

Indian Railways is considered to be the lifeline of India thanks to its wide network spread over length and breadth of the country. Indian Railways is owned and managed by Government of India. The behavior of employees of Railways towards customers have always been a prime concern for the management. Hon'ble Minister of Railways has also emphasized on need of training of frontline staff of Indian Railways in budget announcements of 2015-16 and 2016-17. A well designed, focused and customized training is must to improve the behavior of the employees towards customers. Its **objective** is to raise the level of services beyond customers' expectations to produce a 'wow' reaction from them. At the same time, this endeavor would bring 'sense of genuinity, empathy, feel good and personal touch to make the customers feel 'valued' and 'cared'.

A 3-A Behavioral Change Model is proposed for the training, i.e. **Acknowledge** (acknowledgement of need of change), **Accept** (acceptance of the fact that new skills are required to be developed) and **Action** (Implement what you have learnt). This training is co-conducted by in-house as well as outside experts in the field of customer service. The training is activity based and includes games, case studies, role play, group discussions, demonstration, site visits and presentation by participants and identification of projects on customer delight by participants. The program is video graphed for further analysis and improvement. A refresher training of a day annually shall be arranged for staff which would mostly focus on experience sharing, reiterating the values and standards of campaign.

The scope of the paper includes identification, design, development and delivery of an effective training programme for improving Customer Service. The issues of the process of behavior change in the front line staff using 3A model has been addressed in the paper. Further, a case study of 3A based training programme adopted by Delhi Metro Rail Corporation (DMRC), India to train its frontline staff has been discussed.