

A background image of a sparkler with bright orange and yellow sparks against a dark blue background. The sparkler is positioned on the right side of the frame, with its sparks trailing towards the left.

BCG

THE BOSTON CONSULTING GROUP

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

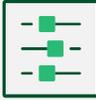

Vision & Strategy


Leadership


Accountability & Collaboration


Governance


Right Capability


KPIs & Benchmarks


Rewards & Recognition

Context Dimensions

IPA: focus on industry level context

Many possible areas of intervention;
Start with capability



Vision and Strategy

- Standard maturity framework to enable measurement of the 'quality culture' across organizations



Leadership

- Leadership forum for addressing cross-cutting challenges in quality for the industry



Accountability / Collaboration

- Standardized employee practices: role charters & KPIs for critical positions, guidelines for required qualifications / skill-sets



Governance

- Industry-level escalation forums e.g. Ombudsman
- Audits & accreditations



Right Capability

- Training academy & assessment center for entry-level employees
- Up skilling programs for working professionals



KPIs and Benchmarks

- Research and publications on latest trends
- Statistics & databank on industry benchmarks



Rewards and Recognition

- Knowledge sharing forums on best practices
- High visibility awards program for recognizing good quality performance

Capability building: learnings from other associations



NASSCOM

IT - ITeS SSC

Indian National Association
of Software and Service
Companies



ASQ

Learning Institute

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

Objective

- Target Group

- Focus Areas

- Value Proposition

- Execution Model

- Operating Model

- Resources / Funding

- Governance

NASSCOM IT - ITeS SSC
Indian National Association of Software and Service Companies

Provide required skills to existing work force

- Graduates, diploma and intermediate students, and working professionals
- 50,000+ students p.a.

- 35 IT & BPO aligned skill based courses

- Partner with Companies and colleges;
- Assist by organizing Job Fairs for students

- 200+ partner Training Center

- In house course design, Approved trainers
- E-learning & Classroom

- Supported by Govt under NSDC

- Representatives from NASSCOM, gov, industry and academicians

ASQ Learning Institute

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

Help quality professionals develop essential skills

- Graduates & diploma students, and working professionals
- 9000-12000 students p.a.

- 19 industry wide quality courses

- Partner with Companies and colleges;
- Certificate helps in differentiating profile

- 100+ own training centers + 20 partner groups

- In house course design, Certified trainer, E-module, Classroom training

- Self funded through course fees

- ASQ Training and Certification team

API-U

National trade association of America's oil and natural gas industry

Train for safe & quality industry operations

- No specific entry-level requirement
- ~3000 student p.a.

- 20 quality & safety courses for petroleum industry

- Partner with companies and colleges;
- Certificate helps in differentiating profile

- 81 partner training associations

- In house course design, Certified trainer, E-module, Classroom, training

- Self funded through course fees

- API Training & Certification team



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

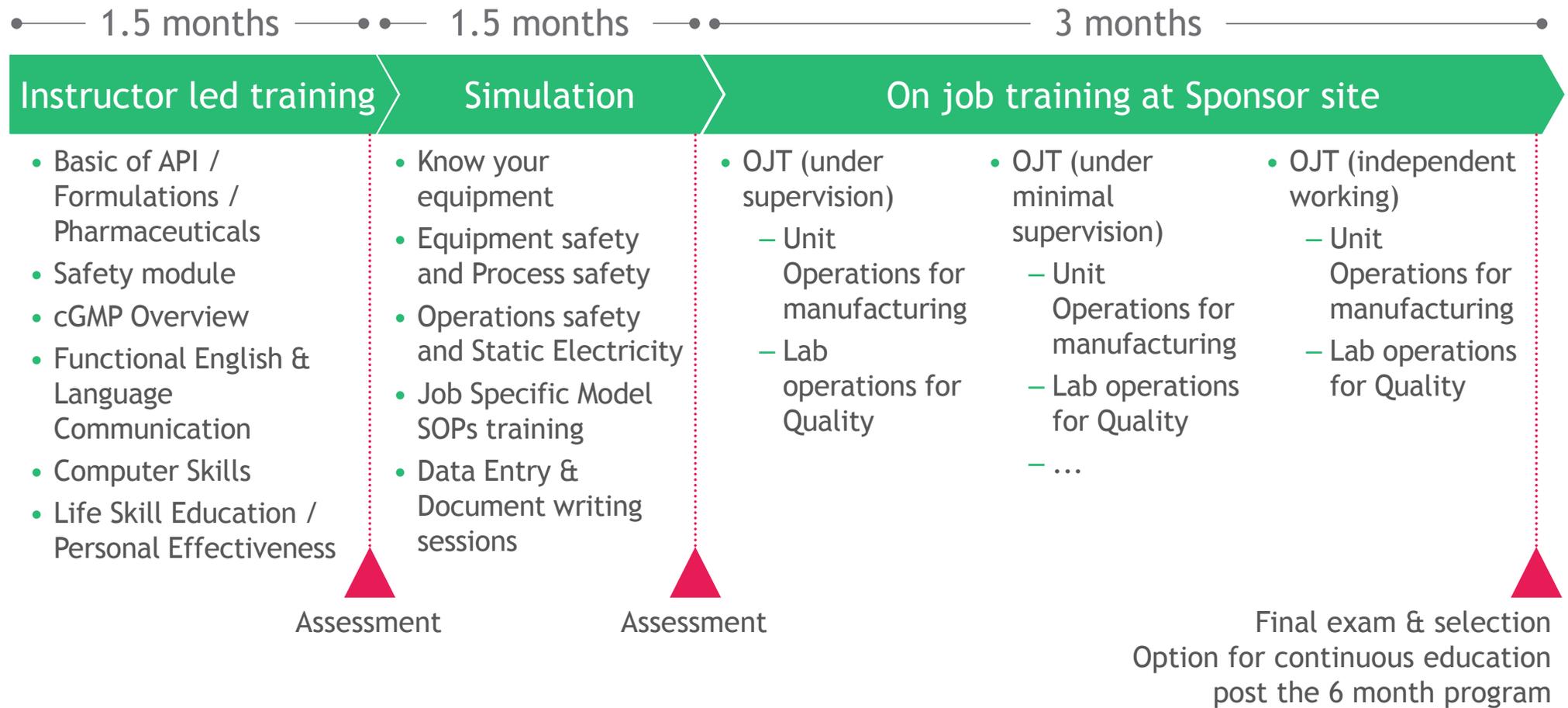
- 6 months 'finishing school' program:
- 3 months classroom & practical training
 - 3 months on the job training

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



Three lock-ins developed post this period

•———— 6 months ————••———— Post 6 months ————••———— Post 18 months ————•

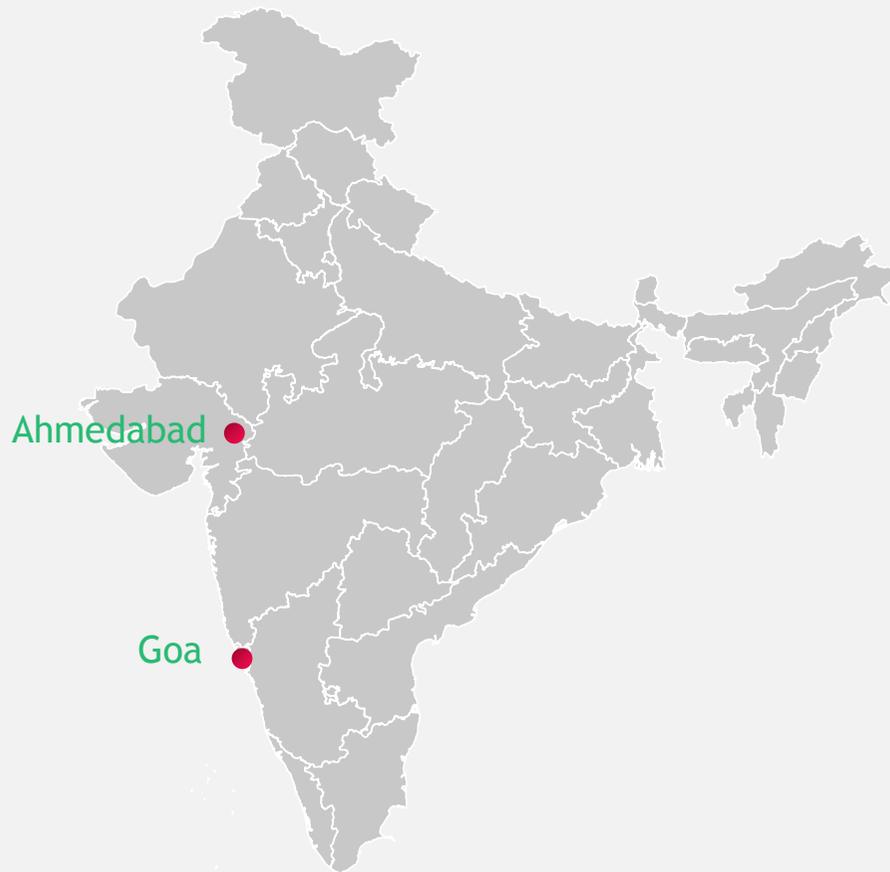
**LSSSDC certification
& employment in
sponsor company**

**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

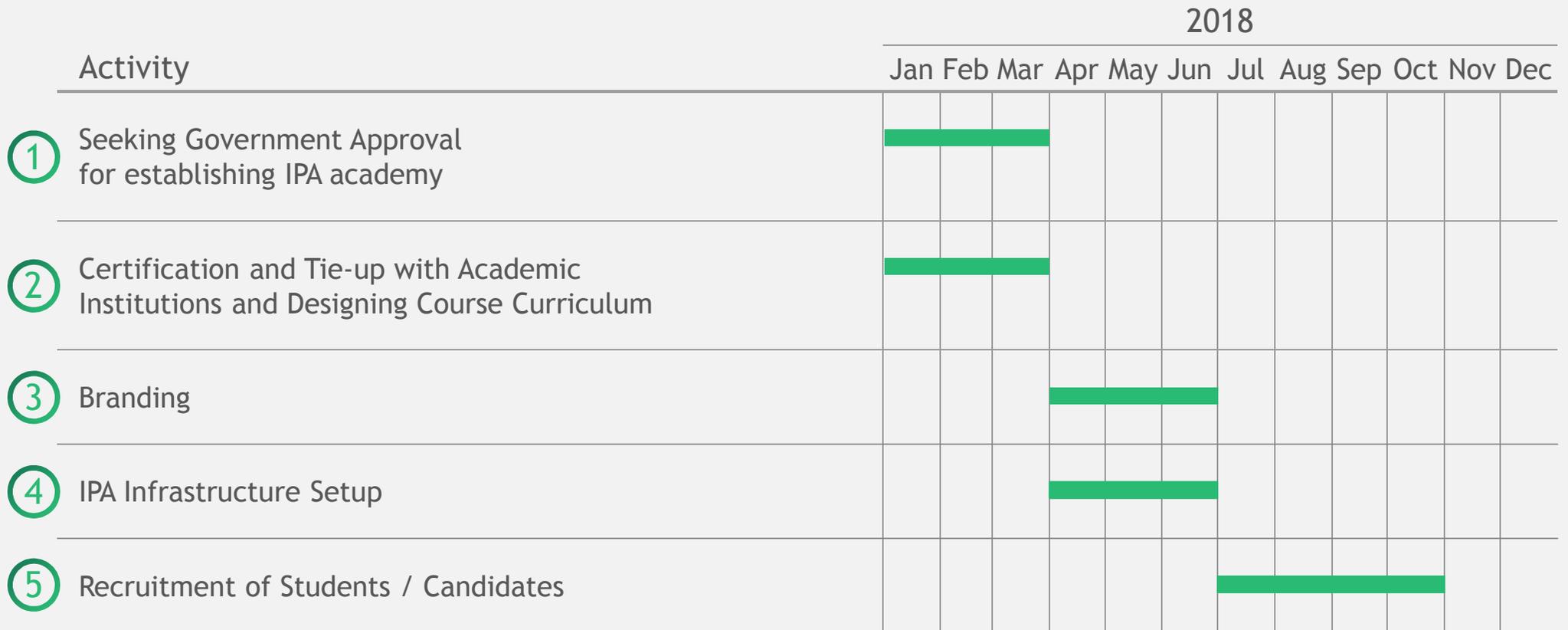
Yashaswi selected to set up and run the institutes

- 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

Timeline: first batch in Aug / Sep 2018



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A close-up photograph of a lit sparkler against a dark background. The sparkler is the central focus, with numerous bright, golden-yellow sparks radiating outwards in all directions. The sparks are captured in motion, creating a sense of energy and celebration. The background is dark and slightly out of focus, with some blurred light spots.

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