IPA Conference 2018

Quality Culture: Entry Level Training

23 FEBRUARY, 2018
Building a quality culture: need to change context to change behaviors

Quality Culture

Desirable Behaviors

- Colleagues are ever mindful of what is “poor quality” or “quality impacting” in their role
- Colleagues feel empowered to make the “right decision when no-one is looking”
- Colleagues willingly collaborate to arrest or resolve poor quality

Context Dimensions

- Vision & Strategy
- Leadership
- Accountability & Collaboration
- Governance
- Right Capability
- KPIs & Benchmarks
- Rewards & Recognition
IPA: focus on industry level context
Many possible areas of intervention;

Start with capability

<table>
<thead>
<tr>
<th>Vision and Strategy</th>
<th>Standard maturity framework to enable measurement of the 'quality culture' across organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Leadership forum for addressing cross-cutting challenges in quality for the industry</td>
</tr>
<tr>
<td>Accountability / Collaboration</td>
<td>Standardized employee practices: role charters &amp; KPIs for critical positions, guidelines for required qualifications / skill-sets</td>
</tr>
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<td>Governance</td>
<td>Industry-level escalation forums e.g. Ombudsman, Audits &amp; accreditations</td>
</tr>
<tr>
<td>Right Capability</td>
<td>Training academy &amp; assessment center for entry-level employees, Up skilling programs for working professionals</td>
</tr>
<tr>
<td>KPIs and Benchmarks</td>
<td>Research and publications on latest trends, Statistics &amp; databank on industry benchmarks</td>
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<td>Rewards and Recognition</td>
<td>Knowledge sharing forums on best practices, High visibility awards program for recognizing good quality performance</td>
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</table>
Capability building: learnings from other associations

- **NASSCOM**
  - Indian National Association of Software and Service Companies

- **ASQ**
  - American Society for Quality: knowledge-based global community of quality professionals

- **API-U**
  - National trade association of America’s oil and natural gas industry
# Capability building: learnings from other associations

## Design Element

<table>
<thead>
<tr>
<th>Objective</th>
<th>NASSCOM IT - ITeS SSC</th>
<th>ASQ Learning Institute</th>
<th>API-U</th>
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<tbody>
<tr>
<td>Provide required skills to existing work force</td>
<td>Graduates, diploma and intermediate students, and working professionals</td>
<td>Graduates &amp; diploma students, and working professionals</td>
<td>No specific entry-level requirement</td>
</tr>
<tr>
<td>Help quality professionals develop essential skills</td>
<td>50,000+ students p.a.</td>
<td>9000-12000 students p.a.</td>
<td>~3000 student p.a.</td>
</tr>
</tbody>
</table>

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<tr>
<th>Focus Areas</th>
<th>35 IT &amp; BPO aligned skill based courses</th>
<th>19 industry wide quality courses</th>
<th>20 quality &amp; safety courses for petroleum industry</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Partner with Companies and colleges;</td>
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<td></td>
<td>Assist by organizing Job Fairs for students</td>
<td>Certificate helps in differentiating profile</td>
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<tr>
<th>Execution Model</th>
<th>200+ partner Training Center</th>
<th>100+ own training centers + 20 partner groups</th>
<th>81 partner training associations</th>
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<td>Operating Model</td>
<td>In house course design, Approved trainers</td>
<td>In house course design, Certified trainer, E-module, Classroom training</td>
<td>In house course design, Certified trainer, E-module, Classroom, training</td>
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<td>Resources / Funding</td>
<td>Supported by Govt under NSDC</td>
<td>Self funded through course fees</td>
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<td>Governance</td>
<td>Representatives from NASSCOM, govt, industry and academicians</td>
<td>ASQ Training and Certification team</td>
<td>API Training &amp; Certification team</td>
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## Governance

- Representatives from NASSCOM, govt, industry and academicians

## Value Proposition

- Partner with Companies and colleges;
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ELT summary: Outline of the model

**Whom**
1. Entry level training program for
   - 10+2 / ITI students (for Manuf. ops)
   - BSc/B Pharma (for Quality)

**What**
2. 6 months 'finishing school' program:
   - 3 months classroom & practical training
   - 3 months on the job training

**How**
3. • IPA defines curriculum and certification program
   • Partner to set up and run Training Institutes at pharma hubs
   • IPA members absorb cost, new trainees, provide faculty
Pedagogy has been defined for the 6 month training

<table>
<thead>
<tr>
<th>Instructor led training</th>
<th>Simulation</th>
<th>On job training at Sponsor site</th>
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<tbody>
<tr>
<td>• Basic of API / Formulations / Pharmaceuticals</td>
<td>• Know your equipment</td>
<td>• OJT (under supervision)</td>
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<tr>
<td>• Safety module</td>
<td>• Equipment safety and Process safety</td>
<td>– Unit Operations for manufacturing</td>
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<tr>
<td>• cGMP Overview</td>
<td>• Operations safety and Static Electricity</td>
<td>– Lab operations for Quality</td>
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<tr>
<td>• Functional English &amp; Language Communication</td>
<td>• Job Specific Model SOPs training</td>
<td>• OJT (under minimal supervision)</td>
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<tr>
<td>• Computer Skills</td>
<td>• Data Entry &amp; Document writing sessions</td>
<td>– Unit Operations for manufacturing</td>
</tr>
<tr>
<td>• Life Skill Education / Personal Effectiveness</td>
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<td>– Lab operations for Quality</td>
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Assessment

Final exam & selection
Option for continuous education post the 6 month program

1.5 months

1.5 months

3 months
Three lock-ins developed post this period

- 6 months
- Post 6 months
- Post 18 months

- LSSSDC certification & employment in sponsor company
- Option for continuous education in sponsor company
- Salary increase
Operating model - IPA Training institutes run by Yashaswi

2 pilot institutes in 2019

Mode of Operation

IPA defined the curriculum and the certification program
- ‘Best of IPA members’ curriculum
- LSSSDC to recognize certification to avoid re-assessment by them

Yashaswi selected to set up and run the institutes
- Investment in trainers & curriculum
- Model unit for practical training

Pharmacos gave firm commitment to recruit from the institutes (580 as of 15 Jan)
- Employment opportunity post completion of course
- Stipend for the 6 months period
- Support for the 3 month On job training
- Provide their managers as visiting faculty to take courses

Ahmedabad, Goa
### Timeline: first batch in Aug / Sep 2018

<table>
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<tr>
<th>Activity</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
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<th>Oct</th>
<th>Nov</th>
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<tbody>
<tr>
<td>1. Seeking Government Approval for establishing IPA academy</td>
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<td>2. Certification and Tie-up with Academic Institutions and Designing Course Curriculum</td>
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<td>3. Branding</td>
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<td>4. IPA Infrastructure Setup</td>
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<tr>
<td>5. Recruitment of Students / Candidates</td>
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