

Revised Application Documentation: Version 5 /22 May, 2015

QUALIFICATION FILE – CONTACT DETAILS OF SUBMITTING BODY

Name and address of submitting body:

Life Sciences Sector Skill Development Council

13, Palam Marg, 3rd Floor, Vasant Vihar, New Delhi, PIN 110057

Phone: +91 11 41042407/ 408, E-mail: info@lssdc.in

Name and contact details of individual dealing with the submission

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Position in the organisation: Director- NOS Development & Curriculum Advisory

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Same as Above

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List of documents submitted in support of the Qualifications File

1. Qualifications Pack
2. RFP for development of Occupational Standards detailing the selection process as well
3. Profile of Project Team from Consultant (Inclusive of Industry Expert)
4. LSSDC Protocol for Accreditation of Assessment Agencies and Assessment Guideline Ver 1.00.
5. Sample of Assessors Guide
6. Minutes of meeting of Governing Body
 - a. Composition of National Committee of NOS
 - b. Approval of Occupational Standards by National Committee and Governing Body
7. NSDC Sector Skill Gap Report for Life Sciences Sector is available at <http://nsdcindia.org/sites/default/files/files/Pharmaceuticals.pdf>
8. Occupational Map and Career Progression Map

9. Draft MoU with Industry
10. List of companies and Industry associations participated in the development of these qualification packs
11. List of QP/NOS validating companies (Under Development)

QUALIFICATION FILE SUMMARY

Qualification Title	Demand Planning Manager - Life Sciences (LFS/Q0606)
Body/bodies which will assess candidates	Life Sciences Sector Skills Council
Body/bodies which will award the certificate for the qualification.	Life Sciences Sector Skills Council
Body which will accredit providers to offer the qualification.	Life Sciences Sector Skills Council
Occupation(s) to which the qualification gives access	Demand Planning Manager- Life Sciences falls under Supply Chain Occupation. The individual is responsible for analysing the drivers of demand in order to generate a forecast for a particular product. The role holder is responsible for managing an efficient supply chain, minimizing costs and reducing excess inventory. The job requires individual to use the knowledge of supply chain function in life sciences industry, knowledge and understanding of supply chain and basic statistical concepts and application (e.g., just in time, material requirement planning), use of IT in supply chain like Ms. Office, SAP etc, organizational SoPs. The individual applies skills like Communication skills, Problem solving, analytical thinking, and plan and organize and decision making. The job role holder has responsibility of own work and learning and full responsibility for other's work and learning
Proposed level of the qualification in the NSQF.	Level 6
Anticipated volume of training/learning required to complete the qualification.	280 Hours
Entry requirements / recommendations.	B.Tech/ Graduate in any field/ B.Pharma (Preferable) with 5 years of minimum experience in supply chain function.
Progression from the qualification.	<p>Upward progression:</p> <ul style="list-style-type: none"> • Planning Country Head <p>Lateral/ Horizontal progression:</p> <ul style="list-style-type: none"> • Supply Planning Manager • Supply Chain Manager • Coordination Manager
Planned arrangements for RPL.	RPL arrangements and policies are under development.
International Comparability	<p>While preparing the NOSs, a detailed secondary desk research was conducted. The European, South African and Australian NOSs were referred to. The relevant International NOSs for the job role are listed below for reference:</p> <p>UK NOS</p> <ul style="list-style-type: none"> • COGLS7 Plan and run projects for life science related work activities • COGLS322 Plan, conduct and manage projects, operations or investigations in

<p>life sciences and related industries</p> <ul style="list-style-type: none"> • COGLS324 Managing budgets in life sciences and related industries • SFHPHARM23 check documentation and materials • COGLS2 Maintain effective and efficient working relationships <p>Switzerland NOS</p> <ul style="list-style-type: none"> • Refer page no. 110, Unit Group 1324, page no. 210 Unit Group 3323; International Standard Classification of Occupations ILO Geneva, ISCO–08 Volume I (http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_172572.pdf) <p>Australia NOS</p> <ul style="list-style-type: none"> • Apply Just in Time (JIT) procedures • Apply integrated logistics support processes and procedures • Direct ICT in a supply chain • Use inventory systems to organise stock control • Assess and monitor optimum stock levels • Perform stock control procedures • Participate effectively in a workplace environment <p>South Africa NOS</p> <ul style="list-style-type: none"> • Act in accordance with ethical and legal codes of pharmaceutical representation and the laws of the country • Apply ethical and legally compliant behaviour in pharmaceutical and health environments

Formal structure of the qualification

Title of unit or other component (include any identification code used)	Mandatory/ Optional	Estimated size (learning hours)	Level
LFS/N0610 To develop demand forecasts (operational forecasts)	Mandatory	90	Level 6
LFS/N0611 To translate demand signals into an executable demand plan by business	Mandatory	40	Level 6
LFS/N0612 To manage, coordinate and interact with people to carry out effective demand planning	Mandatory	50	Level 6
LFS/N0609 To ensure compliance and exchange of information	Mandatory	40	Level 6
LFS/N0613 To provide analytical support for supply chain management	Mandatory	60	Level 6

Please attach any document giving further detail about the structure of the qualification – eg a Curriculum or Qualification Pack.

Give details of the document here:

- Qualifications Pack is attached in Annexure 1

SECTION 1

ASSESSMENT

Name of assessment body:

If there will be more than one assessment body for this qualification, give details.

1. **Confederation of Indian Industry (CII)**, having its headquarters at The Mantosh Sodhi Centre, 23, Institutional Area, Lodi Road, New Delhi, PIN- 110003
2. **Aspiring Minds Assessment Private Limited**, having its registered office at 24, Pusa Road, New Delhi, PIN- 110005

Will the assessment body be responsible for RPL assessment?

Not all, only **Aspiring Minds Assessment Private Limited**, having its registered office at 24, Pusa Road, New Delhi, PIN-110005

Give details of how RPL assessment for the qualification will be carried out and quality assured.

RPL arrangements and policies are under development.

Describe the overall assessment strategy and specific arrangements which have been put in place to ensure that assessment is always valid, consistent and fair and show that these are in line with the requirements of the NSQF:

Assessment Agencies: An assessment agency is selected on the basis of

- Prior experience and understanding of Life Sciences or similar sector.
- Experience in conducting assessments for similar job roles.
- Manpower and Technical capabilities.
- Geographical reach
- Existing Network in the Life Sciences Sector
- Agencies internal policies to maintain Standards, Quality & professional Integrity
- Agencies policy in assessor management

Assessment development: The assessment development is done with close monitoring and support of LSSSDC at every stage.

Steps for assessment development:

- Selection of assessment tool(s) depending on the assessment criteria prescribed in that QP.
- Developing blue print of the question paper, Viva, Demonstration, whatever are selected tools.
- Development of lay-out of Question paper is such that the entire PCs (Performance Criteria) of that QP are covered.
- Score per question maps with the weightage given to that PC, in the assessment criteria and the level of difficulty of the question.
- **SME:** An expert from industry is selected who is called "Subject Matter Expert". This SME must have over 13-15 years of experience in the industry, on same job role.
- **SME** is screened and approved by LSSSDC. He is oriented by both LSSSDC and Assessment agency on – creating question Bank, level of questions, end desired outcome of the assessment.

Assessor: The Assessors are engaged to conduct the assessments. The selection takes place as follows

- LSSSDC defines the criteria for profile of an assessor.
- Assessor is a person who is currently working in the same industry on same or higher job role and has minimum 5-7 years of experience.
- Based on this, Assessment agency locates the right people from the Industry and LSSSDC approves them after screening (they are screened on basis of resume and interview).
- Once selected, the assessor is oriented by LSSSDC and Assessment agency on various aspects of the assessment and management of assessment, such as
 - QP and its background.

- Training on Assessment methodology and how to use Assessment tools. Scoring system. (as per the attached assessment guide)
- Maintain integrity at the assessment site.
- Crisis handling and support system available for the same.
- Scope of his authorities
- Administrative responsibilities.
- Required documentation of Trainee credentials, VTP credentials, mark sheet management.
- Confidentiality management.
- Assessment agency signs the agreement letter with the Assessor.
- LSSSDC certifies the Assessor.

Assessment process:

- Assessment date is decided with common agreement of VTP and assessment agency.
- Assessment agency ensures the availability of required infrastructure, tools for the assessment.
- Assessor is provided with location details of the VTP. He contacts VTP a day prior to the assessment to ensure that all the aspects are well managed.
- The trainees are scheduled in such a way that an assessor shall not assess more than 20 candidates in a day.
- Assessor and a representative from Assessment agency are present on the day of assessment to manage the process at assessment location.
- They carry an identity card and letter from the council authorising to conduct the assessment.
- Assessor ensures authenticity of Trainee's identity by verifying the documents (any document issued by GOI, such as Ration card, Adhar Card, Driving Licence, Passport, election card etc)
- Assessor maintains the records of attendance, verified documents, Score sheets, answer sheets and whatever applicable.
- Assessor collects evidences of the assessment in best possible way (videos, pictures, voice recordings etc)
- Assessor maintains complete confidentiality of the score, compiles the data and document and sends it to assessment agency.
- The assessment agency after processing the results and putting them in standard format hands over to LSSSDC within 7 days of assessment.
- LSSSDC cross checks and validates the data and declares the result to VTP.
- Passed candidates are provided with certificate

Assessment tools: Assessment tools for a QP are decided on the basis of composition of knowledge and skill in that particular QP. All assessments shall have at least two tools unless indicated otherwise. All assessments carry time allotment required per trainee, within which the assessment should be completed.

Written test:

Scope – Is used to test the knowledge component of the QP.

Tools – Pen and Paper in form of OMR sheet, computer or tab based online or offline.

Method – objective type questions, match the columns, fill in the blanks, tick the odd man out, choose the correct option, choose the best answer, True or false, Identify the object, tool or machinery, arrange in proper sequence.

Analysis – Question paper is divided in sections. Each Section intends to assess a particular knowledge field of the trainee. Thus section wise calculation of marks gives the clear idea of the areas of improvement or expertise of the trainee. While a consolidated marks gives the overall rating of the trainee.

Viva

Scope – Is used to test the knowledge and understanding and breadth of awareness about the subject. Some personality traits and generic skills (such as – promptness, sharpness, communication skills, depth of knowledge, comprehension, presentation, patience etc) can also be tested required for the QP.

Tools – Direct dialogue between assessor and Trainee.

Method – Direct questions open and close ended questions, situation based questions, analytical questions, and decision making based questions. Different questions are included to test relevant PCs from the QP

Analysis – Assessor is provided with spectrum of ready answers to be expected from trainee. This reduces effect of subjectivity of the assessor. Comparative quality of trainees with in a batch or different institutes can

be gauged.

Practical Test

Scope – Is used to test primarily the Skill component of the QP. Trainee’s expertise in handling and managing the tools and situation is tested.

Tools – Demonstration, role play.

Method – A situation is narrated or created in front of the trainee and he is asked to react to it. The selected situations are based on real situations. They are predefined and provided to assessor. Assessor is provided with spectrum of reactions to be expected from trainee. Based on these guidelines the assessor fills the score sheet.

Analysis –Practical tests are analysed on knowledge and skill component.

Please attach any documents giving further information about assessment and/or RPL.

Give details of the document(s) here:

- LSSSDC Protocol for Accreditation of Assessment Agencies and Assessment Guideline Ver1.00
- Sample of Assessors Guide

ASSESSMENT EVIDENCE

Assessable Outcome	Assessment Criteria	Total Marks	Out of	Theory	Practical
LFS/N0610 (To develop demand forecasts (operational forecasts))	PC1. obtain required data/information from appropriate people	100	10	4	6
	PC2. review the data for historical sales trends, research demand drivers		15	5	10
	PC3. identify relevant market-related data and competitive intelligence		10	5	5
	PC4. prepare forecast data to derive meaningful results		15	5	10
	PC5. update forecasts for new products, seasonal products, discounts, promotions		10	5	5
	PC6. obtain information and clarification from them regarding the trends		10	5	5
	PC7. understand the past trends and the root cause of any product failure		10	3	7

	PC8.understand the market segmentation of each product		10	5	5
	PC9. identify opportunities to meet customer demands during constrained supply		10	4	6
	Total		100	41	59
LFS/N0611 (To translate demand signals into an executable demand plan by business)	PC.1 maintain reports of demand planning process and support in related SOP/ policy creation	100	10	5	5
	PC2. prepare reports and statistics related to the demand planning and forecasting function		15	5	10
	PC3. conduct meetings and discussion with Sales, Marketing, Operations and finance personnel		6	3	3
	PC4. incorporate the inputs and suggestions		6	3	3
	PC5. address the concerns of Sales, Marketing, Operations and finance personnel		8	4	4
	PC6. incorporate the inputs and suggestions of Sales, Marketing, Operations and finance personnel		8	4	4
	PC7.identify issues and clarify these with appropriate people		8	4	4
	PC8. provide results according to agreed schedules to Divisional/Block Head		8	4	4
	PC9.identify demand forecast risks and develop effective mitigation plans		15	5	10
	PC10. consult with Sales, Marketing, Operations and finance personnel to set achievable plans		8	4	4
	PC11.conduct regular meetings to address the issues and concerns		8	4	4
	Total		100	45	55
LFS/N0613 (To provide	PC1. analyze and recommend improvements to all internal procedures and implement same	100	15	7	8

analytical support for supply chain management)	PC2. establish role and responsibilities in providing analytical support for Supply chain management process		15	5	10
	PC3. obtain confirmation from relevant employees and define the objective of the study		10	5	5
	PC4. access suitable sources of data		15	7	8
	PC5.sort and collate relevant data for the analysis		15	5	10
	PC6.usage of appropriate analysis methods and procedures		15	5	10
	PC7.identify potential and actual glitches and the causes for the same		15	7	8
	Total		100	41	59
LFS/N0612 (To manage, coordinate and interact with people to carry out effective demand planning)	PC1. convey organizational strategy to the team	100	5	2	3
	PC2. set departmental objectives and provide leadership direction to achieve goals		5	3	3
	PC3. manage and support recruitment		5	2	3
	PC4. delineation of individual roles, appropriate delegation of responsibility		5	2	3
	PC5. set KRA's for direct reports, monitor overall team's KRA's, conduct performance appraisal, ensure clarity		10	5	5
	PC6. facilitate the development of subordinates through constant on and off the job learning/ training, job rotation etc.		5	2	3
	PC7. guide, motivate and develop the sub-ordinates		5	2	3

	PC8. oversee staff deployment and drive motivation levels of the team		5	2	3
	PC9. monitor staff welfare and facilitate complaint resolution		5	2	3
	PC10. manage efficiency levels and drive timely delivery of all operational targets		5	2	3
	PC11. inputs around Logistics and inventory management to be able to implement corporate budget guidelines and help in key business decisions		10	5	5
	PC12. quality Head - ensure the effectiveness of existing processes and to incorporate improvements, if any		5	2	3
	PC13. department Heads- SAP Cell, Stores, Dispatch, PPC (Production, Planning & Control), Support- Materials, Total Cost Management Control– gather critical information, facts and data from the business		5	2	3
	PC14. conduct meetings with Sales and marketing team to understand past sale		5	2	3
	PC15. lead forecast and inventory planning meetings with Marketing Managers, reviewing recommended sales forecasts and inventory goals (emphasis on brand transitions, new product introduction, and promotions).		10	5	5
	PC16. stay in touch with ground reality to ensure effective implementation of key business decisions, to ensure availability for reviews, and discuss implementation plans		5	2	3
	PC17. suppliers, contractors and vendors- For continuous evaluation and maintenance of		5	2	3

	long term relationships with the vendors and contractors and to ensure all Company policies and procedures are followed				
	Total		100	44	57
LFS/N0609 (To ensure Compliance and exchange of information)	PC1. review SAP periodic reports to carry out the departmental checks in compliance with rules and regulations and other statutory requirements	100	30	15	15
	PC2. review updates on cost impacts, cost estimates, stock management, feasibility analysis to carry out the departmental functions in compliance with rules and regulations and other statutory requirements		20	10	10
	PC3. identify variation from the regulatory guidelines and correction of the same		20	10	10
	PC4. comply with organization's policies, procedures, guidelines		10	5	5
	PC5. maintain confidentiality of strategic information		10	5	5
	PC6. communicate information to all relevant people in timely manner		10	5	5
	Total			100	50

SECTION 2

EVIDENCE OF NEED

What evidence is there that the qualification is needed?

While collecting data from the industry for development of the occupational map, we also took inputs on the list of unique roles and the roles to be prioritized, w.r.t. workforce volume and skilling needs. These inputs have been used for subsequent qualification packs development.

What is the estimated uptake of this qualification and what is the basis of this estimate?

Skills Gap analysis Reports for industry demand and secondary research data is the basis, though these do not lend to accurate demand projection. The link to NSDC Human Resource & Skills Requirement in Life Sciences Sector is <http://nsdcindia.org/sites/default/files/files/Pharmaceuticals.pdf>

- Feedback from industry for demand though again sample size may not lend to accurate figures
- Training duration, and current and potential training capacity envisaged
- An LMIS development initiative is being put in place to be more precise regarding the demand and supply

What steps were taken to ensure that the qualification(s) does/do not duplicate already existing or planned qualifications in the NSQF?

The NSDC list of Approved and Under-development QPs has been checked for overlap

Quality team of NSDC has done the 2nd level check before QRC presentation

The QP is under Industry validation and post completing the validation exercise, the QP will be resubmitted for QRC approval as per laid down protocol of NSDC.

What arrangements are in place to monitor and review the qualification(s)? What data will be used and at what point will the qualification(s) be revised or updated?

Workshops with Industry Associations of Employers are part of continuous awareness drive and will be utilized as a channel to get a continual feedback from Industry

The Qualification has been uploaded on SSC website for public with a request for feedback on qualification to be sent to an identified mail address

SSC will be engaged with Training Providers and Authorised educational institutions, who are imparting trainings as per QP guidelines, to gather feedback in implementation

Monitoring of candidate Assessment Result will be carried out

Employer feedback will be sought post placement of trainee's batch

A formal review is scheduled in two year time frame

Please attach any documents giving further information about any of the topics above.

Give details of the document(s) here:

- NSDC Human Resource & Skills Requirement in Life Sciences Sector is <http://nsdcindia.org/sites/default/files/files/Pharmaceuticals.pdf>

SECTION 3

SUMMARY EVIDENCE OF LEVEL

Summary of Direct Evidence:

Generic NOS is/are linked to the overall authority attached to the job role.

Demand Planning Manager - Life SciencesLFS/Q0606					
Process Required	Professional Knowledge	Professional Skills	Core Skills	Responsibility	Level
<p>The job demands wide range of specialized technical skill, clarity of knowledge and practice in broad range of activity involving standard/ non standard practices For example:</p> <ul style="list-style-type: none"> - assemble and analyse all data pertinent to creating the forecast (historical sales, market trends, seasonality, promotions, and eventually tier 1 account POS (point of sale) and inventory levels). - identify relevant market-related data and competitive intelligence and design and generate weekly and monthly statistical forecast reports - update forecasts for new products, seasonal products, discounts, promotions and understand the past trends and the root cause of 	<p>The role holder uses factual and theoretical knowledge in broad context within a field of work or study. For example:</p> <ul style="list-style-type: none"> - To design and generate weekly and monthly statistical forecast reports the knowledge of supply chain function in life sciences industry, concepts of material management and import guidelines and import management, govt traiff, contracts and market policy in Indian and global context - to perform demand planning applies knowledge of demad fluctuations, supply chain concepts like Fist in First out, Just in time and lean sigma, project management 	<p>The role holder uses a range of cognitive and practical skills required to generate solutions to specific problems in a field of work/ study. For Example:</p> <ul style="list-style-type: none"> - To design and generate weekly and monthly statistical forecast reports uses the skills like analytical and critical thinking, plan and organizing communication and decision making skills. - to perform demand planning uses skills like plan and organize, analytical thinking, problem solving and decision making - to facilitate the development of subordinates through constant on and off the job learning, job rotation etc. uses the skills like 	<p>The role holder is required to be reasonably good in mathematical calculation, understanding of social political and reasonably good in data collecting organizing information and logical communication. For Example:</p> <ul style="list-style-type: none"> - To design and generate weekly and monthly statistical forecast reportsindividual is required to use complex mathematical calculation and logical reasoning. The mathematical skills are also being used while performing the demand planning. - To generate weekly and monthly statistical forecast reportsuses understanding of local/ state/ national/ global 	<p>The job role holder has responsibility of own work and learning and full responsibility for other's work and learning. For example:-</p> <ul style="list-style-type: none"> - assemble and analyse all data pertinent to creating the forecast (historical sales, market trends, seasonality, promotions, and eventually tier 1 account POS (point of sale) and inventory levels). - identify relevant market-related data and competitive intelligence and design and generate weekly and monthly statistical forecast reports 	Level 6

<p>any product failure - manage inventory targets (including safety stock levels) that are approved by management - lead forecast and inventory planning meetings with marketing managers, reviewing recommended sales forecasts and inventory goals (emphasis on brand transitions, new product introduction, and promotions). - facilitate the development of subordinates through constant on and off the job learning, job rotation etc. - interact with suppliers, contractors and vendors- For continuous evaluation and maintenance of long term relationships with the vendors and contractors and to ensure all Company policies and procedures are followed</p>	<p>tools and trends and govt policies - to facilitate the development of subordinates through constant on and off the job learning, job rotation etc. uses the knowledge of their motivational needs, responsibilities in organizationa and skill needs, escalation matrix and . - To interact with suppliers, contractors and vendors applies knowledge of vendors, contractors, the relevant service level agreements, terms, organizational SoPs and reports, knowledge of different market players and their vendors</p>	<p>communication, analytical and critical thinking and decision making. - To interact with Vendors and contractorsuses analytical and critical thikning, problem solving and communication skills</p>	<p>laws, regulations, and understanding of demand trends, govt tariffs, contracts, market policies etc. - In all data collection and coordination activities data is collected, organized from multiple stakeholder and the logical communication in both written and oral communication is made between multiple stakeholders. - While facilitating the subordinate development role holder has good understanding of all sub functions of supply chain and motivational and skilling needs of the subordinates.</p>	<p>- update forecasts for new/ seasonal products, discounts, promotions and understand the past trends and the root cause of any product failure - manage inventory targets (including safety stock levels) that are approved by management - lead forecast and inventory planning meetings with marketing managers, reviewing recommended sales forecasts and inventory goals (emphasis on brand transitions, new product introduction, and promotions). - facilitate the development of subordinates through constant on and off the job learning, job rotation etc. - interact with suppliers, contractors and vendors- For continuous evaluation and maintenance of long term relationships</p>	
Level 6	Level 6	Level 6	Level 6	Level 6	

OTHER EVIDENCE OF LEVEL [This need only be filled in where evidence other than primary outcomes was used to allocate a level] **(Optional)**

Summary of other evidence (if used):

1. Internship Monitoring report available at VTP for each candidate for internship period duly signed by Industry authorized person

SECTION 4

EVIDENCE OF RECOGNITION OR PROGRESSION

What steps have been taken in the design of this or other qualifications to ensure that there is a clear path to other qualifications in this sector?

Horizontal and vertical mobility options have been articulated while developing the standard. For Example:

Demand Planning Manager- Life Sciences can qualify for Planning Country Head job role as vertical progression after an experience of 5 years as Demand Planning Manager- Life Sciences.

The job holder also have option to move as lateral progression for job role of Coordination Manager- Life Sciences

Please attach any documents giving further information about any of the topics above.

Give details of the document(s) here:

- Occupational Map and progression matrix