

**CONTACT DETAILS OF THE BODY SUBMITTING THE QUALIFICATION FILE****Name and address of submitting body:**

Groundcrew Examining Board (GEB)  
Air Force Station  
Chandigarh 160003

**Name and contact details of individual dealing with the submission**

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**List of documents submitted in support of the Qualifications File.**

1. Continuity Training (Distant Learning Programme (DLP) and Contact Learning Programme (CLP) annexed as Annexure– I, II, III and IV
2. Assessment Proforma for Test Lecture as Annexure– V
3. Assessment Proforma for Interview as Annexure– VI

## SUMMARY

<b>1. Qualification Title</b>	USTAD: Accounts Assistant
<b>2. Qualification Code</b>	IAF/Accts/014
<b>3. NCO Code and Occupation</b>	
<b>4. Nature and purpose of the qualification</b>	Skill certificate given to the personnel who have attained peak grading of knowledge and skill in the domain of accounting. The qualification denotes his capability to undertake financial and material management apart from training, grooming and mentoring other accounting professionals.
<b>5. Body/bodies which will award the qualification</b>	Regional Examining Board (Zonal) REB(Z) & Groundcrew Examining Board (GEB)
<b>6. Body which will accredit providers to offer courses leading to the qualification</b>	Directorate of Training, Air Headquarters
<b>7. Whether accreditation/affiliation norms are already in place or not (if yes attach a copy)</b>	N/A as specific to Defence Forces
<b>8. Occupations (s) to which the qualification gives access</b>	Ultra Skilled in Trade And Development (USTAD) of Accounts Assistant
<b>9. Job Description of the occupation</b>	A tradesmen with USTAD category possess the highest level of trade knowledge and skill. Starting his service career at 10+2 level, on completion of 15 years of service in the IAF is deemed to have completed graduation in humanities (BA/B Com) as authorised vide GOI/DOPT/15012/82 (Est-D) dated 12 Feb 1986. They also undergo knowledge upgrade course called WOLC.
<b>10. Licensing requirements</b>	N/A
<b>11. Statutory and regulatory requirement of the relevant sector</b>	Air Force Act, Air Force Regulation, Air Force Orders

<b>(documentary evidence to be provided.</b>	
<b>12. Level of the qualification in the NSQF</b>	8
<b>13. Anticipated volume of training/learning required to complete the qualification</b>	Continuity training (Distant Learning Programme (DLP) for 1000 hour and Contact Learning Programme (CLP) for 200 hour. Total training duration is 1200 hour.
<b>14. Indicative list of training tools required to deliver this qualification.</b>	Classroom with modern AV aids, accounting, accounting software, computing appliances, Fire Arms, Firing Range, Ground Training Infrastructure.

<b>15. Entry requirements and/or recommendations</b>	<b>Qualification :</b> (i) Attained rank of Sgt and above  (ii) Obtained Skill Grade 'A'  (iii) Obtained more than 80% marks during assessment carried out by GEB/REB
<b>16. Progression from the qualification</b>	Pinnacle of Profession
<b>17. Planned arrangements for the Recognition of Prior learning (RPL)</b>	N/A
<b>18. International comparability where known</b>	Not known
<b>19. Date of planned review of the qualification.</b>	Every 5 yrs /earlier in case of change in training syllabus pattern.

**20. Formal structure of the qualification**

Title of component and identification code.	Mandatory/ Optional	Estimated size (learning hours)	Level
<b>1. General Administration</b> IAF/WOLC/01	M	200	8
<b>2. Air Force Law &amp; RTI Act 2005</b> IAF/ WOLC /02	M	140	8
<b>3. Aerospace Safety &amp; Operational Orientation</b> IAF/ WOLC /03	M	110	8
<b>4. Human Resource Management</b> IAF/ WOLC /04	M	150	8
<b>5. Logistics &amp; Financial Management</b> IAF/ WOLC /05	M	130	8
<b>6. Leadership</b> IAF/ WOLC /06	M	140	8
<b>7. Guidance, Counselling &amp; Mentoring</b> IAF/ WOLC /07	M	120	8
<b>8. IT &amp; Cyber Security</b> IAF/ WOLC /08	M	210	8
<b>Total</b>		<b>1200</b>	

## **SECTION 1**

### **ASSESSMENT**

**21. Body/Bodies which will carry out assessment:**

Regional Examining Boards (REB Zonal) under Ground Crew Examining Board (GEB) controlled by Air HQ.

**22. How will RPL assessment be managed and who will carry it out?**

N/A

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

1. Assessment will be carried out by IO and Regional Examining Board (Zonal) under Ground Crew Examining Board (GEB). The examining board has all necessary infrastructure and pool of qualified examiners to carry out such assessments.
2. AF has well defined appraisal system covering all aspects of an Air Warrior ranging from personal affairs to professional arena. The Air Warrior is assessed once a year based on his performance resulting in a realistic evaluation.
3. Assessment for USTAD will be done by independent REB (Z) to assess the skill acquired by Airwarrior. REB (Z) uses all the modern trends like Online Testing and Evaluation System (OTES), Power Point Presentation of a shot duration on a topic, Interview, evaluation and in-depth analysis of the result. The exams are conducted in the following manner.
4. Written Exams on the theory part of curriculum, which is divided into three categories (factual, comprehension, application), are conducted on OTES platform for testing the knowledge of Air warrior in his trade.
5. Practical Exam is used to test the :
  - (a) Professional Skill
  - (b) Core Skill of the Air warriors
6. Viva Voce is used to gauge the overall knowledge of the Air warrior.

**24. ASSESSMENT EVIDENCE**

Complete a grid for each component as listed in “Formal structure of the qualification” in the Summary.

NOTE: This grid can be replaced by any part of the qualification documentation which shows the same information – ie Learning Outcomes to be assessed, assessment criteria and the means of assessment.

**Title of Component:**

Outcomes to be assessed	Assessment criteria for the outcome
1. General Administration	Knowledge of administrative policies and procedures
2. Air Force Law & RTI Act 2005	Knowledge of AF Law, AF Act, AF Regulations, RTI Act and other relevant laws.
3. Aerospace Safety & Operational Orientation	Knowledge of Aerospace safety and operational requirements of IAF.
4. Human Resource Management	Able to impart knowledge to his sub-ordinates so as to ensure optimum output from them.
5. Logistics & Financial Management	Knowledge of fundamentals of Logistic and Financial management
6. Leadership	Leadership qualities
7. Guidance, Counselling & Mentoring	Knowledge of canons of team building and development
8. IT & Cyber Security	Cyber security awareness and IT skills

**SECTION 2**

**25. EVIDENCE OF LEVEL**

**OPTION 'A'**

<b>Title/Name of qualification/component: Ultra Skilled in Trade and Development of Indian Air Force (Police)</b>			
<b>NSQF Domain</b>	<b>Outcomes of the Qualification/Component</b>	<b>How the outcomes relates to the NSQF level descriptors</b>	<b>NSQF Level</b>
Process	Air warrior is ultra skilled and can take up any challenges and ably lead various teams of accounts professionals working under him. Air warriors will have wide range of specialized knowledge and practice in broad range of issues.	With specialised professional skills air warrior is able to undertake various tasks related to Accounting/Budgeting/taxation. He will be able to lead a team of accounts staff in strengthening the financial management. His professionalism and approach towards undertaking the task will be exemplary and set an example to be emulated.	8
Professional knowledge	Air warrior can effectively utilize the domain expertise attained by him through various formal and non formal learning experiences. He can effectively educate and sensitize the staff working under him by conducting regular continuity classes. Air warriors possesses indepth explicit and tacit knowledge within their area of work.	Air Warriors with their domain expertise are able to handle budgeting and effective utilization of funds. He is capable of educating his team on various accounting procedures including non-public fund and auditing.	8
Professional skill	Air warrior is highly skilled to carry out all vital activities required to enhance the financial prudence. He can find solutions for any critical issues emerging while exercising strict financial control. Air warrior has a range of cognitive and practical skills required to search solutions to the problems.	Air warrior is capable of effective planning, budgeting, monitoring and utilization of Public/Non Public funds. Able to conduct OJT, continuity classes for his subordinates to ensure that the team working under him is capable of accomplishing assigned task successfully	8

<b>Title/Name of qualification/component: Ultra Skilled in Trade and Development of Indian Air Force (Police)</b>			
<b>NSQF Domain</b>	<b>Outcomes of the Qualification/Component</b>	<b>How the outcomes relates to the NSQF level descriptors</b>	<b>NSQF Level</b>
		and timely. Has the tact to identify the strength and weakness of the team members and work efficiently towards enhancing their professional knowledge and skill.	
Core skill	Capable to depict good public speaking traits, communicate well with all personnel of the Unit/Station. Capable of data collation and its interpretation. Capable to comprehend all polices and orders in Hindi, English and local language and communicate well for its implementation. Handle computer and office desk jobs with fair amount of ease.	Air warriors have communication skill, mathematical skills, computer skill and basic understanding of social and natural environment Air warriors have good IT skills/Cyber security to perform his role as senior level manager.	8
Responsibility	Air warrior is highly responsible and ensures at all time that the task assigned to his team is accomplished in a most befitting manner. Air warriors shoulders responsibility of his team's work and learning outcome.	A tradesman of USTAD category possesses the highest level of trade knowledge and skill. He takes responsibility of solving unpredictable and complex situations. Apart from functional responsibilities, he is also responsible for HRM activities such as mentoring, training and development of his team. He also undertakes financial and material management in his AOR. He is responsible to ensure compliance with all regulatory requirement.	8



### **SECTION 3**

#### **EVIDENCE OF NEED**

**26. What evidence is there that the qualification is needed?**

The accounting services provided in IAF, cover many aspects. It covers topics of Store management, Inventory management, Online Store accounting (IMMOLS/EQUOLS), Online Pay services (IRLA/UPAS), External Audit, Internal Check (e-Audit), Payment of various claims, Cost Accounting, Taxation (Collection of GST /Income Tax) and submission of e>Returns. Further, it also covers accounting of Non Public Funds including preparation of Trail Balance, Balance Sheet, Audit Board (Final Account) of Institutes/Messes/Unit Run Canteen etc.

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

1-2 % of the total strength of personnel in the organisation from the trade.

**27. Recommendation from concerned Line Ministry of Govt/Regulatory Body. To be supported by documentary Evidences**

The trade has been cleared by MoD and notification to the same effect is confidential in nature.

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

This qualification is especially tailor made to suit the specific AF requirements for cash and store accounting. However, there are some similarities practices prevalent with civil accounting in Non Public Fund.

**29. 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?**

IAF has a well defined Directorates responsible for monitoring both the training and testing aspects. Directorate of Training is responsible for ensuring that right training is imparted to the recruits. The syllabus is based on various studies and feedback received from field units/ REB(T).

Directorate of Education is responsible for Trade Testing and evaluation of the knowledge and skill level of the Airwarrior passing out from the training institute and their performance in field units. This qualification will be reviewed and revised in two steps:-

- (a) USTAD Tests being conducted twice a year by REB (Z)

(b) Well defined appraisal system (by raising Annual Confidential Reports once in a year based on individual's performance)

Please attach any documents giving further information about any of the topics above. Give the titles and other relevant details of the document(s) here. Include page references showing where to find the relevant information.

#### **SECTION 4**

#### **EVIDENCE OF PROGRESSION**

**30. 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?**

A Sergeant (Sgt) with 13 Yrs of service becomes eligible for appearing for first chance of the third promotion exam called the JPE. If the Airwarrior obtains Skill Grade 'A', he can then register himself for USTAD Exam. During this period he can learn to improve his skills. Obtaining a 'USTAD' category will help him in garnering high marks in his ACRs.

An Air Warrior is promoted to the rank of JWO after nineteen years from date of enrolment in IAF. He will further keep climbing the promotion ladder till MWO. A warrant rank can also upgrade to USTAD only if he has scored Skill Category 'A'.

The progression flow is given below.

Sgt\* → JWO\* → WO → MWO

**GENERAL SERVICE KNOWLEDGE, AEROSPACE SAFETY & OPERATIONAL ORIENTATION**

SL NO	CHAPTER	SUBJECT	HOURS
<b>UNIT - I ADMINISTRATION (GENERAL SERVICE KNOWLEDGE)</b>			
1	Chapter 1	Filing system	20:00
2	Chapter 2	Handling of classified documents	18:00
3	Chapter 3	Intelligence and Security	22:00
4	Chapter 4	Work services	12:00
5	Chapter 5	Classification work services	14:00
6	Chapter 6	PMG/ Project office	18:00
7	Chapter 7	H/O & T/O Board and Concurrent Board	16:00
8	Chapter 8	Board of Officers	11:00
9	Chapter 9	Leave Rules and Types of leave for civilians	10:00
10	Chapter 10	Introduction to disciplinary procedures for civilians	05:00
11	Chapter 11	Promotion Policy - Airmen	07:00
12	Chapter 12	Promotion Exam Policy-Airmen, Career Progression & Skill Up gradation, USTAD Policy	15:00
13	Chapter 13	Posting Policy – Airmen	15:00
14	Chapter 14	Appraisal Report : Airmen (Objective of Appraisal, Gist of Policy/AFO/HRPs and importance of IOs in the HR Machinery)	12:00
15	Chapter 15	Outline of New AFOs – Issued from 2014 onwards	15:00
16	Chapter 16	Training policy (IPT), Career progression of Garud, Med Asst and Outstanding Sportsman.	08:00
17	Chapter 17	ECHS	04:00
<b>UNIT - II SERVICE WRITING (GENERAL SERVICE KNOWLEDGE)</b>			
18	Chapter 18	Principles and characteristics of Service Writing	12:00
19	Chapter 19	Convention and lay out	16:00
20	Chapter 20	Service correspondence, service letter, Note on file, Letter to civilian, Statement of Case	15:00
<b>UNIT - III AF LAW (GSK) 1</b>			
21	Chapter 21	Introduction to AF Law, AF Act 1950, AF rules 1969, Regulations for the AF 1964	14:00
22	Chapter 22	Arrest and Custody	10:00
23	Chapter 23	Court of Inquiry, Formal Investigation, Court Martial and Summary of Evidence	12:00

24	Chapter 24	Armed Forces Tribunal	10:00
25	Chapter 25	Introduction and Provision of RTI, Procedure for Handling Right to Information Applications	11:00
<b>UNIT – IV CUSTOMS OF SERVICE (GENERAL SERVICE KNOWLEDGE)</b>			
26	Chapter 26	Social Etiquette and service courtesies	08
27	Chapter 27	Miscellaneous AF Customs	12
<b>UNIT - V AEROSPACE SAFETY</b>			
28	Chapter 28	Various causes of accident/incident Bird hazard, FOD and other causes	22
29	Chapter 29	OHR-its preparation and disposal	24:00
30	Chapter 30	FACTS and HE-VOLREP	12:00
<b>UNIT - VI OP-ORIENTATION - FUNDAMENTALS OF AIR POWER</b>			
31	Chapter 31	Definition, Principles, Functions and Limitations of Air Power.	17:00
32	Chapter 32	History of IAF	02:00
33	Chapter 33	Study of Air campaigns	02:00
<b>UNIT - VII OP-ORIENTATION - AIRCRAFTS &amp; SYSTEMS</b>			
34	Chapter 34	Aircrafts of the IAF, Radars & Missile Systems	12:00
35	Chapter 35	Introduction to UAS ,Types and Role of UASs	12:00
<b>Total</b>			<b>465:00</b>

**HUMAN RESOURCE MANAGEMENT**  
**FINANCIAL MANAGEMENT LOGISTICS MANAGEMENT**

SL NO	CHAPTER	SUBJECT	HOURS
<b>UNIT - I Human Resource Management</b>			
1	Chapter 1	Management concept, definition & levels of Management	15:00
2	Chapter 2	Principles & Functions of Management	12:00
3	Chapter 3	Planning and Organising	05:00
4	Chapter 4	Management and its application in IAF	08:00
5	Chapter 5	Communication, definition, process and types of communication, Inter-personal communication skills.	24:00
6	Chapter 6	Barriers to communication and their remedies	18:00
7	Chapter 7	Time Management	16:00
8	Chapter 8	Human relations & Inter-personal relationship	05:00
9	Chapter 9	Event Management	04:00
10	Chapter 10	Motivation and its importance in organization, Theories of X & Y, Herzberg	12:00
11	Chapter 11	Group Dynamics and Team building	12:00
12	Chapter 12	Transactional Analysis	10:00
13	Chapter 13	Creativity	12:00
14	Chapter 14	Conflict Management	
<b>UNIT - II Financial Management 145</b>			
15	Chapter 15	Financial Administration in Defence Services, Government System of Accounts & Audit	05:00
16	Chapter 16	Locally Controlled Heads, Delegation of financial Power, Role of IFA	04:00
17	Chapter 17	Non Public funds, General instructions on maintenance of books of accounts, Annual Property Board, Audit Board	02:00
<b>UNIT - III Logistics Management 199</b>			
18	Chapter 18	Logistics Management and Administration in IAF	18:00
19	Chapter 19	Inventory Management Concepts	20:00
20	Chapter 20	Overview of General Financial Rules (GFR)	15:00
21	Chapter 21	Overview of DPM-2009	14:00
22	Chapter 22	Local Purchases Procedure & CLPC	12:00
23	Chapter 23	CVC Guidelines	12:00
24	Chapter 24	Overview of IMMOLS	28:00
<b>Total</b>			<b>279:00</b>

**Annexure-III**

**LEADERSHIP, COUNSELLING, MENTORING AND WELFARE**

SL NO	CHAPTER	SUBJECT	HOURS
<b>UNIT - I Leadership</b>			
1	Chapter 1	Leadership, Role of leader, self awareness, Leadership approaches, Traits, Behavioral Science	45:00
2	Chapter 2	Style of leadership, study on Military leadership	38:00
<b>UNIT – II Guidance, Counseling &amp; Mentoring</b>			
3	Chapter 3	Guidance: Educational, vocational and personal guidance	42:00
4	Chapter 4	Counseling : Process & types of Counseling and skills of a Counselor	36:00
5	Chapter 5	Mentorship-Definition, Process of Mentoring, Difference between Mentoring and Counseling	40:00
<b>UNIT – III Welfare of Subordinates &amp; Welfare Activities</b>			
6	Chapter 6	Welfare of Subordinates	32:00
7	Chapter 7	Role and function of SI, AFWWA, Sadbhavana Cell	20:00
<b>Total</b>			<b>253:00</b>

**Annexure-IV**

**COMPUTER APPLICATIONS AND CYBER SECURITY**

SL NO	CHAPTER	SUBJECT	HOURS
<b>COMPUTER APPLICATIONS &amp; CYBER SECURITY</b>			
1	Chapter 1	Fundamentals of Computer	32:00
2	Chapter 2	Familiarization with Windows	18:00
3	Chapter 3	Basics of Networking	20:00
4	Chapter 4	Cyber Crime & Cyber Security	24:00
5	Chapter 5	Cyber Security Aspects	28:00
6	Chapter 6	Case Studies of various incidents across countries	32:00
7	Chapter 7	AFNET Security Instructions: Guidelines for users as per 3903	49:00
<b>Total</b>			<b>203:00</b>

**SUMMARY OF TRAINING**

SI No	Annexure	SUBJECT	HOUR
1	I	GENERAL SERVICE KNOWLEDGE, AEROSPACE SAFETY & OPERATIONAL ORIENTATION	465.00
2	II	HUMAN RESOURCE MANAGEMENT FINANCIAL MANAGEMENT LOGISTICS MANAGEMENT	279.00
3	III	HUMAN RESOURCE MANAGEMENT FINANCIAL MANAGEMENT LOGISTICS MANAGEMENT	253.00
4	IV	COMPUTER APPLICATIONS AND CYBER SECURITY	203.00
<b>TOTAL</b>			<b>1200.00</b>

**Annexure-V**

**ASSESSMENT PROFORMA FOR TEST LECTURE**

SL No	ASSESSING CRITERIA	RANGE OF MARKS TO BE AWARDED		
		10-7	6-4	3-0
(a)	<b>Introduction</b>  Introduction of topic & ensuring the interest of the class to be attentive to the lecture.	Participants are made aware of the importance & relevance of the topic and are able to connect to the applicability of the topic to their work/field.	Participants feel that topic might have some relevance but are not able to connect with the importance of the topic to their work/field requirements.	Participants are not connected to the topic; feel no relevance of the topic to any practical application whatsoever.
(b)	<b>Diction , Clarity in voice and pronunciation.</b>	Voice is fluent, clear and audible; Delivery is effective; can be heard and understood.	Has a regional accent or mannerism which is noticeable but not a hindrance to understanding the topic.	Voice is jerky or incoherent such that it is a hurdle to assimilate what he says. Last words of each sentence incomprehensible.
(c)	<b>Presentation, Mannerism, confidence ,body language and use of training aids.</b>	Body language exhibits confidence. Does not shift his feet frequently. Looks at slide only when required to. Handles training/teaching aids confidently.	Body language can be better by not using hands often for communication. Looks at slides often.	Lacks confidence and his body language draws attention so much so that participants are no longer listening attentively to what he says. Does not look at audience and looks only at
(d)	<b>Topic and Class Management</b>  How he delivers the topic and handles the class.	He is thoroughly prepared on the topic and does not deviate from it. Able to deliver the contents of the topic lucidly (clearly). Any question from the	He is sufficiently prepared on the topic and is able to by and large convey what he has prepared.	Not able to deliver contents of the topic and is not prepared on the topic, loses connect with the topic and the class in general. Does not control



		participants leading away from the topic is handled deftly to bring the focus back to the topic.		the class or turn it to focus on the topic.
(e)	<b>Teaching Aptitude Knowledge of topic and skill of explaining.</b>	Has a natural /developed aptitude for teaching and has the skill to explain concepts, functioning or features. Checks with the class if they have correctly understood what he wanted to convey.	Can teach effectively but does not check with class whether they have understood or not. Can explain the topic quite clearly but with some effort.	Does not have the capability to explain concepts or functioning of features. Assumes that class has understood what he tried to teach.

**Annexure-VI**

**ASSESSMENT PROFORMA FOR INTERVIEW**

SL No	ASSESSING CRITERIA	RANGE OF MARKS TO BE AWARDED		
		10-7	6-4	3-0
(a)	<b><u>Professional Knowledge on Trade/System</u></b> Related APs, IAPs, STIs, SI, TSIs, Manuals and Amendment Lists on Associated trade/system.	Possesses excellent professional knowledge of trade/system including associated trades/systems.	Possesses good professional knowledge of trade/system including associated trades/systems.	Possesses adequate to poor professional knowledge of trade/system including associated trades/systems.
(b)	<b><u>General Service Knowledge</u></b>  (i) Policies, AFOs, AFIs. (ii) Aerospace Safety. (iii) Ethos, Customs and conventions of IAF. (iv) AF rules and Regulations.	Possesses excellent knowledge of various Policies, AFOs, AFIs, Aerospace Safety, Ethos, Customs and conventions of IAF, AF rules and Regulations.	Possesses good knowledge of various Policies, AFOs, AFIs, Aerospace Safety, Ethos, Customs and conventions of IAF, AF rules and Regulations.	Possesses adequate to poor knowledge of various Policies, AFOs, AFIs, Aerospace Safety, Ethos, Customs and conventions of IAF, AF rules and Regulations.
(c)	<b><u>Communication Skill</u></b>  (i) Language. (ii) Diction. (iii) Clarity of voice. (iv) Coherence. (v) Clarity of thought. (vi) Non verbal communication.	A persuasive communicator who always maintains professional demeanour, good posture, eye contact and exhibits extreme confidence. Has loud and clear voice, speaks eloquently and is coherent.	A good communicator who most of the time maintains professional demeanour, good posture, eye contact and exhibits confidence. Has reasonably loud and clear voice, speaks eloquently and is coherent most of the time.	An average communicator who does not maintain professional demeanour, good posture, eye contact and exhibits low confidence. Has low and unclear voice, does not speak eloquently and uses extreme words like never,

				not at all.
(d)	<p><b><u>ALQ</u></b></p> <p>(i) Appearance and bearing.  (ii) Attitude and aptitude.  (iii) Self confidence.  (iv) Motivation.  (v) Agility and  (vi) Responsiveness</p>	<p>His appearance and bearing is of highest standard. He is very sharp, agile and responsive. Looks highly motivated and extremely confident.</p>	<p>His appearance and bearing is good. He is reasonably sharp, agile and responsive. Looks motivated and confident.</p>	<p>His appearance and bearing is average. He is slow and sluggish. Looks de motivated and has low confidence.</p>
(e)	<p><b><u>Leadership</u></b></p> <p>(i) Comprehension of situation.  (ii) Ability to come out with workable solutions.  (iii) Ability of team building, flexibility and motivation.  (iv) Ability to draw inference, intelligence, open minded approach and use of common sense.  (v) Courage to stand up for convictions.  (vi) Critical thinking skills.</p>	<p>Very quick to comprehend the situation and capable of offering workable solutions within available resources. Has good ability of rapport building and is capable of motivating others. He is very quick to draw inference, approaches the situation with open mind and is flexible with good common sense.</p>	<p>Comprehends the situation and is capable of offering solutions. Has ability of rapport building and can motivate others. He is capable drawing inference, approaches the situation with reasonable open mind and is most of the time flexible with good common sense.</p>	<p>Can comprehend the situation when offered some cues and can offer solutions which may not be within available resources. Has poor ability of rapport building and incapable to motivate others. He is not capable of drawing correct inference, approaches the situation with pre determined solution and is most of the time inflexible with average common sense.</p>