

QUALITY COUNCIL OF INDIA

Division: ZED

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BACKGROUND

ZED program has been invoked in response to Hon'ble Prime Minister Shri Narendra Modi urging to the industry, especially the Micro, Small and Medium Enterprises (MSMEs) of India, to manufacture goods in the country with "zero defects" and to ensure that the goods have "zero effect" on the environment. With an aim to make India a global manufacturing hub, the Prime Minister gave an open invitation to manufacturers and investors across the world to establish manufacturing units in India. The vision of the model is "To enable the advancement of Indian industry to a position of eminence in the global marketplace and leverage India's emergence as the world's supplier through the 'Made in India' mark." The mission is to develop and implement a 'ZED' culture in India based on the principles of:

Zero Defect (focus on customer):

Zero non-conformance/non-compliance

Zero waste

AND

Zero Effect (focus on society):

Zero air pollution/liquid discharge (ZLD)/solid waste

Zero wastage of natural resources

The MSMEs will be assessed & rated only on defined enabler & outcome parameters on operational level indicators while the organizational level indicators are also useful pointers towards implementing a ZED Maturity Assessment Model at the operational level. These indicators may include:

- Manufacturing capabilities
- Design capabilities
- Quality/Environment/Safety assurance systems
- People development and engagement systems
- Standardization and measurement systems for quality and environment
- Learning and improvement systems

- Legal compliances (hygiene factor)

An MSME applying to be evaluated on the ZED Maturity Assessment Model shall demonstrate and will be assessed & rated on the following parameters at the operational level:

- Enablers for Product Quality
- Enablers For Emission, Effluent and Waste Disposal Activities
- Enablers For Resource Management
- Outcomes

The ZED Maturity Assessment Model is an integrated and holistic Certification System, which accounts for processes related to:

- Production Management
- Quality Management
- Design Management
- Safety Management
- Environmental Management
- Energy Management
- Natural Resource Management
- Human Resource Management
- Intellectual Property Management
- Performance Management

In the model, all along with quality of products and services, equal emphasis is on the elimination of adverse impacts on the environment, through adequate planning at product and process design, pre-production, production and maintenance activities, post production (disposal after use) and outcome of environment performance.

Since each sector focuses on its unique operating conditions, QCI has developed sector specific models that address these conditions.

PURPOSE

The purpose of this standard operating procedure (SOP) is to establish a uniform procedure for developing, executing, revising and approving trainings as part of the ZED module. These SOPs are intended to assist in ensuring compliance and consistency with overall objectives of the ZED program.

SCOPE

This SOP (Standard Operating Process) applies to all trainings to be conducted under the ZED ambit for ZED Trainings.

Details on the eligibility criteria as participants and trainers for these programs is provided as part of [Annexure I](#).

ABBREVIATIONS

Abbreviation	Definition
BEE	Bureau of Energy Efficiency
TO	Training Organization
DC (MSME)	Development Commissioner (MSME)
GOI	Government of India
HRM	Human Resource Management
IPR	Intellectual Property Rights
MSME	Micro, Small and Medium size Enterprises
NBQP	National Board for Quality Promotion
NMCP	National Manufacturing Competitiveness Program
NMIU	National Monitoring and Implementing Unit
NPC	National Productivity Council
QCI	Quality Council of India
MTT	Master Trainer Training
AT	Assessor Training
CT	Consultant Training
CBP	Capacity Building Program
QMS/QTT	Quality Management Standards and Quality Technology Tools
WIP	Work in Progress
ZED	Zero Defect, Zero Effect

REFERENCES

<http://www.zed.org.in/>

Guidelines for the Implementation of Financial Support to MSMEs in ZED Certification Scheme 2016

TOOLS

Checklist: A checklist is a type of informational job aid used to ensure consistency and completeness in carrying out a task. A primary task in checklist is documentation of the task and auditing against the documentation.

Ice breaker: An icebreaker is a facilitation exercise intended to help a group to begin the process of forming themselves into a team. Icebreakers are commonly presented as a game to "warm up" the participants group by helping the members to get to know each other.

Case study: A case study is a problem for the reader to solve or attempt to solve . A case has enough information such that readers can:

- Understand what the “problem” is
- Analyse the information
- Arrive at a proposed solution

They allow participants to reflect and analyse a specific problem. This will help them draw from their experience / learnings in an objective manner.

Role play: Role plays are structured experiences where participants display behaviours in the class room which depict real life shop floor situations. Behaviours are performed in a risk free environment to allow peers to learn from watching and also to give constructive feedback to those participating in the role play. Its benefits are:

- Collaborative, interactive, experiential learning
- Enjoyable

Business Game: Games are structured experiences that use competition based on scenarios simulating real life situations to bring about key learnings in various attitudes, skills and knowledge. When to use a game:

- In the information application stage of the session
- To engage the participants intellectually and emotionally
- To give the participants a feeling of being in the thick of it as players rather than objective speakers

PROCEDURES

A typical training program goes through a **TRAINING CYCLE** as depicted below. Each step will further be elaborated in detail.



ESTABLISHING SPECIFIC TRAINING TO BE EXECUTED

The categories of training programs under ZED that the Training Organization may execute are :

Program	Objective
ZED Master trainers training	To enable trainers so they're equipped to play a pivotal role in ZED assessment & certification
ZED Assessor training	To train and enable assessors to maintain quality and reliable assessment
ZED Consultant training	To enable consultancy to MSMEs for their graduation to higher levels and their proper training and creation of trained HR
Capacity building for NER, J&K, industrially backward and remote areas	MSMEs of NER and J&K, industrially backward and remote areas need to be thoroughly trained for capacity building in tune with ZED manufacturing, benefits of ZED certification and QMS/ QTT etc.

The training deployment will need the following along with the program details:

PROGRAM CREATION/PARTICIPANT SELECTION PROCESS (For MTT/CT/AT)

PARTICIPANT RELATED ACTIVITIES

On final approval of the program by QCI, an auto generated mail will be sent to the participants, bound to that Training Program. This mail will contain a link to the **Zed Training App**, and also the credentials through which the participant can login the app and can view the Pre-Course Material and for a sample basis give the pre-course exam for a better understanding. This is the app on which the participants would be giving their final exam and would also have to provide their feedbacks on the 5th day. The participant's e-mail will also contain the link of the **video user guide for Zed Training App** as to how to go forward with the Training App.

The coordinators of the respective Training Organizations need to seek confirmation from the participants regarding the receipt of the mail and to guide the participants in executing the App.

COURSE DESIGN AND CURRICULUM

The following design principles have been kept in mind while creating the training content:

- Introduction to the ZED scheme, Assessment maturity model, Enablers and Outcome etc
- Clarify the assessment details – Self assessment, Desktop assessment, On site assessment
- Blended approach to learning: Incorporate Case Studies to cement learning
- Reinforce training content: Course recap, Mock assessment etc.

PROGRAM SCHEDULE

The training plan details the 5-day training schedule. Please note that the following training plan is indicative, the actual day-wise content can be modified basis trainer availability. The details of the training plans for the different trainings are in [Annexure IV](#)

TRAINING/ COURSE MATERIAL

The training material is provided to the participants on the first day of the training and includes a Training Workbook. This comprises the training content along with case studies/role play and other material (as applicable) to be covered during the 5 days. Following to be covered as part of this step:

- Training kit/ workbook
- Case study/ role play and other training exercises

LOGISTICS

The following checklist will support in this step.

Activities	Accountability	Timelines	Steps of Doneness (Started/ In Progress/ Completed)
Send the list of participants, Session Plan (as per Annexure IV) , Program schedule and Trainers list for that program to QCI/NBQP for approval	Training Organization	5 days before the training	
Share training plan with the trainers along with the session details and content that each should be covering	Training Organization	5 days before the training	
Confirm from the participants that email invite is sent to them (once final approval by QCI /NBQP). 1.Orient them on the execution of the ZED Training App 2.Notify them to bring their wi-Fi enabled Android handsets/tablets for undertaking the Mock for written Examination, final examination and submitting feedback	Training Organization		
Venue selected and booked to ensure accessibility for participants. Ensure internet availability at the Training Venue for the participants.	Training Organization	At least 10 days before the training	
Ensure 5 -6 spare internet enabled, android based handsets/tablets	Training Organization	3 days prior to the training	
Arranging for travel and stay of trainers	Training Organization	5 days prior to the training	
Arrange for tea and lunch for 5 days at the venue; finalize menu	Training Organization	3 days prior to the training	
Banner ``hosted at the	Training Organization	1 day prior to the	

venue		training	
Ensure availability of: <ul style="list-style-type: none"> • Flip chart – (1) • Markers – (1 pack) • LCD Projector – (1) • Stationary – Depends on no. of participants • Photo copying/Printing facilities • Laser pointers, slide changers etc 	Training Organization	1 day prior to the training	
Prepare attendance sheet and take copies, Mock and Participation score template	Training Organization	1 day prior to the training	
Share the Mock and participation scoring criteria, respective session plans, relevant presentations (shared by QCI) with the Trainers	Training Organization	As soon as possible	
Prepare for online test/exam, recording M & P scores, capturing feedbacks (proper internet connectivity, spare android based internet enabled handsets/tablets)	Training Organization	3 days prior to the training	
Prepare for ZED Monitoring App handling. Ensure competent person to capture the training Program using Mobile App	Training Organization	10 days prior	

TRAINING DELIVERY AND FACILITATION

Training Plan Shared with trainers and participants

The training plan is shared with the trainer and the participants, if there are any changes the participants and the trainer need to be informed in advance

Trainers to deliver training as per the session plan

The training plan need to adhered engaging and involving the participants. Different training tools used need to be captured and wherever the case study is to be in consultation with the trainer to be provided to the participants a day in advance.

TRAINEE EVALUATION AND EVALUATION CRITERIA

- The Trainee evaluation will consist of the following 3 elements (for MTT/CT/AT)
 - Continuous evaluation
 - Mock evaluation
 - Written examination

The weightage of the 3 scores is given as below:

S. No.	Criteria	Assessor training	Consultant training	Master Trainer training
1	Continuous / Ongoing Evaluation (P Score)	10	10	10
2	Case-Study Exercises / Role play (M Score)	30	30	30
3	Written Examination (W Score)	60	60	60
Base		100	100	100

- Mandatory Requirement:
 - The participant must attend all 5 days of the training.
 - The participant will not be eligible to appear for the written exam even if one day of the training is not attended.
- The M (Mock) and P (Participation) scores have to be recorded correctly online through Mobile Monitoring Application by the Training Organization. The format and parameters for recording them is provided at **ANNEXURE V-XI**.

- The written examination paper will be open book exam through mobile application and will consists of multiple-choice type, 60 revolving questions.
- TO shall conduct a 2-hour written examination at the 5th day of the training program.
- Before conducting online written examination the TO shall conduct a mock of online written examination, provided as pre-course examination in the **ZED Training App** so as to familiarize the participants on the pattern and on how to undertake the online written examination.
- Minimum Overall Passing Marks are:
 - Master Trainer: 60%
 - Assessor: 60%
- Consultant: 60% TO shall conduct a 2-hour written examination at the 5th day of the training program.

Responsibility Matrix for Program Implementation

S. No	Process Steps as defined in SOP	Responsibility
1	Deciding Program to be run	Quality Council of India
2	Finalizing Training Organization	Quality Council of India
3	Sharing SOP defining document to Training Organization	Quality Council of India
4	Shortlisting the participants against Eligibility criteria	Training Organization
5	Identification of Faculty	Training Organization
6	Seeking approval on participant list, session plan, program schedule, Trainers	Training Organization
7	Coordination/confirmation to participants and Trainers	Training Organization
8	Training arrangements as specified in SOP.	Training Organization
9	Training Delivery	Training Organization
10	Conducting online mock and written examination	Training Organization
11	Conducting the mock assessments and continuous evaluation and recording scores online	Training Organization
12	Sending the compiled M, P scores to QCI for review and final approval	Training Organization
13	Facilitating capturing of participant feedback through mobile App.	Training Organization
14	Declaration of results.	Quality Council of India

TRAINING ASSESSMENT

In order to continually evolve and improve based on stakeholder engagements, it is vital that the experiences and expectations of the stakeholders are captured and analyzed.

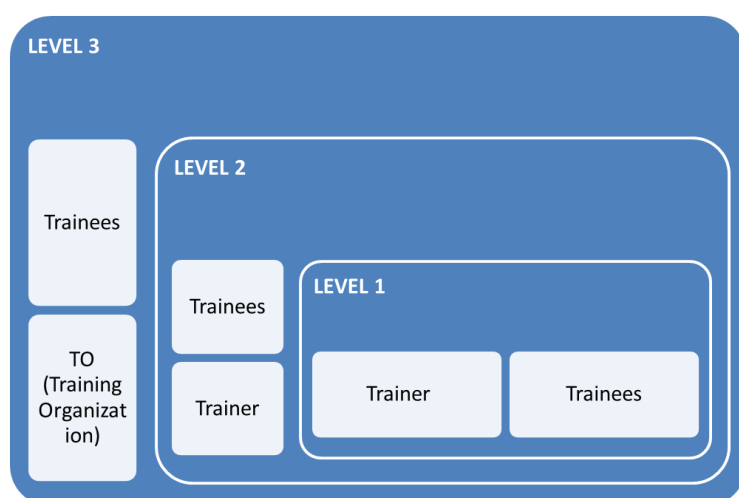
AGGREGATE EVALUATION ARCHITECTURE

With the above overarching perspective, the overall evaluation architecture is proposed as follows:

- 360-degree evaluation
- Uniform attributes development
- Objective evaluation
- Qualitative feedback to support quantitative scores

This is detailed below:

360-degree Evaluation for MTT/CT/AT/CBP



There are 3 levels of assessment that will be conducted to assess training effectiveness:

1	Trainers will evaluate trainees (through Continuous Evaluation, Mock assessments and Written Examination.) on the basis of which the trainees will pass and get a certificate or fail
2	Trainees will rate individual trainers
3	Trainees will rate Training Program and thereby the TO

Note: -TO shall facilitate online capturing of the Trainees feedback that will be done through the ZED Training App after the participants are done with their final examination.

TRAINING REPORT

As a part of submission of reports following items need to be taken care of by the TO

- TO shall ensure proper training program closure on the Mobile App with all the required details filled in appropriately so that a proper report corresponding to the logged data can be generated and recorded online.
- TO shall ensure conduct of online final examination on the 5th day (for MTT/CT/AT) along with filling up of online feedback forms (through ZED Training App) by each participant.
- All the other essential documents as mentioned in the Terms and Conditions shared earlier with the Training Organization.

ANNEXURES

NOTE: Training organizations need to ensure that they upload the details of the participants in the online dashboard as per the template provided.

ANNEXURE I

ELIGIBILITY OF PARTICIPANTS and ZED Faculty FOR ZED 5-Day TRAINING PROGRAMS

Eligibility Criteria for participating in ZED Master Trainer/Assessor/Consultant Training Program is available at: <https://zed.org.in/uploads/zed-trainings-professionals-criteria-v2-16.pdf>

SELECTION CRITERIA FOR ZED FACULTY

Program	Selection Criteria
ZED Master Trainer training program	Trainers who have trained the Master trainers in ZED Master Trainer training program OR Trainees who have attended the 5 Day Zed Master Training Program Their names are given by QCI in the Zed Faculty list
ZED Consultant training program	
ZED Assessor training program	

ANNEXURE IV

SESSION PLAN FOR ZED ASSESSOR TRAINING

*ZED Maturity Model Deployment Discipline: ZED MMDD					
Time	Day 1	Day 2	Day 3	Day 4	Day 5
10:00 to 11:15	ZED MMDD Production Management	Your Role & Introduction of ZED	ZED MMDD: Performance Management	<u>IPR Management</u>	<u>Assessment Process</u>
Trainer					
Methodology	Interactive Session	Interactive Session	Interactive Session	Presentation	Workshop
Tea Break 15 Min					
11:30 to 14:00	ZED MMDD Production Management	Reality Check: MSME and their expectations from ZED / How does ZED help increase profit	ZED MMDD: Environment Management	<u>Understanding and Doing assessment</u>	<u>Mock Assessment</u>
Trainer					
Methodology	Interactive Session	Live Appraisal	Interactive Session	Case Study	Exercise/ Case Study
Lunch 45 Min					
14:45 to 16:00	<u>ZED MMDD</u> : Human Resources & TEI	Assessor Desktop simulation	ZED MMDD : Quality Management	<u>Reducing Variation between Assessors</u>	Evaluation
Trainer					
Methodology	Interaction	Group work / Interaction	Group work / Interaction	Case Study	Multiple Choice Question Test
Tea Break 15 Min					
16:15 to 17:30	ZED MMDD : Safety Management Design Management	<u>ZED MMDD</u> : Natural Resource and Energy Management	ZED MMDD : Quality Management	<u>Conducting an assessment</u>	Evaluation
Trainer					
Methodology	Interaction	Group work / Interaction	Group work / Interaction	Case Study	Multiple Choice Question Test

TRAINING PLAN FOR ZED CONSULTANT TRAINING

Time	Day 1	Day 2	Day 3	Day 4	Day 5
9:30:00 to 11:15	ZED : Genesis , Background and scheme	<u>ZED MMDD</u> Human Resources & TEI	ZED MMDD Design Management	<u>Consulting Skills & Competencies</u>	Developing a HAP

	guide lines				
Trainer					
Methodology	Interactive Session	Interactive Session	Presentation	Workshop	Interactive Session
Tea Break 15 Min					
11:30 to 14:00	ZED: Maturity Model, assessment criteria, Enablers & Outcomes. How ZED leads to profit	ZED MMDD Environment Management / Natural Resource Management	ZED MMDD Energy Management	<u>Consulting:</u> Role of a consultant and consulting process	Mock Consultancy Based on Case Study
Trainer					
Methodology	Group work / Interaction	Interactive Session	Group work / Interaction	Exercise/ Case Study	Case Study / Group Presentation
Lunch 45 Min					
14:45 to 16:00	ZED MMDD Production Management Overview	ZED MMDD IPR Management	ZED MMDD Quality Management	Developing DSR	Evaluation
Trainer					
Methodology	Group work / Interaction	Group work / Interaction	Presentation	Interactive / Discussion	Written Test
Tea Break 15 Min					
16:15 to 17:30	ZED MMDD Production Management Parameters	ZED MMDD :Performance Management	ZED MMDD Safety Management / Quality Management	Mock Consultancy : Based on Case Study	Evaluation
Trainer					
Methodology	Group work / Interaction	Group work / Interaction	Workshop	Case Study / Group Presentation	Written Test

ANNEXURE V – FORMAT FOR P SCORE

	Program ID				
	Location				
	Evaluation by (Training Organization)				
	Session				
	Name of trainer				
	Date of Training (DD/MM/YY)				
			Test	Attendance	Participation
Sl No.	Name	Score out of 10	Marks out of 2	Marks out of 5	Marks out of 3
		0.0			
		0.0			
		0.0			
		0.0			
		0.0			
		0.0			
		0.0			
		0.0			
		0.0			
		0.0			
	Test	Trainers have to give 1 written test during the 5 days as homework and rate the answers and give marks out of 2			
		2 marks for fully correct answer			
		1.5 marks for correct understanding but not fully detailed answer			
		1 mark for aggregate answer			
	Attendance	1 mark for every day trainee comes on time and 0 for coming late			
		Take this from QCI personnel managing the hall			
	Participation	To be rated out of 3 based on			
		Participation (Full 1.5 marks for complete participation- asking questions and answering questions)			
		Asking questions (Full 1 marks for asking questions only)			
		Seeming to absorb the learning (0.25 marks)			
		Not doing own work while undergoing training (0 marks)			
		Team participation (0.25 marks)			

Annexure VI: Rating Scale Format for ZED Master Trainer Training Program (M Score)

ZED MASTER TRAINER TRAINING PROGRAM											
Program ID											
Location											
Name of Training Organization											
Session											
Name of Trainer											
Name of Trainee											
Date of Training (DD/MM/YY)											
	Rating Scale										
	10	9	8	7	6	5	4	3	2	1	
Enablers											
Confidence											
Communication clarity											
Stress handling ability											
Energy Level											
Subject understanding											
Body Language											
Training Session conduct											
Time management											
Query Handling											
Difficult participant handling											
Control on session											
Involvement/ engagement level											
Use of case studies											
Speaking beyond slide											
Holding attention of trainee											
Creativity											
Treatment of trainee											
Recovery from mistake if any											
Anecdotal perspectives											

ANNEXURE VII – DEFINING THE RATING SCALE FORMAT FOR ZED MASTER TRAINER TRAINING PROGRAM

Enablers	Apparent behaviours for assigning rating score						
	9 to 10	7 to 8	4 to 6	1 to 3			
Confidence	Well poised demeanour with High level of articulation	Well poised demeanour with moderate level of articulation	Looking unsure about his/her responses or sounding overconfident	Looking confused or mumbling while responding to questions			
Communication clarity	Ability to structure thoughts correctly with high level of articulation	Ability to structure thoughts correctly with reasonably good level of articulation	Having moderate ability to structure thoughts in a logical manner while speaking	Lacks ability to structure thoughts in a logical manner while speaking			
Stress handling ability	High demonstrated ability to handle any stress in the training program	Medium Ability to handle stress but high level of recovery	Medium ability to handle stress, breaks concentration	Low ability to handle stress, loses concentration and flow of thoughts			
Energy Level	Positive and High- infectious energy to audience	Positive	Medium	Low – does not give energy to audience			
Subject understanding	Has conceptual understanding of terminologies along with wide spectrum of practical applications	Has conceptual understanding of terminologies along with practical applications in one or two areas	Has conceptual understanding of terminologies but does not know practical applications	Only heard of terminologies without having in-depth conceptual understanding			
Body Language	Correct sitting posture and maintaining proper eye contact with the trainer throughout the training	Correct sitting posture and showing no signs of diversion of attention	Some level of interest in training with occasional diversion of attention (looking here and there/ yawning/ looking at the watch frequently)	Looking completely disinterested in training			

DEFINITION OF RATING SCALE FOR ASSESSMENT OF MASTER TRAINER				
Training Session Conduct	Apparent behaviours for assigning rating score			
	9 to 10	7 to 8	4 to 6	1 to 3
Time management	Completes the training delivery within stipulated period of time always	Completes the training delivery within stipulated period of time on most of the times	Completes the training delivery within stipulated period of time sometimes	Does not complete the training delivery in stipulated period of time on regular basis
Query Handling	Confidently handle all the queries raised during the session conduct	Confidently handle most of the queries raised during the session conduct	Does not respond to any query during the training session but proposes to answer the query after the session is over	Does not respond to any query during the training session at all and continues the session in monologue fashion
Difficult participant handling	Holds a cogent discussion around the issues raised by the difficult participant and closes at mutually agreeable resolution	Listens to the argument of difficult participant and invites the participant to discuss his/her issues	Listens to the difficult participant but chooses to ignore him / her and continue with the session	Getting irritated/ losing temper while interfacing with a difficult participant
Control on session	Participants maintaining proper discipline in the classroom, listening the master trainer and responding positively to the questions asked by the master trainer	Participants maintaining proper discipline in the classroom and listening the master trainer with rapt attention	Participants sitting at their places properly but occasionally talking among themselves	Chaos in classroom/ participants not exhibiting basic classroom discipline
Involvement/	Involves all the	Involves most of	Only shows	Practices

engagement level	participants in the classroom session	the participants in the classroom session	involvement with specific set of participants in the classroom session	monologue approach to classroom session conduct
Use of case studies	Elucidates all the case studies and involves all the participants in problem solving	Elucidates all the case studies and involves the willing participants in problem solving	Elucidates some case studies to the participants but also gives some case studies for self-study purpose	Hand over all the case studies to the participants for self-study. Takes no responsibility to elucidate the case study to the participants
Speaking beyond slide	Does not read out from the slides at all. Speaks in his/ her own words only along with giving supporting examples	Reads out few slides verbatim but can handle most of the slides without looking into them	Reads out some slides verbatim but can handle some slides without looking into them	Reads out all the slide content verbatim
Holding attention of trainee	All the trainees paying attention to the master trainer	Most of the trainees paying attention barring few who are looking distracted	Few trainees paying attention while most of the others looking distracted	All the trainees looking disinterested in the session/ looking distracted
Creativity	Adopts interactive approach for training backed with attractive PowerPoint presentation, sharing interesting examples, anecdotes etc.	Adopts interactive approach for training backed with attractive PowerPoint presentation	Training approach largely transactional but the trainer also shares relevant examples on few occasions also	Adopts plain vanilla approach to training/ Transactional approach
Treatment of trainee	Treats the trainees	Treats the trainees	Treats the trainees properly	Treats the trainees

	professionally with high level of engagement	professionally with optimum level of engagement	but shows cursory engagement only	indifferently
Recovery from mistake if any	Develops a recovery plan and also executes it in full spirit	Develops a recovery plan but does not execute it fully	Acknowledges his mistake but makes not undertake any recovery planning	Does not accept his mistakes committed during training session

Annexure VIII: RATING SCALE FORMAT FOR ZED ASSESOR TRAINING PROGRAM (M SCORE)

Program ID												
Location												
Evaluation by (Training Organization)												
Session												
Name of trainer												
Name of Trainee being evaluated												
Date of Training (DD/MM/YY)												
	Rating Scale											
	10	9	8	7	6	5	4	3	2	1		
Enablers												
Confidence												
Observation Skills												
Ability to query												
Planning Skills												
Listening Skills												
Analytical Skills												
Judgement Skills												
Correlation Skills												
Persuasion Skills												
Ability to resolve conflict												
Qualitative feedback												
Ethics cannot be rated by any trainer hence not included here												
Psychometric tools can be designed/ other tests designed around these at a later point of time												
This would be a big professional exercise to be done separately later												
Currently these can be objectively rated over the 5 days by different trainers												

Annexure IX: DEFINING THE RATING SCALE FORMAT FOR ZED ASSESOR TRAINING PROGRAM

Training Session Conduct	Apparent behaviours for assigning rating score			
	9 to 10	7 to 8	4 to 6	1 to 3
Confidence	Well poised demeanour with High level of articulation	Well poised demeanour with moderate level of articulation	Looking unsure about his/her responses or sounding overconfident	Looking confused or mumbling while responding to questions
Observation Skills	Paying adequate attention level to all the aspects of observation and documenting the same properly	Paying adequate attention level to most of the aspects of observation and documenting the same properly	Paying some attention to some aspects of observation	Not paying adequate attention to any of the aspects of observation. Adopting tick box approach
Ability to query	Asking all the questions with proper explanation of context	Asking most of the questions with proper explanation of context	Asking some questions with proper explanation of context	Just throwing questions with explaining the context
Planning Skills	Plan all of their work of assessment with 100% rigour	Plan most of their work of assessment with high level of rigour	Plan assessment is not done appropriately	Do not undertake planning exercise of assessment,
Listening Skills	Assessor listens carefully to all the parts of discussion and also regularly affirms the speaker about what is being listened by him	Assessor listens carefully to many parts of discussion and also occasionally affirms the speaker about what is being listened by him	Assessor listens carefully to some parts of discussion but does not affirm the speaker about what is being listened by him	Listens casually/ looks distracted while listening
Analytical Skills	Can go into depth of things in all of the aspects of enquiry and also come up with insights leading to action points	Can go into depth of things in most of the aspects of enquiry and also come up with insights leading to action points	Can go into depth of things occasionally but may not come up with insights leading to action points	Cannot go into depth of things. Can do cursory assessment only
Judgement Skills	Judgement is totally driven by facts and supported by data in most of the cases	Judgement is largely driven by facts and supported by data in most of the cases	Judgement can be a mix of emotions and facts supported by data	Exhibit judgements largely based on emotions, hearsay etc.
Correlation Skills	Can identify variables which	Can identify variables which	Can identify variables which	Cannot identify variables which

	are interlinked in most of the cases, and also able to give analytical outputs	are interlinked in some of the cases, and also able to give analytical outputs	are interlinked in few cases, but may not be able to give any analytical output	are interlinked
Persuasion Skills	Able to gravitate the person towards his narrative, argument, logic etc. in most of the cases	Able to gravitate the person towards his narrative, argument, logic etc. in some cases	Able to gravitate the person towards his narrative, argument, logic etc. in few cases	Not able to gravitate the person towards his narrative, argument, logic etc.
Ability to resolve conflict	Able to find a win-win situation for both the parties by generating trust and frameworks for co-working	Ability to plausibly defend his case while acknowledging the merit of other party's argument	Able to hold his ground generally and holding a peaceful dialogue with the party having conflict with	Not able to hold his ground/ stonewalling behaviour towards other party

Annexure X: RATING SCALE FORMAT FOR ZED CONSULTANT TRAINING PROGRAM (M SCORE)

Program ID										
Location										
Evaluation by (Training Organization)										
Session										
Name of trainer										
Name of Trainee being evaluated										
Date of Training (DD/MM/YY)										
	Rating Scale									
	10	9	8	7	6	5	4	3	2	1
Enablers										
Confidence										
Correlation between assumptions and action plans										
Logic in the score simulation sheet										
Presentation Skills										
Response to queries and disagreements										
Understanding and usage of quality tools										
Attention to detail										
Correctness of matrix in context of SCOSIM										
Creativity										
Understanding of SME mindsets reflected										
Qualitative assessment										
Ethics cannot be rated by any trainer hence not included here										
Only parameters that can be evaluated in a mock presentation are developed										
Psychometric tools can be designed/ other tests designed around other skills at a later point of time										
This would be a big professional exercise to be done separately later										
Currently these can be objectively rated over the 5 days by different trainers										

Annexure XI: DEFINING RATING SCALE FORMAT FOR ZED CONSULTANT TRAINING PROGRAM

Training Session Conduct	Apparent behaviours for assigning rating score			
	9 to 10	7 to 8	4 to 6	1 to 3
Confidence	Well poised demeanour with High level of articulation	Well poised demeanour with moderate level of articulation	Looking unsure about his/her responses or sounding overconfident	Looking confused or mumbling while responding to questions
Correlation between assumptions and action plans	High level of correlation between assumptions and action plans	Significant level of correlation between assumptions and action plans	Some level of correlation between assumptions and action plans	Very little or no correlation between assumptions and action plans
Logic in the score simulation sheet	High level of logic in score simulation sheet	Significant level of logic in score simulation sheet	Some level of logic in score simulation sheet	Very little or no logic in score simulation sheet
Presentation Skills	High level of articulation and clarity in communication	Reasonably good level of articulation and clarity in communication	Moderate level of articulation and clarity in communication	Lack of articulation and clarity in communication
Response to queries and disagreements	Showing positive intent towards addressing queries and disagreements in all of the cases	Showing positive intent towards addressing queries and disagreements in most of the cases	Showing cursory level engagement towards addressing queries and disagreements	Showing indifferent attitude/ lack of desire for addressing queries and disagreements
Understanding and usage of quality tools	Reasonably good level of understanding of tools and can apply the tool in all the practical situations	Reasonably good level of understanding of tools and can apply the tool in many practical situations	Some level understanding of tools and can apply the tools in few practical situations	Cursory level understanding of tools with no ability to apply the tools in practical situations
Attention to detail	High level of attention to detail as well as review ability	Reasonably good level of attention to detail as well as review ability	Pays attention initially but lacks objective review ability	Cursory level/ not documenting the output expectations
Correctness of matrix in context of SCOSIM	Fully correct	Mostly correct	Partially correct	Not correct
Creativity	Adopts interactive approach for consulting backed	Adopts interactive approach for consulting	Consulting approach largely transactional but the consultant	Adopts plain vanilla approach to consulting/ Transactional

	with workshops, brainstorming sessions etc.		also shares relevant examples to support his narrative/ opinion	approach
Understanding of SME mindsets reflected	Excellent	Good	Moderate	Poor

Online Dashboard Management flow

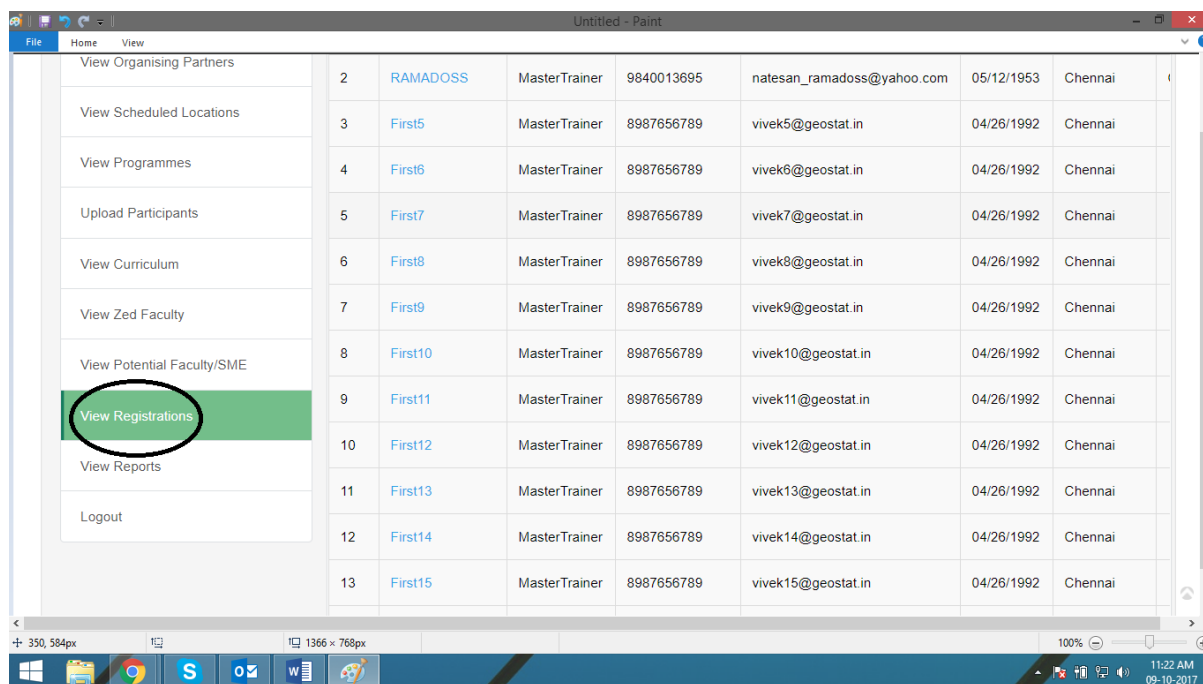
(A) For Master Trainer/Consultant/Assessor

- Once the Training Organization is registered online with QCI for conducting 5 Day ZED Training Program, the TO will get its credentials (username and password) wherein it can create its programs and manage its participants.
- The Training Organization will have to create the program in accordance with the training plan shared by QCI

The screenshot shows a web application window titled 'Untitled - Paint'. On the left is a sidebar menu with the following items: 'Create Coordinator', 'Create Programme' (highlighted with a green background and a black circle), 'View Coordinators', 'View Scheduled Locations', 'View Programmes', 'Upload Participants', 'View Curriculum', 'View Zed Faculty', 'View Potential Faculty/SME', 'View Registrations', and 'View Reports'. The main area contains a form for creating a new program. The form fields are: 'Programme:' (a dropdown menu with 'Select Programme'), 'Start Date (MM/DD/YYYY):' (a text input with 'Start Date'), 'End Date (MM/DD/YYYY):' (a text input with 'End Date'), 'Venue (Full Address):' (a text input with 'Venue'), 'State:' (a dropdown menu with 'Select State'), 'District:' (a dropdown menu with 'Select District'), 'Pin Code:' (a text input with 'Pin Code'), 'Coordinator:' (a dropdown menu with 'Select Coordinator'), and 'Lead Trainer:' (a dropdown menu with 'Select Lead Trainer'). A green 'Create Programme' button is located at the bottom right of the form. The Windows taskbar at the bottom shows the time as 04:15 PM on 07-10-2017.

The flow of creating the program:

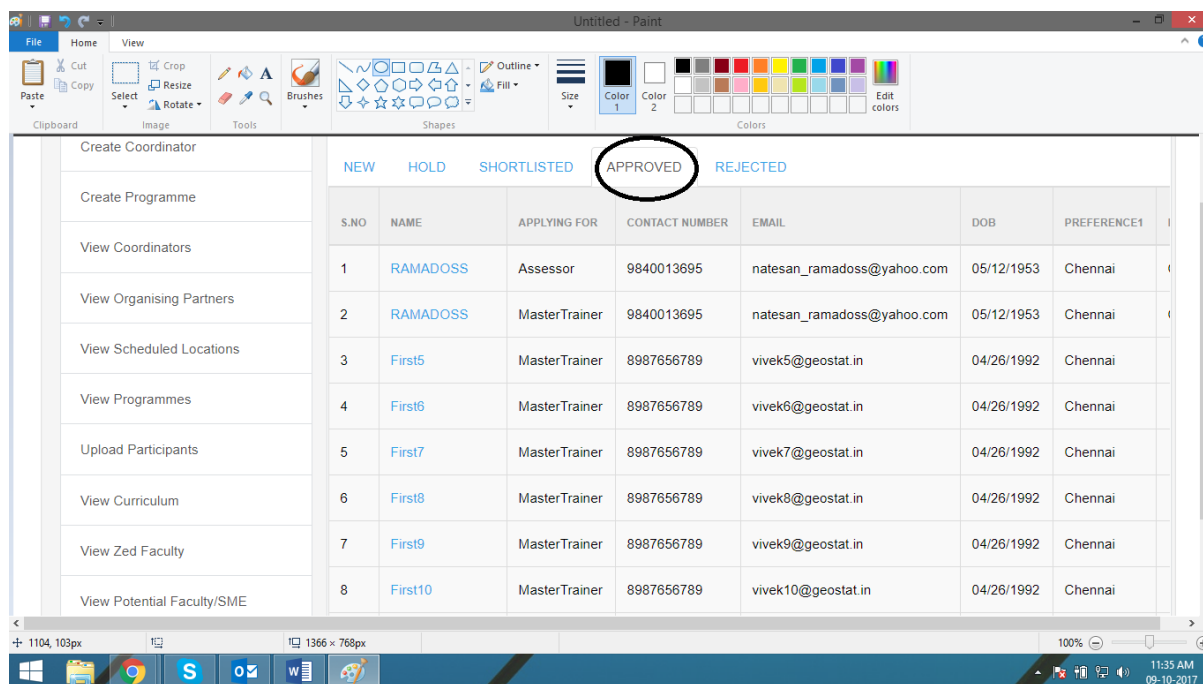
- Once the program is initially approved by QCI:
 - TO gets an E-mail notification for approval or rejection of the program.
 - It is added to the QCI calendar of Training Programs which is displayed on the Zed Website.
 - Training Organisation's participants can simply click on the date of the program and apply.
 - TOs will be able to see all the participants in the "**View Registrations**" tab.



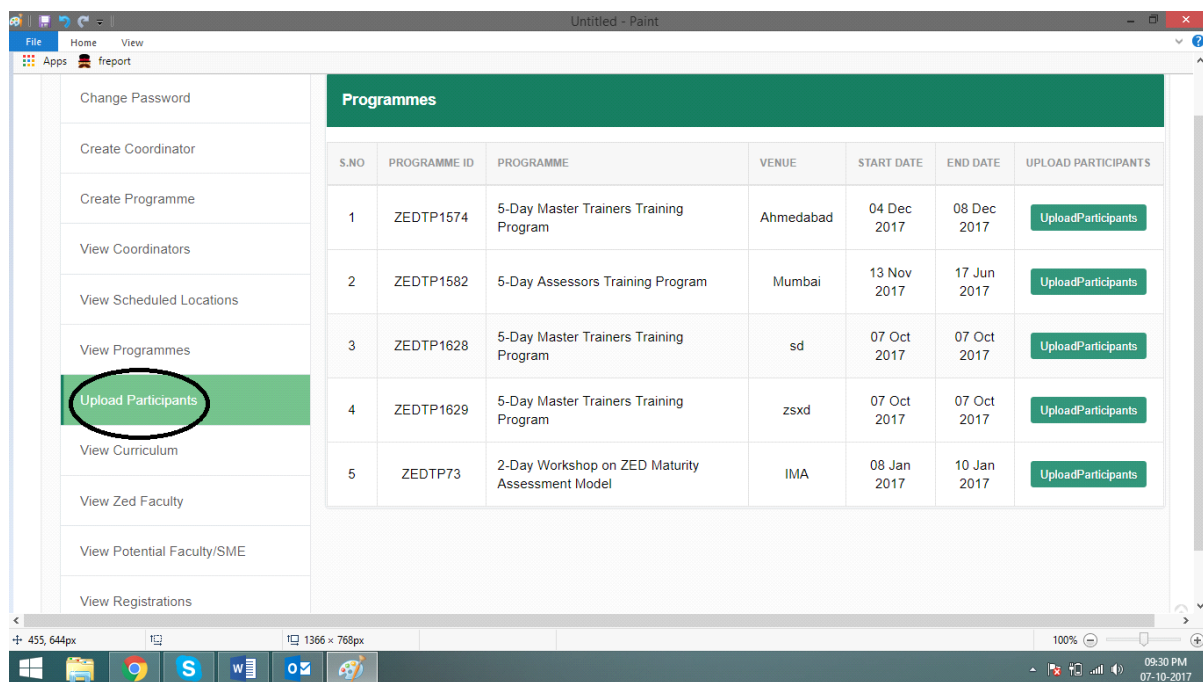
- Clicking on the Name of the applicant, the application form of the particular applicant opens up in a new tab and can be shortlisted or put on hold or rejected according to the eligibility criteria given by QCI.
- After reviewing the application, the participant can be shortlisted or rejected from the tabs provided below the application.

ID	Name	Role	Phone	Email	Date of Birth	Location
5	mnop	MasterTrainer	9132547699	priyanka.nbqp@qcin.org	07/14/1987	Bhubar
<div> <div>Selected Preferences</div> <div>Bhubaneshwar</div> </div> <div> <div>Other Preferences</div> <div></div> </div> <div> <div>REJECTED</div> <div>HOLD</div> <div>SHORTLISTED</div> </div>						
6	xyz	Assessor	9760375933	rashisawhney0@gmail.com	05/11/1992	Chandi
7	abcd	ZEDConsultant	9773763637	rashi.sawhney@qcin.org	05/18/1992	Ahmed

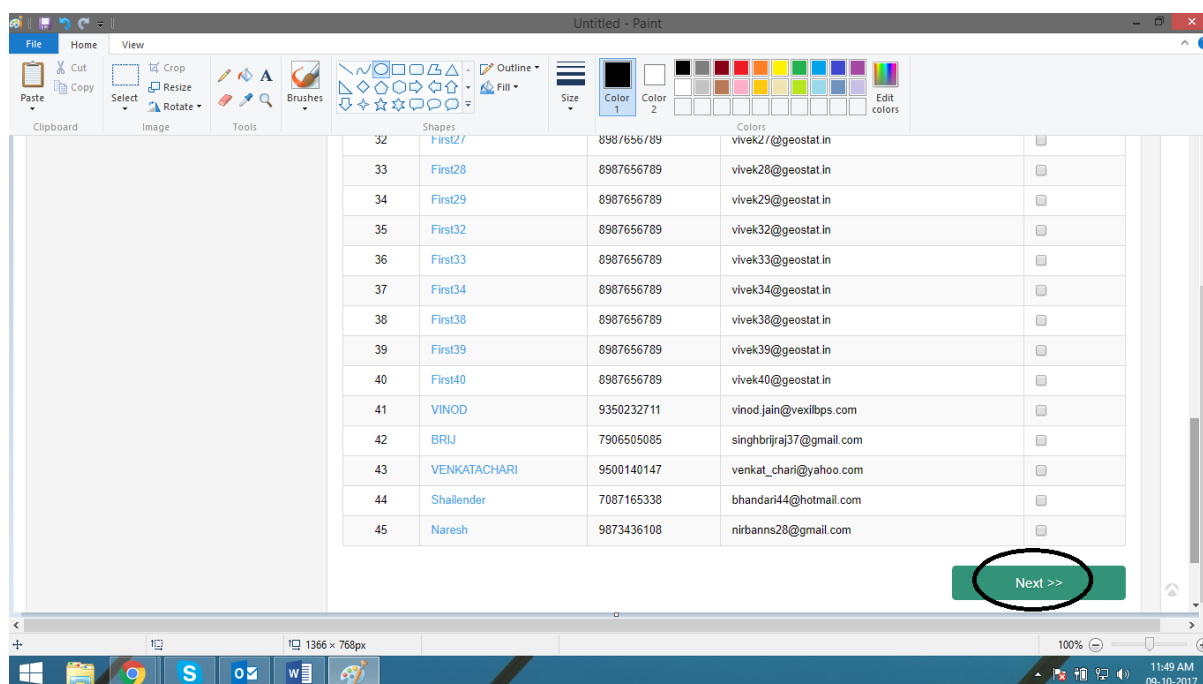
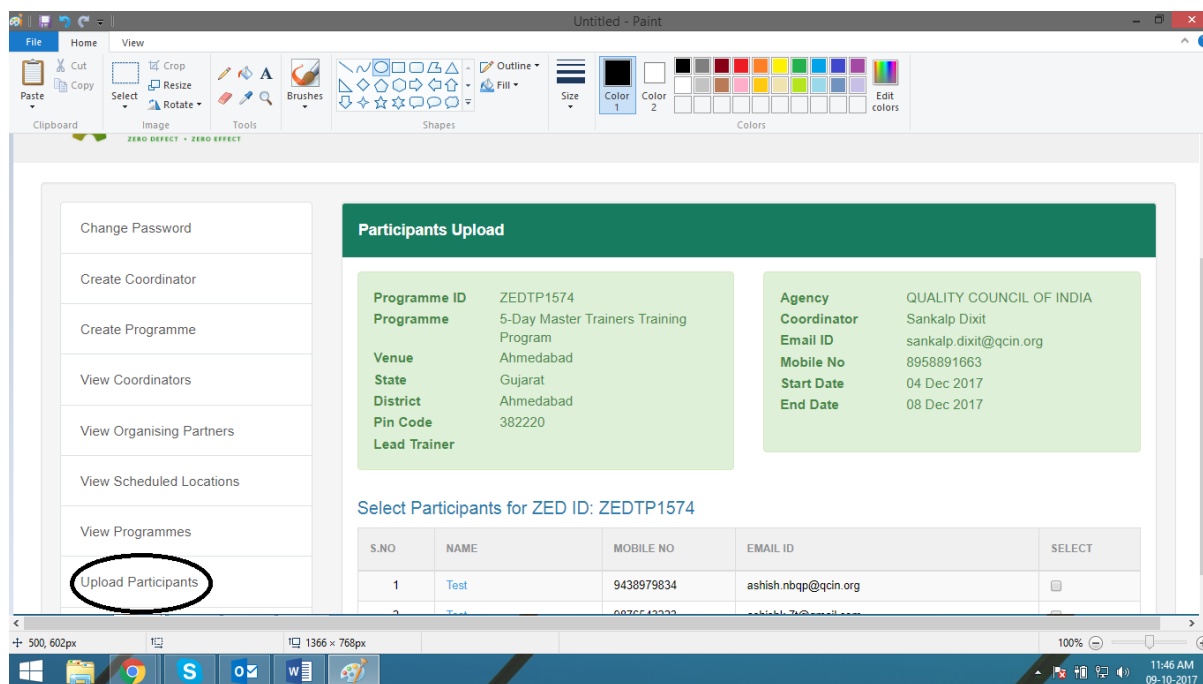
- The participants shortlisted by the TO will be automatically sent to QCI for approval.
- The candidates approved by QCI will then be visible to the TO under the “Approved” tab in “View Registrations”.



- Once the program created is approved by QCI, and the Training Organization has collected a minimum of 20 participants:
- TO needs to bind the participants to the program, for this click **“upload Participant”** tab



- A minimum of 20 participants need to be linked to 1 program by selecting them simultaneously and clicking on **“Next”**.



- Clicking on “Next” a list of ZED faculty will be displayed. Minimum 1 faculty needs to be selected and then click on “Next”.

Sign out x Resume Shortlisting - G x ZED Monitoring x ZED Monitoring x

monitoring.zedcs.com/Center/UploadParticipantsForTrainings/ZEDTP1602?qpCode=ZED%2FTP15

Apps For quick access, place your bookmarks here on the bookmarks bar. Import bookmarks now...

Change Password

Create Coordinator

Create Programme

View Coordinators

View Scheduled Locations

View Programmes

Upload Participants

View Curriculum

View Zed Faculty

View Potential Faculty/SME

View Registrations

Participants Upload

Programme ID ZEDTP1602

Programme 5-Day Assessors Training Program

Venue Delhi

State Delhi

District South Delhi

Pin Code 110065

Lead Trainer Avik Mitra

Agency QUALITY COUNCIL OF INDIA

Coordinator Rashi Sawhney

Email ID rashisawhney0@gmail.com

Mobile No 9760375933

Start Date 19 Sep 2017

End Date 23 Sep 2017

Select ZED Faculty to map with ZED ID: ZEDTP1602

S.NO	NAME	MOBILE NO	EMAIL ID	SELECT
1	Yogesh Chandra Gupta	9910423514	gupta.yc@gmail.com	<input type="checkbox"/>
2	Virender Singh	7827567250	virender.singh@cil.in	<input type="checkbox"/>
3	Virender Narula	9818291179	virender.narula@gmail.com	<input type="checkbox"/>
4	VINOD SHARMA	9810088779	vinod@dekielelectronics.com	<input type="checkbox"/>
5	Vinod K Pandita	9811146673	vinod.pandita@pmcact.com	<input type="checkbox"/>
6	Test12	1111111111	S@gmail.com	<input checked="" type="checkbox"/>
	Test	1111111111	S@gmail.com	<input type="checkbox"/>

monitoring.zedcs.com/Services/ChangePassword

06:07 PM 06-09-2017

Sign out x Resume Shortlisting - G x ZED Monitoring x ZED Monitoring x

monitoring.zedcs.com/Center/UploadParticipantsForTrainings/ZEDTP1602?qpCode=ZED%2FTP15

Apps For quick access, place your bookmarks here on the bookmarks bar. Import bookmarks now...

40	Avinit Singh	9814032604	avinit.singh@gmail.com	<input type="checkbox"/>
42	Avanindra Yadav	9868101833	avanindra.yadav@gmail.com	<input type="checkbox"/>
43	Avanindra Yadav	9868101833	avanindra.yadav@gmail.com	<input type="checkbox"/>
44	Anurag Seksaria	9902260365	anurag.seksaria@cil.in	<input type="checkbox"/>
45	Anupam Kaul	9899690908	anupam.kaul@cil.in	<input type="checkbox"/>
46	Ankur Dhir	9876157777	dhir.ankur@gmail.com	<input type="checkbox"/>
47	ANKUR DHIR	9876157777	dhir.ankur@gmail.com	<input type="checkbox"/>
48	Anil Chopra	9811504404	akcind@airtelmail.in	<input type="checkbox"/>
49	amit chauhan	9971488370	amit@q3edge.com	<input checked="" type="checkbox"/>
50	amit chauhan	9971488370	Amit@q3edge.com	<input type="checkbox"/>
51	amit chauhan	9971488370	amit@q3edge.com	<input type="checkbox"/>
52	Akhilesh N. Singh	9811054753	ansingh11@gmail.com	<input type="checkbox"/>
53	abcd	1234567890	rashisawhney0@gmail.com	<input type="checkbox"/>
54	A.K Ghose	9810077402	akg@qcin.org	<input type="checkbox"/>
55	A. Raj	7042229830	raj.zed@qcin.org	<input type="checkbox"/>
56	A. Raj	7042229830	raj.zed@qcin.org	<input type="checkbox"/>
57	A.K Jain	9910176001	akjain.zed@qcin.org	<input type="checkbox"/>

<< Back Next >>

06:07 PM 06-09-2017

- Clicking on "Next" will then display the list of SMEs linked to the TO, select the SMEs and click on "Next".

Participants Upload

Programme ID	ZEDTP1602	Agency	QUALITY COUNCIL OF INDIA
Programme	5-Day Assessors Training Program	Coordinator	Rashi Sawhney
Venue	Delhi	Email ID	rashisawhney0@gmail.com
State	Delhi	Mobile No	9760375933
District	South Delhi	Start Date	19 Sep 2017
Pin Code	110065	End Date	23 Sep 2017
Lead Trainer	Avik Mitra		

Select SMEs to map with ZED ID: ZEDTP1602

S.NO	NAME	MOBILE NO	EMAIL ID	SELECT
1	Bhagirathi	9650419993	srijagannath1953dhal@gmail.com	<input type="checkbox"/>

<< Back Next >>

- Clicking on “Next” displays the complete information published in a tabular format.
- Click on “Send for Confirmation”.

Co-Trainers

S.NO	NAME	MOBILE NO	EMAIL ID
1	Test	1111111111	S@gmail.com

SMEs

S.NO	NAME	MOBILE NO	EMAIL ID
15	Fins25	8987656789	vivek25@geostat.in
16	Fins26	8987656789	vivek26@geostat.in
17	Fins27	8987656789	vivek27@geostat.in
18	Fins28	8987656789	vivek28@geostat.in
19	Fins29	8987656789	vivek29@geostat.in

Programme Schedule (pdf, jpg, png) (should not exceed 2 MB)
12th National Quality Conclave_Association Request.pdf

Upload Schedule 9

<< Back **Send for confirmation**

- Once the program has been sent for confirmation, QCI will approve the program.

The screenshot shows a web browser window with the URL `monitoring.zedcs.com/Center/UploadParticipantsForTrainings/ZEDTP1602?qpCode=ZED%2FTP15`. The page displays two tables: one for participants and one for co-trainers. Below the co-trainer table is a section for uploading a program schedule, followed by a green confirmation message.

S.NO	NAME	MOBILE NO	EMAIL ID
14	SUNIL	9326197851	sk.sunil457@gmail.com
15	AYUSH	9873871923	ayushgupta29061989@gmail.com

S.NO	NAME	MOBILE NO	EMAIL ID
1	Test12	1111111111	S@gmail.com
2	amit chauhan	9971488370	amit@q3edge.com

Programme Schedule (pdf, jpg, png) (should not exceed 2 MB)
 ZED Trainings_Professional's_Criteria_v2.10.pdf

Upload Schedule 0

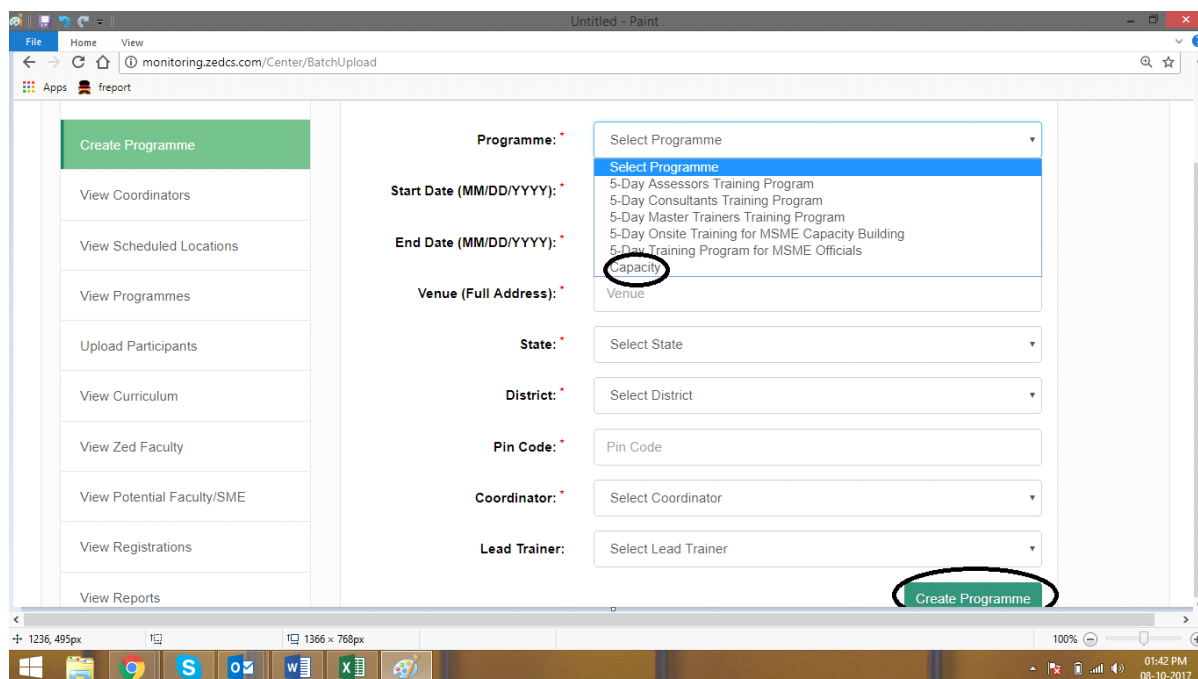
Programme forwarded to ZED.

Please Note: The program needs to be sent for confirmation for approval 5 days prior to the date of final execution of the program.

- Once the details mapped to that program is confirmed by QCI:
- All the participants will receive auto notification, however TO has to take final confirmation from its participants
- The TO will receive a mail on its confirmation.

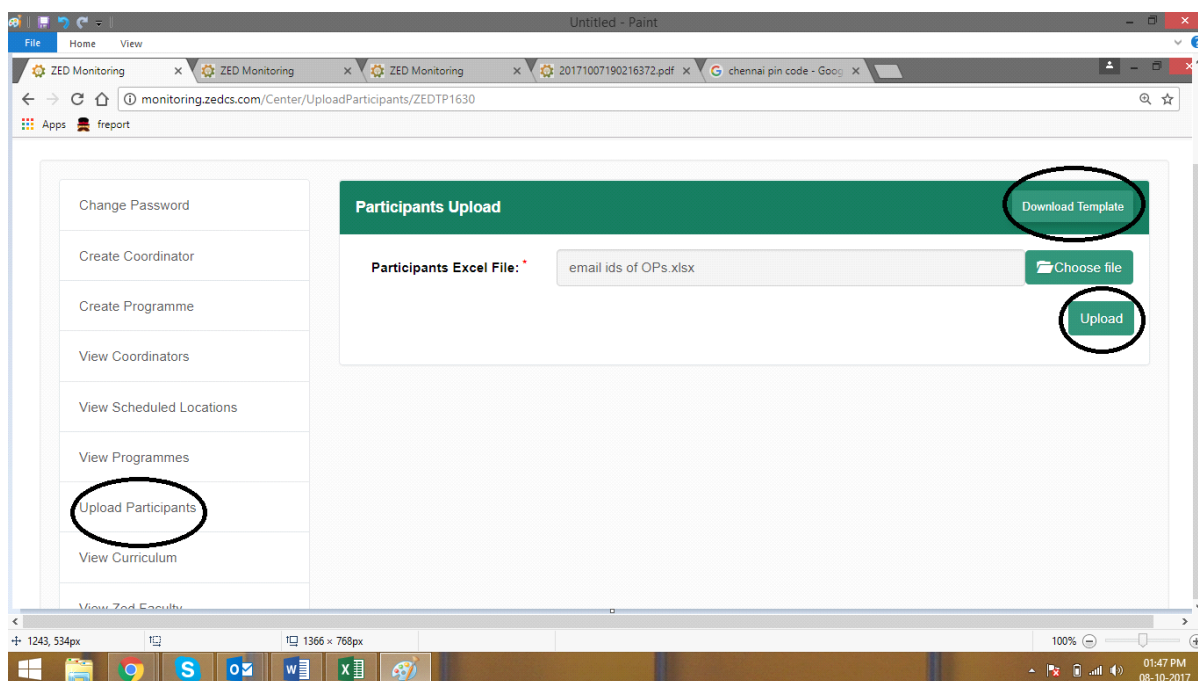
(B) For Capacity Building Program:

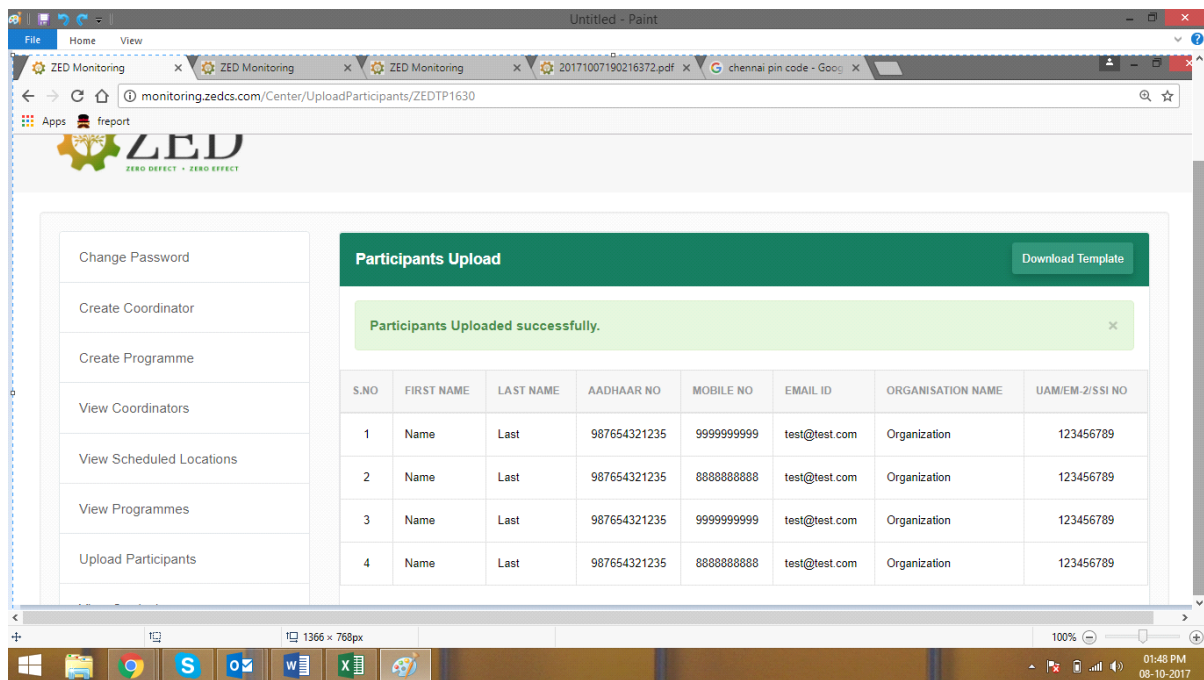
1. Creation of Program is similar to Master Trainer/Consultant/Assessor and the program automatically is sent to QCI for approval



2. Once the program is approved by QCI, the Capacity Building Program is ready to commence:

- The Training Organization will have to upload participants by clicking on **UPLOAD PARTICIPANTS** tab.





- In case an updated list of the participant is to be added, then make sure only the additional participants are uploaded, and they will be appended to the existing list.

3. The Coordinator will now receive an auto generated mail, with the link of monitoring app, its user guide video, its credentials (username, password, program ID)