ii) A regular list of practicals to be carried out by the trainees in respect of each course in Dummy Post Office or the Sorting Office is appended to each syllabus. All these practicals will be carried out by the trainees individually and collectively, as the case may be, under the guidance of the Demonstrator in-Charge of the Dummy Post Office/Sorting Office. Co-ordination between theoretical and practical training shall be the responsibility of the gazetted Officer-in-Charge of the class. Practical will, of course, follow the theoretical lessons on the subject.

36. Period for theoretical learning and written examination.—(i) The period for theoretical learning for the preliminary and advanced courses of the classes including written examination is generally from six to eight weeks. This is followed by three to four weeks' field practical training. During the latter period the trainees have to work as operative hands in respective offices. The intention is to make the trainees familiar with work in actual conditions obtaining in operative offices. This training is followed by the examination in practical papers, in the last week of the training. In the case of a specialized course where the period of training is six weeks the period of theoretical training will be one month followed by practical training for a fortnight and the final examination.

(ii) The same practice is followed in case of L. S. G./H. S. G. Supervisory Grade course for 3 months, where a period of 2 months is spent on the theoretical training with a written examination, followed by a field practical training in local offices. They have to undergo an examination at the end of the period of three-months. In the case of gazetted officers, no examination is prescribed (Rule-8).

37. Period for speed practice by R. M. S. trainees and practical examination.—(i) Separate periods should be earmarked for speed practice by R. M. S. trainees. The sorters in particular have not only to learn sorting but have to gain adequate speed therein. Practical examination should test speed in sorting as well as correct sorting. Adequate number of test cards should be available in the Dummy Sorting Office for practice by the trainees. These cards will be of three categories.—

- (i) Bearing addresses of places shown on the preliminary sorting cases in R. M. S. Offices ;
- (ii) Bearing addresses of Branch Office served by offices covered by items (i) and (iii) Bearing addresses served through secondary sorting boxes.

Each card will bear on the reverse its correct sorting particulars, so that a trainee may himself check the results after a sorting exercise:

38. Question papers.—(i) The question papers for the final examination after completion of each part of the syllabus for a course of training are set by the Circle Office concerned. The question papers are sent in sealed covers addressed to the principals/Officers Incharge, Postal Training Centres by name, a week before the commencement of the examination. The sealed covers of the question papers should be opened on the date and time of the examination which is duly shown on the sealed covers. The various courses will commence and examinations in respect thereof will be held at all the centres in a Circle simultaneously. The question papers for all the centres in a Circle will also be the same.

(ii) Except for the class of gazetted officers who are exempted from a written examination, all other categories of staff have to appear in the final examination. The qualifying marks and the total of aggregate marks is fixed for each examination.

39. Examination of Answer Books.—The answer books are examined by the Instructors, the Officers-in-Charge of the Postal Training Centres and the Principals, as may be decided by the Head of the Circle concerned. Examiner should normally be an official other than the Instructor himself. In evaluation of the answer books, due importance should be given to the trainees' practical knowledge and his grasp of the subject. A limited number of grace marks not exceeding five in all may be given by the Principal/Officer-in-charge in one paper only in cases where marking up of this deficiency will enable the candidates to qualify in the entire examination.

40. Test check by the circle Offices.—The answer books of the candidates are submitted to the Circle Offices, wherever possible, for a test check of at least 10% of the books. This is to assess whether the evaluation of the answer books has been fair end of a uniform standard. A similar check may also be exercised at the time of inspection of the Centre. A register should be kept in the office of the Head of the Circle where a record of test checks carried out should be made.

CHAPTER IV

THEORETICAL TRAINING

41. Instructor's Notes.—Separate notes for the use of instructors are compiled by the Directorate General in respect of certain courses and supplied to them. Meanwhile they should prepare their own notes in respect of each lesson. For this purpose they should collect all material regarding the rules and clauses relating to the lessons and also select from among them the special items which have to be emphasised or explained in greater detail. Reference numbers of the relevant forms concerned should also be recorded in the notes so that these can be readily picked up by the Instructor for supply and demonstration. As a rule the Instructors' notes should not be a copy of the Manual but they should cover the important points with reference to training. These notes will guide the instructor regarding the manner and context in which he is to impart instructions to the trainees. It should be ensured that no points are lost sight of by the Instructor during the lessons. In no case Instructors' notes should be confused with the trainees' notes.

42. Study by trainees for the next day's work.—The Instructors are required to inform the trainees before-hand about the rules and clauses in the Manual and books of reference they have to study for the next day's work. The trainees are expected to have studied the relevant rules before attending a class. The Instructors should explain in detail the application and implications of these rules and remove any difficulty about understanding these rules that may be faced by the trainees. The Instructor should also question the trainees about the import of the rules and clauses which form the lesson for the day and satisfy himself that they have fully understood their lessons.

43. Preparation by the instructors.—The Instructors should have handy with them a set of forms-folder relevant to the lesson. They are allowed time for preparation at the rate of one period for every four periods of class work. They must spend these periods at the Centre for the proper preparation of their lessons, notes, etc., and not treat these periods as just vacant periods. It would be advisable to utilize as much of the preparation time as possible before the commencement of the course. The Instructors are expected to impart the theoretical knowledge of rules and also to instruct the trainees regarding filling of the relevant forms. Good use should be made of the black boards provided in the class rooms. The Principal will examine the Instructors' Diaries and lecture notes off and on and satisfy himself that they are in full preparation for the lessons.

44. Revision of the previous day's work.—Before taking up a new lesson in a class, an Instructor should ask the trainees questions about the previous day's work in order to ascertain whether they have fully benefited from the lesson of the preceding day.

45. Question-answer method.—As far as possible the Question and Answer method of training should be adopted. The courses of instructions for operative hands should not be running series of lectures as is generally the case in Colleges and Universities. The Instructor must continuously ensure that the trainees have assimilated the information imparted to them. The running lecture method may, however, be adopted for training the gazetted officers and in certain cases for the supervisory grade classes. Even in such cases discussions should be welcome and when possible seminar should be organised. In no case, the method of running lectures should be adopted for preliminary and Advanced Courses. Even

in the specialized courses, question answer method should be preferred in order to ensure that the trainees have acquired practical knowledge and have fully benefited from the course of instructions.

46. Charts of important forms.—Charts of important forms should be displayed in every class room and specially in the Dummy Post Office and Dummy Sorting Office so that the trainees get well acquainted with the forms. Some of the commonly used forms can be enlarged on the Ferro-printing frames or ferro-printing machines by the Draftsman of the Training Centre. Important forms should also be displayed in original on the boards provided for this purpose in the class rooms.

47. Form folders to be Continuously Referred to.—The instructors should ask the trainees to refer to the relevant forms in the form-folder during the course of instruction. They should keep a set of form-folders with them and arrange supply of a set each to the trainee when they join a course. The form-folders are taken back from the trainees on the completion of the course. When the Manual, books of reference Guide etc. are referred to the forms quoted therein should be consulted by the trainees for ready reference so that they fully understand the rules and their implications.

48. Practical Bias.—The instructor should clearly understand that the idea of the training is to make good operative hands. He should ensure that the trainees are prepared for doing operative work with necessary speed and efficiency. Co-ordination between the relevant rules and regulations and the forms to be used by the members of the staff and the public is very necessary at all stages. Theoretical knowledge without full acquaintance with practical procedures will not serve the purpose in view.

49. Home Work.—The Instructors should give home work regularly to the trainees. The Instructors during the course of the lessons, should satisfy themselves that the trainees have carried out their instructions and studied the relevant rules and regulations from the Manual, books of reference, Guide etc. before coming to the class. It will be a good practice to require the trainees to fill up relevant forms as part of their home work. Material for practicals should be got prepared through home work as far as possible. For instance, filling up of M. O. forms, S. B. withdrawal forms, Index cards, Mail lists etc. may be given as Home Work before the relevant practicals are taken in hand.

50. Revision of preliminary course before starting advanced Course.—

(i) The candidates, after completing a preliminary course are appointed to various operative posts. After completion of one year's service, they are eligible for training for an Advanced Course. Before commencement of the syllabus for the Advanced Course, the instructors are required to check up the knowledge of trainees as far as the preliminary course is concerned. The instructors should proceed with the syllabus of the Advanced Course after they are assured that the candidates have well assimilated the lessons that had been imparted to them during the preliminary course. Provision will be made for these Revision Lessons in the detailed syllabi.

(ii) Importance of the Advanced Course for the candidates consists in the fact that after they have successfully completed this course, they should be able to work on all the operative points in the Post & R. M. S. Offices. They would be eligible for confirmation in their cadre and those who fail to qualify in the Advanced Course would not be confirmed until they have passed the examination subsequently, for which not more than three chances are allowed.

51. Standard of efficiency in postage rates.—The tutorial staff should specially ensure that the standard of knowledge and efficiency of the trainees for operative work in the postage rates, both inland and foreign must be very high. The candidates should study the Post Office Guide, Post Office Tariff Manual and memorise the rates commonly used for different kinds of Postal articles in the country as well as the rates for Postal articles, including packets and parcels for foreign countries. The knowledge of rates is basic and should form an essential part of every relevant course.

52. Study of miscellaneous rules and regulations.—Although the main objective of training of operative cadres is to make them good operative hands, it is desirable that these trainees are encouraged to study subjects relating to their terms and conditions of service such as Leave, Pension and Discipline Rules. The syllabi will include these subjects and the trainees should be helped to learn as much of these rules as possible.

CHAPTER V

DUMMY POST OFFICE

53. Demonstration and practical work.—(a) A Dummy Post Office which can be used as a Head Office or a Sub-Office as the needs be should be attached to each Training Centre where the trainees should be made to work as in a "live" Post Office so that they learn their job by doing it under proper supervision and guidance. The class incharge while imparting training in theory would have already, by actual demonstration, explained to the trainees how to fill in correctly different kinds of forms relevant to the lessons under study. In the Dummy Post Office the trainees will themselves fill in different kinds of forms, maintain books and records and prepare prescribed returns for submission independently. The work performed by the trainees should be thoroughly checked by the Demonstrator. The trainees of the operative cadres will work as the relevant staff of a Post Office, such as the M. O. issue clerk, M. O. paid clerk, Registration or Parcel Booking Clerk, etc. or even the Sub-Postmaster, the Postmaster, etc. The Demonstrator will supervise and point out the errors and omissions and get them to work correctly. Practice in the work performed exclusively in Head Offices and also the work performed in Sub-Offices should be given to the trainees separately so that they understand the difference between the working of a Head Office and a Sub-Office. Moreover, the trainees should learn to work on all the positions in a Post Office and not only on the Counters. Preparation of returns to the Audit should receive as much attention as the books to be maintained by Counter Clerks.

(b) Dummy Post Office is intended for the benefit of trainees of the following courses :—

- (i) Post Office Clerks' Preliminary Course.
- (ii) Post Office Clerks' Advanced Course.
- (iii) Post Office Clerks' Refresher Course.
- (iv) Postmen and Village Postmen's Refresher Course.
- (v) Class IV officials' Refresher Course.
- (vi) Sub-Postmasters' Course.
- (vii) Head Postmaster's Course.
- (viii) Assistant Postmasters' Course.
- (ix) Savings Bank Specialized Course.

54. Dummy post office work to be realistic.—(i) The Dummy Post Office should function on the same lines as an operative Post Office, except that the seals and stamps will be distinctive and clearly indicate the Dummy Post Office to avoid any possibility of their being taken for those of any actual Post Office and any misunderstanding as regards the authenticity of cash vouchers, etc. The equipment and articles of stationery will be arranged at the counters and inside the room in accordance with the Manual rules. All the documents prepared or brought into use will be impressed with seals and stamps as in case of real vouchers and they should not be just make-belief vouchers. For instance, registered lists,

parcel lists, money-orders, S. B. pass books, Index-cards, applications for withdrawal, M. O. Journals, etc. will all be impressed, with stamps of the date when the work is actually carried out. Similarly, these records will be properly filed and preserved for the prescribed period. For example a money order issued a certain day will be treated as having been received for payment on a later date and dealt with accordingly. The lists of money orders issued and M. O. paid journals will be according to the actual vouchers handled and not filled with imaginary entries.

(ii) Inspecting Officers will call for the records of practicals and see for themselves that the work had been done in a realistic manner and that each trainee has had adequate practice.

55. Practice of work at a head office and a sub-Office.—Each Dummy Post Office will have one set of seals and stamps of a Head Office and five sets for those of Sub-Offices the latter being marked A, B, C, D & E. Whenever the practicals relate to a Head Office, the Head Office set will be used. The sub-Office seals and stamps will be used for sub-offices. Arrangements will also be made as regards practicals in the Sub-Accounts work and the S. O. S. B. work in the Head Office. While practising Sub-Accounts work, various trainees may deal each with a different sub-office so that the vouchers received from them in the Head Office from the basis of practicals for the S. O. summary and S. O. slips, Audit returns for the Money-Orders, etc. Money-Orders Paid at sub-offices will be duly prepared for despatch with the periodical returns to the Head Office where they will be duly checked in accordance with the rules, bundled together and prepared with the covering journal for despatch to the Audit Office and placed on record.

56. Book of postmarks and nominal roll.—Books of Postmarks will be regularly maintained and impression of all the stamps and seals used on a day for practicals should be recorded therein. Similarly, a Nominal Roll should also be maintained. This nominal roll will show the position assigned to each trainee on a date for the practical work, *i.e.*, it will show whether the trainee worked on the counter as registration, parcel, M. O. Issue clerk, as Sub-Postmaster, ledger clerk, etc. This roll will also show clearly whether the Dummy worked as a Head or a Sub-Post Office. It may actually work in different capacities in different periods for different classes. Accordingly, the particulars of the class will be shown at the top of each roll for the date concerned.

57. Chart of practicals.—A chart of practicals will be maintained in respect of each class. It will show serial number in the first column, 'name of the trainee' in the second column and dates on which the practicals are done by the trainee concerned in the remaining columns which will bear at the head the number and nomenclature of the practical. This chart will show at a glance the progress of practical work in respect of each trainee. This chart should be reviewed by the officer-in-charge of the class every week to ensure that progress of work is adequate. The records of practicals will be preserved carefully so that any papers can be easily made available with reference to this chart. Proper preservation of records will be the responsibility of the Demonstrator.

58. Home work.—Normally adequate home work should be assigned to the trainees. Trainees may be required to bring in on a given day about 10 forms duly filled in. For example, in case of money order forms the form may be filled in as a remitter for various addresses served by Head Offices, Sub Offices or Branch Offices and to be paid to adults, minors, pardanashin ladies, tourists, commercial travellers, large commercial travellers, etc. and also as a counter clerk. Home work should also be availed of for practice in form filling-preparation of M. O. Issue List, M. O. Paid Journals, S. B. Memos., etc. (See Rule 49).

59. Refreshers and home work.—Officials coming for a refresher course are expected to be generally conversant with the work to be covered by their course. They may, therefore, be given much of their practical work as Home work. The Instructor or the Demonstrator will be mainly concerned in their case with a thorough check on the documents prepared by them to detect deficiencies which should be made good. They should not be treated as fresh recruits as that would mean wastage of time. With some experience, it may be possible to divide the trainees in groups so that more efficient hands in these groups can assist the instructor in correcting the papers and rendering necessary guidance to the other members of these groups. Some irregular practices as regards procedure are sure to be noticed in the practical work of the refreshers and it is the primary object of the Refresher Course to remove them.

60. Co-ordination between M. O. issue & M. O. payment work.—(i) As already pointed out, various items of practicals have to be properly synchronised. Each one of the trainees will fill in M. O. forms as sender as his Home Work. He will then book these money orders and also journalise and advise them as counter clerk. Thereafter, all the money orders booked on a day will be stamped and drawn on a Head Office as well as five sub-offices represented by the Dummy. Thereafter, these money orders will be enclosed in M. O. covers for the offices concerned and placed on record. Each trainee should book at least 20 money orders.

(ii) Later these very M. Os. may be treated as received for payment at the Head and Sub Offices and dealt with accordingly. The M. Os. paid at the sub-offices will, after payment, be sent to the Head Office with due return and in the Head Office they will be dealt with, along with M. Os. paid at the Head Office in accordance with the rules.

61. Extensive counter practice.—Extensive Counter practice should be given to the trainees. The Demonstrator will be responsible for having in store a large number of dummy articles of the letter and parcel mail, both inland and foreign, for this practice. They will also include an adequate number of articles which are under the normal rules not acceptable for booking/despatch. The trainees may work as booking clerks and as members of the public. The Demonstrator will carefully watch the working of the booking clerk as regards weighing of articles, calculation of postage required and writing up of the receipt and preparation of the articles for despatch. All the trainees will work as booking clerks turn by turn. The demonstrator should also ensure that conditions and problems are created for the booking clerk as are normally faced actually in the department and that he handles them tactfully and correctly. Similar may be the case in respect of M. O. Issue Counter. Each one of the trainees should get extensive practice. The demonstrator must ensure regular and adequate supply of dummy articles of various descriptions that might call for full knowledge of relevant rules in the Manual, clauses in the Guide and the Tariff Manual.

62. Individual work.—Dummy Post Office practice is intended to give extensive individual training to the class. It will not be at all adequate for the demonstrator only to fill in specimen forms himself for guidance of trainees and consider the practical over. This much work would be done by the Instructor in the class room. Dummy Office is intended for extensive practice for the trainees on individual basis. This work will extend to all the aspects of the Post Office and not just be restricted to counter work. All the work done inside the Post Office behind the counter, as well as writing up of various registers and returns and maintenance of statistical registers, will be covered thereby. Practical should also cover various aspects of the same work and the general irregularities committed should be specially guarded against and brought home to the trainees. For instance, as regards M. O. Issue work, reference to the List of Post Offices must be insisted upon to avoid their misdrawing and so with the preparation of M. O. Covers.

63. Head Office and Audit Office returns.—In a sub-office, preparation of the daily, weekly, and monthly returns for the Head Office, and in the latter office returns for the Audit Office is very important. This work should not be neglected. Each trainee should carefully learn and understand the preparation and disposal of these returns. This work is quite simple but many officials fight shy of doing this with the result that not only their offices default in sending these returns on the due dates but also there is risk of frauds being committed by operative hands without being detected by the Supervisors who are not conversant with the details of these returns. For instance, an S. P. M. must insist upon checking the totals of the M. O. Issue list and verifying the individual items with reference to M. Os. to safeguard against short credit and fraud due to incorrect totalling.

64. Savings bank work.—Each trainee may be required to open at least 10 new S. B. Accounts of various descriptions. Relevant Index Cards will be prepared. The new accounts may cover Individual, Joint, Minor, Fixed Accounts, etc. With a class of 25 hands, this will mean opening of 250 fresh accounts. Besides, there would be a large number of accounts current since previous sessions and these accounts will also be operated upon. In short, each trainee may be required to operate upon at least 10 fresh accounts opened by him and 20 old accounts already current. These operations will include deposits, withdrawals, entry of profit and closure of account. Operation of previous accounts is necessary for practice in entry of profit, disposal of a Dead Account etc. The trainees will retain the pass books with them during the course but these will be taken back at the close of session and kept in stock. Care should be taken to see that only such accounts are closed as have been operated upon for a considerable period and the pass book has been fully utilized. Entries of profit should be made in all the old pass books where such entries are due.

65. Sub-accounts work.—In connection with practicals of sub-account work, regular Branch Office and Sub-Office summaries should be written up and maintained. Loose forms of summary books may serve the purpose of demonstration in the class room but they should not be used for practicals. Branch Office as well as Sub Office daily accounts of separate offices should be prepared for the purpose in practicals. These daily accounts will be copied into the summaries. Transit item entries and their adjustment will receive special attention. It may be useful for the Demonstrator to obtain real old records of some post offices in so far as their daily accounts and S. O. slips are concerned. This will make the summaries and entries therein more realistic. Care should be taken to see that entries that are required to be made in the Summaries by the P. M. personally are not made by the trainee who is working as sub-account clerk. Similarly, the entries in the S. O. and B. O. slips that have to be made by the Treasurer will be made by the trainee who is assigned that duty on that date and not by the sub-account clerk himself.

66. Sub-postmasters, head postmasters and assistant postmasters.—Care should be taken to ensure that there is no overlapping in the duties of operative and supervisory staff. The work papers preserved from the sessions of the operative staff, may also be used as dummy articles in case of practical training for the supervisory staff.

67. Stamps and seals—Stamps and seals occupy a very important position in the Post Office work. Use of proper stamp in the space prescribed is essential as without this, the relevant voucher remains invalid. The Demonstrator should lay full emphasis on this point. A manuscript mark of a stamp will not do. The trainee must get into the habit of using correct stamp or seal for the purpose in

view. He should also be fully conversant with the importance and implication of each stamp or seal and also the necessity for its safe custody. The registers maintained in the Dummy Office should in no case, be without proper impression of the stamps prescribed, it being presumed that they were impressed. We must ensure that all the work in the Dummy Post Office is on a realistic basis.

68. Practical Training of Postmen and village Postmen.—Postmen and village postmen should be given extensive training in writing Postman's Book, Village Postman's register and Visit Book. Deficiencies, if any, should be corrected on the spot. This class of trainees should also be given instructions in other miscellaneous work which is required to be done by them, like changing of date-types of stamps and seals, changing of plates of letter boxes, clearance of letter boxes in village and other work which their duties entail, and given in the guidance book for postmen and village postmen.

69. Class IV Trainees.—The class IV trainees should be explained the importance of keeping the stamps and seals clean. The stamps and seals are generally cleaned with the help of a brush supplied to the Post Offices for the purpose. A small machine has also been given to certain offices for the purpose. The manner of obtaining clear seals and stamps impressions on Postal articles and on the Post Office records should be explained to class IV trainees and they should get good practice at that. They should be given extensive training in finding out correct date, month and year types and to know how to fix them in stamps and seals and to keep types, when not in use, in the proper tin box so that a date or year type can be traced and brought into use with the least possible delay. Proper stamping of postal articles, so that addresses are not spoiled and the impressions are clear, should be taught to the trainees. They should also be taught to avoid damage to the postage stamps that may destroy their philatelic value. Proper closing tying and sealing of bags should receive special attention. They should be made to learn how to tie "Clove Hitch" Knot which is used for closing bags. Duties as letter box peons require emphasis on promptness in changing of hour plates.

CHAPTER VI

DUMMY SORTING OFFICE

70. Objective.—(a) A Dummy Sorting Office, capable of working as a Sorting Mail Office will be attached to each Training Centre. Trainees should work there as in a "Live" Sorting Office, so that along with the theoretical training, they might get practice in practical sorting. An I. R. M. (Instructor) should also work as the Dummy incharge. Besides sorting, other work performed in a mail and sorting office, Record Office, Bag Office etc. will also form part of the syllabus for practicals.

(b) Dummy Sorting Office will cater for the benefit of the following courses:—

- (i) R. M. S. Sorters (Preliminary Course).
- (ii) R. M. S. Sorters (Advanced Course).
- (iii) R. M. S. Sorters (Refresher Course).
- (iv) T. D. Sorting Refresher Course.
- (v) Mail Guards' Refresher Course.
- (vi) Class IV Officials' Refresher Course for R. M. S.

(c) Sorting is the main activity of a Sorter. Sorting work should, therefore, start from the very beginning of the course. There will, however, be various stages of progress from very simple sorting for station bundles to complex secondary sorting. In the case of trainees for Preliminary Course Home Work will generally include memorisation of the Classified List of Post Offices and R. M. S. Sections.

71. Preliminary Training.—The scope of preliminary training is limited. The S. R. M. will intimate to the Training Centre the office or section where the trainee is proposed to be posted on completion of his training, so that he may be given intensive training in the sorting work of one or two specified mail offices or sections. With this end in view, the sorting cases in the Dummy should represent the main sorting offices and sections of the sorting division concerned. No class should group together trainees coming from more than one sorting division. The class will be further divided into groups for practical work according to the offices or sections to which the trainees are to be posted after training. Although the scope of training will be limited to certain offices and sections, yet it will include both primary and secondary sorting.

72. Advanced Training.—(i) The advanced course will cover the sorting work of all the offices and sections of the Division concerned, although intensive practice will be given as regards important mail offices and sections only, according to the availability of the relevant sorting cases in the Dummy Office. More emphasis will also be laid on the work in the Record Offices and general rules so that after completion of the course, the trainee may be quite suitable to work in any office or section, including the Divisional or Record Office. The trainees will be given intensive practice also in the sorting of inter-wing and foreign mails.

(ii) Training in circulation of mails, apart from sorting should receive special attention in the advanced course. Circulation has assumed greater importance in view of the alternate routes by surface and air being available for the same station and it is for the circulation sorter to decide which route would be utilised for any particular articles.

73. **Sorting Cases.**—The main equipment of a sorting office is the sorting case. All the sorting cases for use in the Dummy must be of the standard pattern with 48 boxes. The sorting diagrams to be utilized for practice in sorting for the various sorting offices and sections should be the same as are in use by those offices and sections. The Training Centre may recommend any improvement that may suggest itself as a result of practice, to the Divisional Superintendent concerned but the sorting diagram in use at the Centre will not be modified until the recommendation has been accepted and actually adopted. In order that the same sorting case may be used with more than one sorting diagram, the names of stations etc. should not be painted on the boxes themselves but on the steel rods (fillets) with a square cross section, so that the names can be painted on all the four sides, thereby one sorting case being made to serve the purpose of four.

74. **Progressive schedule for sorting practice.**—(a) *Station Bundles.*—Sorting practice will start from very simple work consisting of sorting for large stations provided for on the Primary Sorting, without bringing in the B. Os. served through them. For this practice, there will be test sorting cards bearing only the names of such stations. After the trainee has been explained the salient features of the 48-Box sorting case and trained to stand in the prescribed position in front of the sorting case, his practice in sorting should begin. During the very first week of the course, it should be possible for him to sort out station articles for the main towns standing blind fold *i.e.*, he must learn the position of the various boxes by memory and not by sight only.

(b) *Sorting & Territorial Bundles.*—The second stage will consist of practice in making sorting and territorial bundles. This will depend upon the ability of the sorter to learn about the location of the various stations. He should familiarise himself with the R. M. S. maps of Pakistan memorise the names of the Head Post Offices, Sub-Offices in his own zone. He should be made to familiarise himself fully with the various sorting lines and Territorial areas for which sorting bundles are made. With his progress in these items, he will start working on Secondary Sorting cases as well.

(c) *Full Sorting.*—The third stage will be reached when the trainee has memorised the branch offices served through various head and sub-offices, so that he is able to sort out mails addressed to these Branch Offices (or villages served thereby) into boxes reserved for stations through which these B. Os. are served on the Primary as well as the Secondary fittings. Thereupon, the trainee will be required to practice in sorting of articles bearing full addresses.

75. **Test Sorting Cards.**—Large number of test sorting cards should be available in the Dummy Sorting Office to give practice to the trainees in sorting. These cards will be of three categories:—

Note 1. Bearing names of towns which have a place on the Primary Sorting case.

Note 2. Bearing names of places that go into sorting and territorial bundles.

Note 3. Bearing full addresses inclusive of large towns, small stations and B. Os. served through the former two.

There will be separate bundles of each category for each sorting office or section for which practice is to be given. There should be at least two thousand cards of each category bearing as diverse addresses as may be in keeping with the actual conditions in operative offices. These sorting cards as well as those mentioned in the next rule will be prepared by the I. R. M. in charge of the Dummy Sorting Office. Time for this work is included in 25% of the periods allowed for preparation.

76. **Self Practice Sorting Cards.**—In order to give intensive training in sorting, cards should be available for use by the trainees for practice in their leisure time and without being supervised. There will be separate bundles of these cards which will belong to categories No. 2 and 3. On the reverse of the card, in one corner will be written the correct disposal of the card. After a trainee has practised sorting with these cards for an hour or so, he will verify for himself how far he has been able to sort out correctly. The trainees should be encouraged to have extensive practice in this kind of sorting.

77. **Co-Ordination.**—Close co-ordination between the class room instructions and practical in the Dummy is necessary, so that sorting practice develops smoothly. This co-ordination is all the more necessary in respect of items other than sorting. This co-ordination and a close watch thereon will be the responsibility of the officer-in-charge of the class. The said officer will also personally check from time to time the progress made by the class and ensure that it is in accordance with the syllabus. The Class-in-Charge will also test the trainees in sorting from time to time. This will work as an incentive to the trainees to learn sorting.

78. **Revision of Preliminary Training Work.**—Before training in Advanced Course starts, there should be a thorough revision of the Preliminary Course. The trainees who are found deficient in speed and correctness in sorting should be given intensive practice in sorting from the very beginning. This is necessary to ensure that the trainees have got the necessary background for the advanced course. This is specially necessary in respect of trainees who are exempted from undergoing in preliminary course and may not be fully aware of the important aspects thereof. With this revision, the work in the advanced course will become easier and smoother.

79. **Chart of practicals.**—A chart of practicals for each class along with the names of the trainees and the date on which each practical is performed by each trainee will be maintained. This chart will show, at a glance, the progress of work in practicals by the class. The Officer-in-Charge of the class will review it from time to time to ensure that the progress is adequate. The documents and work papers prepared in connection with each practical will be carefully preserved as records, according to the normal rules and these should be easily traceable and made available to the inspecting officer for reference.

80. **Lower grade staff.**—Lower grade staff are mainly concerned with practical work and have very little of writing work to do. They should be given good practice in their work and ways and means of doing it quickly and efficiently. Cleanliness, smartness and promptness are the basic qualities for this staff and these must receive proper attention.

CHAPTER VII

FIELD PRACTICE

81. Objective.—Field Practice is intended mainly for fresh recruits who have no background as regards practical working of the Department or for specialized courses which require visits to offices in the department and institutions outside the department. This is also necessary for R.M.S. Refreshers to give them good practice in sorting on modern lines. The objective is to familiarise the fresh recruits with the actual working conditions in an operative office, so that he can familiarize himself with the conditions prevailing at the public counters and other positions in the department with confidence and be aware of the fluctuations of work during the day and learn how to prepare himself for necessary adjustments.

82. Period of field practice.—Field practice should be continuous and for an adequate period for the attainment of its objective. The items of field training should consist of work on the counter and other work behind the counter where there is likely to be much pressure during certain hours of the day. Keeping the above considerations in view, the period for this training has been fixed at 3 weeks for the preliminary and advanced courses of the Post Office Clerks, four weeks for preliminary, advanced and refresher courses of the sorters and 2 weeks for specialized courses. The distinction between Demonstration work in the class, practicals in the Dummy Office and Field Practice in operative offices must be fully understood. The trainees must be in a position to work at the various points of an operative office independently before they are put on to the Field Practice.

83. Independent working.—Trainees undergoing Field Practice in the various offices of the department should be assigned the performance of specific duties operative hands independently. They will not just observe the work being done by the regular operative staff, nor should they only assist the latter. The trainees would themselves be given charge of the operative positions and perform all the duties on these points. To start with, however, the regular staff should supervise the work of the trainees to ensure that no serious irregularities are being committed or being passed un-noticed, specially in regard to the work at the counters. After the trainee has become familiar with the working of the position, the regular staff may be utilized elsewhere. In no case, however, a trainee should be put in independent charge of a supervisory position when trainees are working in operative positions also.

84. Full working hours to be observed.—Trainees on Field Practice should be required to put in full hours of work on the positions assigned to them. This is essential for their being put to job under real working conditions. A trainee working on the booking counter should continue working there for the full period fixed for the day and not pass the work back to the regular operator after working there for an hour or two. If the Officer-in-Charge of the office, however, finds that out-turn at the counter is not adequate and leads to congestion, he may use his regular staff to open an additional counter to meet the situation. This should be done, of course, in special cases only. There may be no objection also to some items of work being done by the regular hand. For instance, if the counter clerk doing M. O. Issue is doing booking, journalising and advising, all by himself, the trainee may be required to start with booking only and the remaining items may be added on to his duty, as he proceeds with his work and can take on more and more work in keeping with the speed of disposal of the counter traffic.

85. Supervision.—The trainee will work under the immediate supervision of the Postmaster or the Supervisor according to the normal distribution of work at the office. The Instructor in charge of the group of trainees on field practice will,

however, be required also to carefully supervise the work of the trainees, apart from the supervision exercised by the supervisory staff of the operative office. To make the supervision of the Instructor effective, the latter should not normally be in charge of more than ten trainees at the same time. This will mean more than one Instructor accompanying a class on Field Practice. It would, however, depend on the staff position of the centre. Groups of trainees for various offices should be so formed that there is one instructor for each group for the whole day. There should not be shift of an instructor from one office to another during the day. The Officer-in-Charge of the class will also be required to occasionally visit the class on Field Practice and satisfy himself that the practice by the trainees is proceeding in proper order and that the supervision is effective. The Principal or the Officer-in-Charge will also pay surprise visits to check the Field Practice work, and record the result in the Order Book of the class.

86. Prior arrangement with local offices.—The Officer-in-Charge of the class will see that the trainees are not sent to any operative office for field practice without prior arrangement with the officer in charge of that office. The period of practice should be fixed, keeping in view the volume of work at the office and the latter's slack and busy periods during the month and the capacity of the operative office to take in the trainees—on the basis of total regular staff in the branches concerned as well as accommodation available there. The Offices selected for Field Practice should be efficient offices where the trainees could face all sorts of problems connected with the handling of work in an orderly manner and in accordance with the rules. The trainees should not be sent to offices where they are not likely to be welcome. The officer-in-charge will himself visit the operative office and satisfy himself that the working conditions in the office concerned are good and likely to have a healthy effect on the trainees. If any defects are noticed, he will take action to have them removed in consultation with the officer in charge of the office. The capacity of the local operative offices to take in trainees for Field Practice being limited, it is necessary that more than one class should not be due for this practice simultaneously. The training programme should, therefore, provide for only one new class of preliminary course for the Post Office or the R.M.S. per month.

87. Specified offices for specified work.—It is not necessary that a full class may have Field Practice at one operative office only. As already stated, distribution of trainees should be made according to the capacity of the office to take in the trainees. It may sometimes be convenient to select specific offices for specific work, in order that the training may be more beneficial. For instance, practice in delivery work at medium size office (like Frere Hall, Karachi) may be more feasible than at a very large office (such as Karachi G.P.O.) where the trainees are liable to be confused. Again, a particular office may offer special advantages for the work relating to booking of V.P. articles, inter-wing parcels or money orders. These factors will be given special consideration by the officer-in-charge while finalising Field Practice Programme.

88. Savings Bank Specialized Course.—(i) In addition to the Field Practice in the local Post Office Savings Unit, the trainees in the S. B. Specialized Course should be sent, as a part of training, to the local branches of the National Bank of Pakistan. In the latter office, they are not required to work independently in any position. They are required mainly to work as observers of the work being done at the counters. The Instructor will carefully point out to the trainees the 'queue' system being observed there. The sympathetic attitude towards the clientele, the relations between the counter staff and the supervisory staff and the initiative and promptness of the latter to relieve congestion etc., at the counter must receive full attention. The trainees will be taken to the Bank by the Instructor in convenient batches in accordance with the arrangement made with the bank.

(ii) The main part of the Field Practice will, however, take place in the Postal Savings Unit of the local Head Post Office and the trainees will work in all the positions in rotation at the counters, as ledger clerk, sub-office S. B. clerk and correspondence clerk. The Office-in-Charge of class will fix the number of days to be spent by each trainee at each position, so that he gets intensive practice in the relevant work.

89. R.M.S. Refresher Course.—Sorters coming for a refresher course have already a good background of the working of mail and sorting office and they do not need Field Practice to familiarise them with the actual working conditions of such an office. With rapid development in the means of transport, however, sorting and circulation of mails are liable to quick changes for the mail arrangements to keep pace with modern times. It is, therefore, felt necessary that refresher course trainees should get good field practice under close supervision in sorting and circulation work in a big mail and sorting office in order that the various improvements effected in the system are fully brought home to them. Appropriate circulation arrangements are necessary for transmission of mails in the shortest possible time and efficiency therein requires intensive practice under the guidance of an expert. Field Practice to refreshers should therefore, be programmed with this objective in view.

90. Conveyance charges for the trainees and the instructors.—Conveyance charges for the trainees and Instructors should be kept to the minimum. Journeys for the purpose should normally be made within five miles of the headquarters which will be the respective training centres. In case of journeys beyond 5 miles, however, T. A. will be admissible under the prescribed rules. For the journeys within 5 miles, following instructions should be observed :—

- (i) If the official concerned, whether the trainee or the instructor, is in receipt of local conveyance allowance, no conveyance charges will be admissible. The official concerned will proceed to the office concerned direct from his residence and *vice-versa* as the Field Practice Programme will be for the full day and so the journeys need not be undertaken *via* the Training Centre.
- (ii) If the official is not in receipt of any conveyance allowance, then actual bus fare from the Centre to the operative office or the residence to that office, whichever is less, may be allowed to the trainees and taxi hire may be allowed to the Instructors.
- (iii) An officer making a journey in this connection should use the Post Office staff car and in case it is not available, he may be paid actual taxi hire.
- (iv) When an officer's class is to proceed anywhere together, staff car may be used for the purpose and in case it is not available, a taxi may be hired for the purpose.
- (v) No expenditure should be charged if the distance to be travelled is one mile or less.

CHAPTER VIII

HOSTELS

91. Provision of hostel accommodation.—Hostel accommodation will be provided to the trainees free of rent either in a departmental hostel building or a rented one, as the case may be. Residence at the Hostel during training will, however, not be compulsory. The standard of accommodation will be two officers to one room measuring about 200 sq. ft. and 3 non-gazetted supervisory staff to that room. Time-scale officials will generally be accommodated in dormitories but about 40 sq. ft. living space per head will be provided. There should be adequate provision of bathrooms, there being one bath room for each one room for the officers and supervisory staff, and also one bath-room for every six time-scale officials. There will generally be separate bath rooms for the lower grade staff. If possible, wash basins may be provided in the living rooms and dormitories also.

92. Charges.—The resident trainees will have to bear the expenses of ancillary services provided to them, such as, (i) Electric charges; (ii) Conservancy charges; (iii) Mess equipment, including crockery and utensils. A flat rate for each item will be worked out and fixed by the Head of the respective circles for each year and it will, of course, depend on the amount of actual expenditure incurred during the previous year. The rate may be changed even during the course of a year, if it is found necessary. Electric and Conservancy charges will be used to meet the expenditure incurred by the Hostel on that account. The Mess Equipment Fund will be utilised to purchase and replace utensils, crockery, etc. used for the purpose of the Mess. Initial equipment in this respect will be provided by the Department. In case of normal wear and tear or breakages, no special charge therefor will be made from the trainee. In case of unusually large wastage by an individual, however, the latter may be called upon by the Hostel Supdt. to make good the loss.

93. Mess arrangements and equipment.—(i) Management of the Mess will be in the hands of the trainees themselves. A Mess Manager and Assistant Manager will be elected for the purpose by the trainees themselves. These officials will be responsible for running the mess and keeping proper accounts. The Hostel Superintendent will supervise the working of the Mess in a general way. He will also be required to arrange proper transfer of charge from one manager to another. The Mess Equipment Fund will, however, not be managed by the Mess Manager but it will be under the control of the Principal or the Officer-in-Charge, as the case may be, and expenditure therefrom will be sanctioned by the Hostel Supdt. with the concurrence of the Principal for the replacement of crockery and utensils.

(ii) The officers and the supervisory staff trainees may be allowed to have a separate Mess from the one serving the time-scale staff, the lower grade staff may also have their own Mess.

(iii) The equipment of the Mess will normally be on the scale given below. The items will be provided by the Department to start with. Their replacement will, however, be made from the Mess Equipment Fund.

Sl. No.	Items	Standard
1.	Degeha (large)	3 for 50 boarders.
2.	Degeha (small)	4
3.	Kafgir (Copper)	1
4.	Fry Pan (Steel)	1

Sl. No.	Items	Standard
5. Ladle	1 for 50 boarders
6. Water Jug (Aluminium)	1 " 6 "
7. Tumblers (Muradabadi)	1 " 3 "
8. Kitchen Knives	2 " 50 "
9. Parat (Metallic flat)	2 " " "
10. Tawa (steel) for baking chapaties	3 " " "
11. Melting Pot (Steel)	2 " " "
12. Plates (stainless steel)	2 per head
13. Cups and Saucers	1 " " + 25%
14. Table Spoons	1 " " + 25%
15. Tea Set	}	1 each for six officer trainees.
16. Water Set		
17. Tea Spoons	1 per head + 25%

94. Kitchen and Dining Room.—(i) The kitchen of the hostel should be properly designed and equipped with necessary furniture. Fuel in use should, as far as possible, be clean. Where available centres should be equipped with gas, kerosine oil may be used at other places, wood being avoided as far as possible. Sinks, racks, and shelves should be adequately provided. A kitchen table should also be supplied.

(ii) Meals should not be served to the trainees except in the dining room with the exception of tea. The dining room should be furnished with decent dining tables with formica top and should be airy and bright. It should be kept neat and clean and any unnecessary articles of furniture should not be dumped therein. Racks should be provided, however, in the room at suitable place for keeping the dishes etc. before service. Ceiling fans should be fixed according to the size of the room.

95. Common Funds.—Trainees should be encouraged to arrange for healthy activities to develop among them team spirit as well as to keep their minds and bodies usefully employed during their spare hours. This may include the setting up of a circulation library owned by the trainees, apart from the Centre library and arranging for indoor games. For this purpose, there should be Recreation Clubs at each centre. Although contributions to these clubs may be made by the Department from the Post Office Welfare Fund, as in the case of such clubs in operative offices, but the main effort in this regard will have to be made by the beneficiaries themselves. A small contribution towards the Common Fund on this account, varying from 25-paisa to 50-paisa per trainee per month, may therefore, be levied by the Principal. The actual rate will depend on the requirements of each hostel. The Fund will be managed by the Hostel Superintendent with the assistance of the office bearers of the Recreation Club.

96. Furniture and Equipment.—Trainees' residential rooms should be provided with adequate lighting arrangements. There should be one light point for two trainees except in the case of officers who may have one light point each. Ceiling

fans should be provided according to the size of the room. In addition, each trainee will be provided with a cot, a chair and a multi-purpose almirah-cum-desk free of rent. One rack will also be provided in each room for keeping shoes. There will be one set of pegs per trainee fixed in the wall.

97 Service staff.—Service staff, such as, cook, bearer, attendant, etc. will be provided by the Department according to the scale given below. In addition, the trainee may engage attendants at their own cost. This staff will be employed on regular basis or paid from contingencies, as the case may be, according to the general rules applicable to such staff.

Sl. No.	Post	Scale
1.	Cook	1 for 30 boarders.
2.	Attendant	1 for 20 boarders.
3.	Chowkidar	1 for the hostel, if it is not located on the premises of the centre.

98. Use of Hostels as Rest Houses.—The Principal will take special care to see that residential accommodation intended for the trainees is not converted into residential quarters for the staff of the Training Centre, either on permanent or temporary basis. This would not only restrict the training capacity of the Centre but also not be conducive to healthy atmosphere for a departmental training institution. Precaution should also be taken to avoid this accommodation being used as a Rest House by officers of the Centre or otherwise coming to the station on transfer. No officer or subordinate who is not a trainee should be allowed to stay at a hostel for the trainees.

99. Hostel Superintendent.—(i) One of the members of the Tutorial Staff will be appointed as the Hostel Superintendent. He will reside on the premises. He will be responsible for running the Hostel efficiently and in an orderly manner, maintaining discipline among the trainees and watching their welfare. He will also control the service staff. He will keep a strict but sympathetic watch over the activities of the hostellers during off hours. He should give special attention to the upkeep of the kitchen and the dining rooms and the maintenance of the sanitary installations.

(ii) The Hostel Superintendent will be provided with single room furnished accommodation for residential purposes free of rent, if the hostel is located on the premises of the Training Centre wherein his office will be. If the Hostel is located on separate premises away from the Centre, the Hostel Superintendent may be provided a room also for his office on the hostel premises. If the Hostel Superintendent is given family quarters on the Hostel premises, he will be allowed a proportionate rebate in the rent for the single room accommodation to which he is entitled free of rent. If the Hostel is located near a Residential Colony where the Hostel Superintendent has his family quarters, no separate room except one for office will be given to him.

(iii) Hostel Rules as regards attendance, staying out overnight, exercise, breakages, treatment of the service staff, default in payment of mess charges, use of electrical appliances, indiscipline etc. as approved by the competent authority will be prominently displayed and brought home to the hostellers. It will

be for the Superintendent to enforce observance of these rules. Any boarder who defaults in the proper observance of these rules will be liable for action against him on the score of indiscipline.

100. Extra Curricular Activities.—Such activities would consist of :—

- (i) *Physical Exercise.*—This is necessary for keeping the body fit. The Hostel Supdt. will arrange for this in the morning for about 15 minutes to half an hour daily. The time, therefore, should be fixed keeping in view the location of the station and the weather. This exercise should be done as a team and not individually. A. P. T. Instructor may be engaged for the purpose on part-time basis.
- (ii) *Indoor Games.*—These games will be the main activity in the Common Room and will be financed from the Common Fund. The Hostel Supdt. will appoint a Common Room Committee to manage these games under his supervision.
- (iii) *Outdoor Games.*—These will be arranged by the Training Centre Recreation Club. Any grounds attached to the Hostel, Training Centre or general grounds of the Department will be utilized for the purpose. Friendly matches with other local teams may be played. One of the Instructors will be placed in charge of Sports. These games will be open both to the residents as well as the day scholars. The expenditure will be met from collections from the members and contributions from the Post Office Welfare Fund.
- (iv) *Picnics.*—Picnics to places of historical importance or scenic beauty for the trainees may be arranged to foster among them a spirit of co-operation and team work. Transport expenses on such occasions may be charged to contingent expenditure. Other expenses will be borne by the picnickers themselves. Such visits or picnics will be conducted in charge of an Instructor.

101. Garden.—As far as possible, lawns and gardens should be laid on the hostel premises to provide a bright and healthy atmosphere. Decorative trees and plants and annual flowers should be the special feature thereof. Although the maintenance of the garden will be the responsibility of the gardener, the trainees should be encouraged and persuaded to take interest in gardening, so that they learn enough in this field to be able and interested to plant trees and flowers in their operative offices, which can be done very economically and conveniently, if the official in charge is conversant with the technique. The idea is that the trainees should move out of the Training Centre with the desire to have as much of greenery and flowers around their offices and residences as possible.

102. Inspections by the Hostel Superintendent and the Principal.—The Hostel Supdt. will go round the hostel very frequently and at least once or twice a day and ensure that the premises, the living rooms, kitchens and the dining rooms, are kept clean and tidy and that the maintenance of everyday services is efficient. The Principal will also visit the hostel at least once a week and look into the arrangements there. He must ensure that living conditions are good and conducive to a healthy climate for studies and training. He will meet the hostellers individually or collectively, as the case may be, and take action to redress any complaints that may come to his notice. The result of the visit or inspection will be recorded by the Principal in the hostel order book which will remain with the Hostel Supdt. and there should be a prompt follow up of these remarks for any action that is due thereon.

CHAPTER IX

BUDGET AND ACCOUNTS

103. Periodical Returns.—The following returns are due to be submitted by each Training Centre in respect of budget and accounts work :—

Sl. No.	Particulars of return	Date
<i>Monthly</i>		
1.	"A" Statement regarding Expenditure to the Audit Office ..	7th
2.	Not Payable Contingent Bill to the Circle Office	10th
3.	"B" Statement of Expenditure to the Circle Office ..	20th
4.	Local Purchases Statement to the Postal Stock Depot. ..	1st week.
<i>Quarterly</i>		
5.	Certificate of Reconciliation	15th of February, May, August and November.
<i>Annual</i>		
6.	Statement of outstanding Advances (under the Head "Q-Loans") to the Audit Office	1st week of July.
7.	Final Grant Statement to the Circle Office	1st week of July.
8.	New Items Statement to the Circle Office	15th October.
9.	Budget Estimates and Revised Estimates Statements to the Circle Office	1st November.
10.	Staff Strength Statement for incorporation in Demands for Grants to the Circle Office	31st March.
11.	Anticipated Final Grants Statement to the Circle Office ..	31st May.

A calendar of Returns will be maintained by the Accountant/Senior Accountant, showing the due date of submission of the return and the date of actual submission. It will be put up to the Principal/Officer-in-Charge every month during the first week for a check on the due despatch of Returns for the previous month and signed by him in token of this check.

104. Account Books to be Maintained.—The following account books will be maintained at each Centre :—

Sl. No.	Name of the Book	Particulars and Remarks
1.	Cash Book (TR-4)	Record of individual cash receipts and payments.
2.	Allotment Register (ACG-11)	Showing headwise allotment and monthly expenditure.
3.	Register of Contingent Charges (TR-29)	Detailed particulars of all contingent expenditure incurred.
4.	Register of Local Purchases	This will show particulars of all purchases, their price and disposal.
5.	Register of Advances Recoverable (ACG-6")	Advances made and their adjustment.
6.	Register of Service Books and Service Rolls (vide Art. 273. of I. A. Code, Volume I).	Particulars of Service Books maintained.
7.	Register of Security Bonds (Sec. 18)	Particulars of Security Bonds maintained.

Accountant will be incharge of the Accounts and Cash Branch of the Centre and will work under the direct supervision and control of the principal. The latter will not assign his duties of this supervision to any one of his training officers without the prior approval of the Head of the Circle.

105. Permanent Advance and its Recoupment.—(i) Each Centre will have a permanent cash advance fixed by the Head of the Circle in consultation with the Audit Office, to enable it to make payments, before it can place itself in funds by drawing bills. The amount of the permanent advance should be so fixed that the Centre should not have normally to prepare more than two contingent bills in a month.

(ii) When the permanent advance begins to run short and in any case at the end of each month, various columns of the contingent register will be added up and the several totals posted in the bill in form TR-30 against the appropriate heads. The Accountant will lay the bills with the sub-vouchers, the contingent register and the register of local purchases before the Principal who will carefully scrutinise all the entries, initialling all the entries in the contingent register and the register of local purchases, if this has not already been done by him and sign the bill which will then be dated and numbered and presented for payment at the Post Office concerned. The Principal must take care to see that all items of local purchase entered in the contingent register are recorded in the register of local purchases.

106. Contingent Expenditure.—The Principal must ensure that contingent expenditure at his Centre is :—

- (i) Systematic and not haphazard, *i.e.*, there should be a planning for purchase and all the articles required should be purchased together for a reasonable period.
- (ii) The expenditure should be spread evenly throughout the year and there should not be a rush towards the close.
- (iii) There should not be any excess of expenditure on the purchase of furniture for the personal use of the Principal and Training Officers. The scale of furniture prescribed should be strictly observed unless an exception has been authorised by the Head of the Circle.
- (iv) As far as possible, purchases should be made in bulk so that overheads on conveyance and transport charges are not disproportionately heavy.
- (v) Most of the expenditure should be incurred on items directly concerned with training and purchase of luxury items for the staff and officers should be avoided.

107. Maintenance of Contingent Register.—A Contingent Register in form TR-29 will be maintained at each Centre for record therein of each item of contingent expenditure date-wise as and when it is incurred. Entries for the various items will be made under the relevant heads prescribed. The date of payment, brief description of each charge, number of voucher or sub-voucher and the amount will be noted in the proper columns. All the entries of the amount will be initialled by the Accountant. All the sub-vouchers are required to be submitted to the Circle Office with the Not Payable Contingent Monthly Bill and these should be carefully numbered and bundled. A daily total will be made for each group of the charges entered in the different sub-columns and the aggregate of the totals for each group will be entered in the column headed "Daily Total".

108. Not Payable Contingent Bill.—(a) From the monthly totals of the contingent register, the monthly detailed bill will be prepared in form ACG-19(1),

headed "**NOT PAYABLE**" and showing monthly total of each column with description of each charge; the numbers assigned to the sub-vouchers and authority will be entered against each item; at foot will be a memorandum of the number and date of every abstract contingent bill paid during the month (*vide* para. 105) above and the amount charged in the bill must agree with the total of the abstract contingent bills cashed during the month. It will be signed by the Principal and submitted to the Circle Office with all the sub-vouchers in the 1st week of month following the one during which the expenditure was incurred.

(b) The details of the charges incurred should be entered in the following groups which are according to the detailed heads required by Audit. These very headings will also be followed in the maintenance of the Contingent Register as well as the preparation of the Abstract Contingent Bills.

- (i) J-VI—Pay and Allowances to bhisties, sweepers and other employees paid from contingencies.
- (ii) J-VI—Electric Power, Hot & Cold Weather Charges.
- (iii) J-VI—Purchase of and Repairs to Furniture.
- (iv) J-VI—Maintenance of Gardens.
- (v) J-VI—Other Contingencies.

The bill will be carefully scrutinised by the Circle Accounts Officer before it is countersigned and passed on to the Audit Office to satisfy himself that the expenditure incurred has been reasonable, appropriate and necessary. Instructions given on the bill form as regards preservation and submission of sub-vouchers should be carefully followed.

109. Disbursement of Pay & Allowances to Trainees.—Pay and allowances due to the trainees are drawn by their parent units and remitted to the trainees by means of money-order except in case of local units. The funds for the purpose are allocated to the parent units and the expenditure is booked therein. Training Centres do not maintain any accounts in this regard. The office at the Centre should, however, take up with the parent units any case of default in or delay to the disbursement of these pay and allowances, so that the trainees' work is not disturbed on account of worries for non-receipt of pay and allowances. If the trainees require their pay and allowances to be disbursed to their families, they will have to duly authorise a local party to receive payment on their behalf from the drawing and disbursing officer concerned.

110. Maintenance of Service Records.—Stay of the trainees at the Training Centre is for a short period. Moreover, all payments to them are booked in their parent units. Regular leave etc., to them is also to be sanctioned by the parent unit. Their service records also are, therefore, maintained by the parent unit and not the Training Centre. The Centre will, however, intimate to the unit concerned any particulars that are required to be entered in these records. Copies of Charge Reports for joining and leaving the Centre will be duly sent to the Head Office or the Record Office concerned.

111. Financial Powers.—(a) Financial powers of the Principal and Officer-in-Charge of a Training Centre are laid down in the Schedule of Financial Powers of the officers of the Pakistan Post Office. In case of doubt, the officer concerned may exercise the basic powers prescribed for him as a member of his regular cadre, *viz.*, Supdt. of Post Offices or R. M. S., etc. All the powers, however, vest in the Principal or the Officer-in-Charge and other officers are not authorised to exercise any powers except on behalf of the Principal according to the assignment of work made to them by the Head of the Circle.

(b) The Principal or the Officer-in-Charge will exercise all the powers of the Head of Office.

112. Control over Expenditure.—(a) *Allocation.*—Allocation to the various Centres under various sub-heads should be fixed by the Head of the Circle generally on the basis of number of trainees that are to be trained there annually in so far as the Centre-expenditure is concerned. In so far as the allocation for the Hostel is concerned, it should be shown separately and the allocation should be generally proportionate to the number of hostellers. Deviations from this general rule will be necessary but these should carefully be considered. For instance, allocation for the maintenance of garden will depend upon the size of the garden to be maintained and the local conditions.

(b) *Watch over Expenditure.*—Careful watch will be maintained by the Principal and the Circle Office to see that the progressive expenditure is proportionate to the annual allocation and also that there is no rush at the end of the year. Strict action should be taken to see that the allotment of funds is not exceeded. All inessential expenditure should be avoided and any excess funds should be surrendered as soon as the excess is apparent.

113. Conveyance Charges.—Expenditure on Conveyance Charges should be the minimum possible. No expenditure should be incurred on transport for delivery of local letters, fetching small sums of money from the local Post Office as the contingent bill amounts or for petty articles locally purchased. Such work will be done by the peon on a bicycle provided by Government or for which an allowance is paid to him. In so far as the conveyance charges in connection with Field Practice are concerned, the procedure has been laid down in Chapter VII of this Volume.

114. Attendance on Holidays.—Full allowance is made in the time-table for the work assigned to the staff both tutorial as well as ministerial. There is no likelihood of the necessity for the staff to attend the Centre on Sundays and Holidays or to overstay working hours to clear arrears and charge conveyance allowance therefor. No expenditure will be allowed on this account except in very special circumstances and the Circle Office will carefully scrutinize each such item before allowing it.

115. Quarterly or Monthly Purchases.—In order that there is a proper watch on expenditure on petty and consumable articles, such as, soap tumblers, phenyl, paper, etc., they should be purchased in bulk, the supply being adequate for 3 months at least. Bulky items may be purchased on a monthly basis. This will not only reduce transport charges thereon, but also very much reduce the number of entries in the contingent bills and facilitate proper scrutiny. The Head of the Circle shall fix the quantity that may be consumed by each Centre and Hostel of such articles, so that the expenditure at the various Centres is on a uniform basis.

116. Entry in the Stock Register of Local Purchases.—A monthly statement of local purchases is due to be submitted by each Centre to the Postal Stock Depot concerned, so that the latter issues requisite invoices to the Centre in this regard. There is likelihood of delay in the inclusion of certain items in this statement or their being omitted. To safeguard against such contingency, copies of these statements will be sent to the Controlling Office as well. The statement will accompany the monthly Not Payable Contingent Bill. Against every item of local purchase in this bill, the serial number thereof in the local Purchase Statement will be noted. Circle Office will see that all items are entered in the statement of local purchases which will then be forwarded to the Postal Stock Depot for necessary action.

CHAPTER X

MISCELLANEOUS

117. Extension Lectures by Extra Tutorial Personnel.—(a) Extension lectures on important subjects by the officers of the Directorate General and the Circle are arranged for the benefit of the gazetted officers' class. The subjects would include General Administration, Personnel Management, International Postal Services, Postal Savings, Postal Life Insurance, Traffic Statistics, Planning for Development, Karachi Postal Area, Budget, Loss & Fraud Cases, Efficiency Drives, Philately, etc. The lectures are followed by discussions wherein trainees participate. Questions are also put to the lecturer for clarifying any points touched by him or arising out of the lecture.

(b) These lectures may be tape-recorded and reproduced for wider benefit and published in the form of Green Papers. The lectures transcribed from the tape will, of course, be approved by the lecturer before they are published.

118. Library.—(a) *Departmental Books.*—A library-cum-reading room is maintained at each Centre. It will maintain a stock of the following books in adequate number for the use of the trainees :—

- (i) Post Office Manual—all volumes.
- (ii) Post Office Tariff Manual.
- (iii) Post Office Guide.
- (iv) Initial Account Code, Volumes, I and II.
- (v) Book of Initial Account Forms.
- (vi) Fundamental and Supplementary Rules Vols., I and II.
- (vii) Pakistan Penal Code.
- (viii) Pakistan Criminal Procedure Code.
- (ix) Evidence Act.
- (x) Annual Reports on the Post Office since Independence.
- (xi) Post Office Insurance Fund Rules.
- (xii) Postal Life Insurance Account Code.
- (xiii) Postal Life Insurance Manual.
- (xiv) Provident Fund Rules.
- (xv) Government Servants' Efficiency and Discipline Rules, 1960.
- (xvi) Prescribed Leave Rules, 1955.
- (xvii) Government Servants' Conduct Rules, 1964.

These books will be issued to the trainees in the beginning of the course and taken back before they leave the Centre after completion.

(b) *Form Folders.*—Folders containing various departmental forms separately bundled for use by trainees and the instructors in connection with each course duly marked at the top with the name of the course, will be kept in the library in adequate numbers. These will be issued to the trainees concerned at the beginning of the course and taken back at the completion thereof.

(c) *General Books.*—Books for general study suitable for the trainees for light reading as well as useful in character building, religious literature, copies of Reports of National Development and standard books of general education particularly those about Pakistan will also be kept in the library for issue to the trainees. There will be a suitable proportion of books in English, Urdu, Bengali and other local languages according to the requirements of the trainees. Departmental officials outside the Centre may also draw books from these libraries. The Head of the Circle will make rules to be observed in connection with the use of the library by the trainees and other employees of the Department. These books will not be issued to outsiders except with the special permission of the Head of the Circle.

(d) *Reading Room.*—All the magazines and newspapers will be put on the reading desks for the use of the trainees in the reading room. In order that full advantage may be given to the trainees of the Reading Room, the working hours of the library and Reading Room need not be the same as those of the Centre in general, so that the trainees may use the Reading Room in the evening and also exchange books outside their training hours.

119. Medical Aid.—(i) First Aid Kits medicine boxes should be available at each Centre and hostel for use in emergencies. Principal or the Hostel Superintendent, as the case may be, will arrange for medical aid for the trainees in case of their illness, in accordance with the departmental rules. Medical reimbursement to the trainees will, however, be made to them by their parent units.

(ii) In so far as the non-gazetted staff is concerned, the Principal has been authorised to reimburse to them their medical bills. The bills of the officers will be sent to the Head of the Circle for sanction.

120. Upkeep of the Centre.—The Centre, the Hostel and their premises should be kept neat and clean. The atmosphere there should be cheerful and bright. If land is available, a good garden should be maintained on the premises and the trainees should also be persuaded to take interest in gardening. The Principal will periodically inspect the building, its electrical, mechanical and sanitary installations and satisfy himself that they are in good condition and good repair and record remarks in this regard in a special register called the Building Register. If any defects are noticed, he must take prompt action to get the defect removed. Noting of the defect in the Register should not be considered as adequate action. Petty repairs must be attended to immediately. The Principal will arrange with the local health authorities and have the premises periodically disinfected.

121. Visits to Offices and Sections in the Neighbourhood.—It may be useful to start training of the fresh recruits with a visit to the Post Office, the Mail Office or a section, etc., to give them the correct background of their training. Gazetted Officers and the Supervisory class may also be shown the local office of the P.I.A. and the arrangements there for exchange of air mails. The Officers at the Karachi Centre will be shown the factory of the Pakistan Security Printing Corporation, where postage stamps are printed and also such other local important offices, as the State Bank, Foreign Post, Naval Dockyard, etc. All the trainees will be shown the mechanical sorting machine at work, if one is installed at the station.

122. Notices and Charts.—(i) The position of the Centre as regards Training Capacity, number of trainees on roll and the number present will be shown on a large Notice Board fixed at a prominent place. There will be also notice boards

displaying notices of interest to the trainees such as, the weekly time-table, any special activities or meetings proposed, the date for the results of the examination held, etc.

(ii) Large Charts will be hung in various class rooms and the dummy post and sorting offices to work as visual aids during lectures or demonstration. These charts may be an enlargement of the important forms in use, such as, the money order, S. B. Application for Withdrawal, Mail List, etc. or relate to information about the organization of the Department, Table of Rates, etc.

123. Prescribed Returns & Statements. The Principal will maintain a Calendar of Returns and Statements to be sent by his office to the Circle Office or the Audit Office and note their particulars also in his Desk Calendar under the relevant dates. This will help him to ensure that the returns and statements are sent on the due dates. It is the personal responsibility of the Principal to see that punctuality is observed in sending these returns and statements.

124. Casual Leave.—Regular leave can be sanctioned to a trainee only by the Officer in charge of his parent unit. Casual leave will, however, be sanctioned by the Principal. Ordinarily, casual leave will not be allowed for more than 5 days in a session of 3 months or 3 days in a session of 6 weeks except in case of illness, death in the family or some other genuine serious reason. In case a trainee avails of leave beyond 15 days in a course of 3 months or 7 days in a course of 6 weeks, he will be struck off the rolls of the Centre the case being reported to the Circle Office and the parent unit of the trainee. Such trainees are considered to have "Not Benefited" from the training and will be required to have a full course of training later on. Casual leave sheets of the trainees will be maintained by the Officers in charge of the class and these will be forwarded to the parent unit at close of the session, along with their Discharge Reports.

125. Discipline.—The Principal has been authorised to censure a trainee guilty of indiscipline. If a more severe penalty seems justified, the Principal will report the case to the Circle Office and if the latter so directs the trainee will be struck off the rolls and asked to report to his parent unit. The competent authority will be fully informed about the incident and asked to take disciplinary action against the trainee in accordance with the rules.

126. Study Reports of Officers who have been Abroad.—(i) One copy each of the Reports submitted to the Director General of their Study Reports by Departmental Officers who have been abroad on study Fellowships should be obtained and kept in the Library. These may be issued for study and reference by the officers under training or officers employed at the station. The Principal and the Training Officers will also go through the reports and bring to the notice of the officers under training any useful or interesting points that may help improve the efficiency of the Department.

(ii) The Reports on the subject of Training will be thoroughly studied by the officers in the Training Organization so that they may benefit from the studies on the subject made by their colleagues abroad.

127. Films, Slides and Tape Recorded Speeches.—(i) As part of the visual aids, training centres have been equipped with Film Projectors, Cameras and Tape Recorders. Films are available on loan from the U.P.U. and other Postal Administrations. These are obtained and shown to the trainees. Apart from the films on Postal Services and Postal Savings, other documentaries and interesting feature films are also borrowed from foreign Postal Administrations, Pakistan

Information Department, Public Relations Department and other services and are shown to the trainees for recreation. Projectors for exhibiting slides obtained from abroad or prepared locally should also be available at the Centres.

(ii) Tape recorders are to be used for recording special lectures or speeches so that such speeches or lectures may be reproduced at other stations also for wider benefit of the staff as well as the trainees. Instructor should also practise their lecture on the tape recorder with the concurrence of or under direction of the Principal or Officer-in-Charge.

128. Periodical verification of stock and library Books.—Articles of stock in the Centre and in the premises of Hostel are subject to physical verification annually. The Principal/Officer-in-Charge carries out the physical check of the stock articles as entered in the Stock Books including Stock Register, Stock Book of petty articles, etc. once in a year during July personally or in exceptional cases through a gazetted officer. Such check may reveal some of the articles of stock or furniture, including utensils of the Mess to have worn out due to constant use. The broken items of furniture should be disposed of by auction and sale receipts credited to the Government with the prior approval of the Head of the Circle. In case of utensils and crockery, the sale-proceeds are credited to the Mess Fund. Articles of furniture like mattresses, buckets and other articles which are past use and may not be saleable should be written off under orders of the Head of the Circle. An annual physical verification of the Books in the Library should also be done by the Principal or a Gazetted Officer acting on his behalf in August. The result of this physical verification will be reported to the Circle Office.

129. Building Works.—There are long-term as well as short-term plans for the development of the Postal Training Centres. Major works are executed by the Pak. P. W. D. Minor works, however, costing not more than Rs. 10,000 in each case and maintenance work are executed departmentally. The Circles are responsible for all maintenance of buildings and carrying out of petty and minor works of Postal Training Centres and the Hostels. Only expenditure relating to capital works is centrally controlled. However, proposals for any new projects can be initiated by the Heads of Circles for the Director General's consideration. In respect of repairs and maintenance of Postal Training Buildings, separate funds are allotted specifically by the Directorate General and statements of quarterly expenditure in this regard would be sent to the Directorate-General for information.

CHAPTER XI

SYLLABI

ISSUED SEPARATELY—AS LISTED BELOW

A.—LIST OF REVISED AND CORRECTED UP-TO-DATE SYLLABI

1. Booklet No. A-1 P. O. Clerks (Preliminary) Course.
2. Booklet No. A-2 P. O. Clerks (Advanced) Course.
3. Booklet No. A-7 R. M. S. Sorters (Preliminary) Course.
4. Booklet No. A-8 R. M. S. Sorters (Advanced) Course.
5. Brief outline of P. O. Clerks' Refresher Course.
6. Superintendents and Grade "A" Postmasters' Course.
7. Booklet No. B-6 I. P. Os./I. R. Ms. (Departmental and Probationary) Course.
8. Postmen/Village Postmen Refresher Course.

B.—OLD COURSES STILL IN FORCE.

1. H. S. G. and L. S. G. Officials (General line-Post Office Course).
2. S. B. Specialised Course.
3. Foreign Post (Preliminary Course).
4. Foreign Post (Advanced Course).
5. Foreign Post (Refresher Course).
6. R. M. S. Sorters' (Refresher Course).
7. R. M. S. Sorters (Town Delivery Course).
8. Mail/Cash Overseers, H. P. M. & B. P. M's Course.
9. Class IV officials of the Post Office, R. M. S. & Foreign Post Course.

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(To be replaced by items 1-3 of Syllabi shown under group 'C').

C.—NEW COURSES FOR WHICH SYLLABI ARE UNDER PREPARATION

1. Sub Postmasters' Course.
2. Head Postmasters' Course.
3. Assistant Postmasters' Course (a, b, c and d.).
4. Head Sorters' & Supervisors' Course.
5. Record Clerks' Course.
6. Account Clerks' Course.
7. Instructors' Course.
8. Correspondence Course.
9. Foreign Post Supervisors' Course.

APPENDIX A

STANDARD EQUIPMENT OF DUMMY POST OFFICE

A.—FURNITURE AND FIXTURE

Counter	5 positions.
Counter Chairs	5
Table for the Postmaster	1
Chair for the Postmaster	1
Stamping table with stool	1 each counter position + 1.
Steel Almirahs for record	3 (1 for S. O., 1 each for H.O. & A.O.).
48 box fitting sorting case (multi-purpose)	2 with locking arrangement.
Forms Racks	4
Parcel Box (with double lock)	1
Embedded safe	1

B.—STAMPS AND SEALS

Seals and stamps (for use in H.O.)	1 set.
Seals and stamps (for use in S. Os., -A. B. C. D. and E.)	3 sets.
Rubber pads	6
Stone slabs	6
Stamping ink pads (brass bound)	6
Wooden stamp boxes	6

—each containing :—

Pincers	1 pair.
Brush	1
Date/month/year types	1 set.
Spare round cloth pieces for ink pads	1 Doz.
Parrot Bill Scissors	1 pair.

C.—SCALES AND WEIGHTS

Brass scale with set of brass weights	3 pairs.
Avery Scale for letters tolas/oz.	2
Avery scale for parcels tolas/lb-ozs.	2
Iron Parcel scale with iron sets of weights tolas/lbs-ozs.	1 pair.

D.—BAGS

Bags	20 mail bags and 10 of each type/size.
Bag stand (if space permits)	1
Tin seal holders	10
Leather cash bags (large)	5 (with two-key locks)
Leather cash bags (small)	5 " " "
Wax	
Paste	
Jute and cotton twine	
Wax heater (electric)	1

E.—MISCELLANEOUS ARTICLES

Tin sheets (for use with journals)	5
Cash trays	6
Cash- curr -Stamps boxes	6
Changeable position plates and "No Admission" board	1 set.
Notice board (General and for Notice of hours of business)	2

SPECIMEN OF :

Stamps and stationery (Postal and non-Postal)	} to be duly authorised by the Head of the Circle.
Pakistan Postal Orders	
British postal orders	
Savings Certificates	
Prize Bonds	

BOOK OF REFERENCE :

Tariff Manual	
List of Post Offices	
List of Telegraph Offices	
Classified list of Post Offices and R.M.S. Offices	
Post Office Guide	
Relevant Manual(s)	
Files of Circulars	

FORMS

Public forms	
Executive forms	

DELIVERY OFFICE EQUIPMENT

Postmen's delivery table with stools	1 set.
Thumb impression pads	6
Postmen's Cash bags	6
Postmen's Leather delivery bags	6
Postmen's net parcel bags	6
Brass badges and/or belts.	6
Spear and bells	1

GENERAL

Chart of practicals.	
Attendance register	
Notice of Hours of Business and Latest hours of posting ..	
Memo, of distribution of work	
Nominal Roll	
Books of Postmarks	
Error Books	
Order book	
Relevant charts and maps	

APPENDIX B

LIST OF EQUIPMENT OF DUMMY MAIL OFFICE

1.	48 Box Sorting Fittings with removable rods	6
2.	Sorting plans of all mail offices and sections within the jurisdiction	Zone-wise.
3.	Table for opening of mails	1
4.	Stamping table fitted with stone slab	1
5.	Facing table	1
6.	Tray Trolley	1
7.	Drop-bag-fittings	1
8.	Steel Admirals	2
9.	Map of the World showing sea routes and air mail routes	1
10.	Map of East and West Pakistan	1 each
11.	Chart showing R.M.S. Sections/Offices East, West Pakistan	1 each
12.	Set of Stamps and seal for S.R.O.	1
13.	Set of Stamps and seal for sorting mail office	1
14.	Set of Stamps and seal for sorting section	1
15.	Stamping pad with cover	2
16.	Stamping rubber pad	2
17.	Pen knife	1
18.	P. B. Scissors	2
19.	Type twizer	2
20.	Type box	3
21.	Wax heater	1
22.	Brass files	3
23.	Pockers	2
24.	Acme cover	3
25.	Stamping brush	2
26.	Tin seal holder	1
	Wooden Blocks	20
28.	Book of postmarks	1
29.	Rough Note Books	6
30.	Guidance Book	1
31.	Order Book	1
32.	Bags (Canvas, Drill and Air Mail)	10 of each type.
33.	Metal Tokens	10
34.	Avery Scale with 500 Kg. capacity	1
35.	Dummy Cards, letters and packets (Unregistered, registered, issued) Parcels, and Registered Newspapers, packets and blind literature-Money Orders-in sufficient numbers	As required.