

NSQF QUALIFICATION FILE

Approved in 27th NSQC Meeting-NCVET-Dated 28-02-2023

CONTACT DETAILS OF THE BODY SUBMITTING THE QUALIFICATION FILE

Name and address of submitting body:

Logistics Sector Skill Council

No. 480 A, 7th floor Khivraj Complex 2, Anna Salai, Nandanam, Chennai – 600 035

Name and contact details of individual dealing with the submission

Name : Ms. Reena Murray
Position in the Organization : Head – Standards & Quality Assurance
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List of documents submitted in support of the Qualification File

1. Model Curriculum having indicative list of equipment, lesson plan with training duration and trainer qualification.
2. Letter from the Ministry supporting the need of the qualification.
3. Industry validations

Model Curriculum to be added which will include the following:

- Indicative list of tools/equipment to conduct the training
- Trainers' qualification
- Lesson Plan
- Distribution of training duration into theory/practical/OJT component

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1	Qualification Title	Courier Manager - Operations
2	Qualification Code, if any	LSC/Q1904
3	NCO code and occupation	<ul style="list-style-type: none"> NCO – 2015 – 1324.0200 – Manager Transport
4	Nature and purpose of the qualification (Please specify whether qualification is short term or long term)	<p>Nature: Certificate course of Courier Manager - Operations</p> <p>Purpose: Learners who attain this qualification are competent in courier/express services operation and can get a job in courier/express services operations to manage and control dispatchers, delivery centre operational team, building and maintaining relationship with customers & other stakeholders in value chain and oversee the strategic operational activities as well as warehousing operational activities.</p>
5	Body/bodies which will award the qualification	Logistics Sector Skill Council
6	Body which will accredit providers to offer courses leading to the qualification	Logistics Sector Skill Council
7	Whether accreditation/ affiliation norms are already in place or not, if applicable (if yes, attach a copy)	<p>Yes</p> <p>Both accreditation and affiliation are done by LSC based on due diligence report via SIP</p>
8	Occupation(s) to which the qualification gives access	Customer relationship management, Institutional sales, Branch sales, Courier and Express Ground Operations, Hub/branch Operations, Documentation and Reporting
9	Job description of the occupation	The individual is responsible for managing the operations and business decisions with respect to the branch/ area, covering service centre operations, last mile, customer service excellence, coordinating with vendors, contractors, business development and performance review. S/he is responsible for overall financial and physical performance of the unit
10	Licensing requirements	Not Applicable
11	Statutory and Regulatory requirement of the relevant sector (documentary evidence to be provided)	Not applicable

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12	Level of the qualification in the NSQF	6
13	Anticipated volume of training/learning required to complete the qualification	660 hours to 780 hours
14	Indicative list of training tools required to deliver this qualification	<p>For a class of 30 candidates</p> <p>Teaching board – 1 Projector – 1 White board - 1 Video player or TV – 1 Printer – 1 GPS Tracker - 5 Computer – 30 Stationaries – 30 Marker - 2 MHE equipment's – 1 RFID Scanner - 15 PPE – 15 SOP - 5 GST guidelines – 10 ERP -1 MIS -1 CRM software – 1 Forecasting and analytical software – 1 Performance review software – 1 Budgeting software - 1 Business lead software – 1</p>
15	Entry requirements and/or recommendations and minimum age	<p>Pursuing first year of 2-year PG program after completing 3 year UG degree Or Pursuing PG diploma after 3 year UG degree Or Completed 4 year UG (in case of 4-year UG with honours/ honours with research) Or Previous relevant Qualification of NSQF Level 5 (Courier Supervisor) + 3 years relevant experience in ecommerce</p>

<p>16</p>	<p>Progression from the qualification (Please show Professional and academic progression)</p>	<p>Professional - Progression to Lead/ Senior managers/ Assistant general manager/Deputy general manager/General manager depending upon the business size. As a functional role, they may be in-charge of regional courier hubs, delivery centre, branch office or be placed as regional head or in corporate/ regional office as AGM or DGM</p> <p>Professionally Courier Manager - Operations can also move laterally into other sub-sectors – warehousing, land transportation, e-commerce and freight forwarding</p> <p>Academic –</p> <ol style="list-style-type: none"> 1. For a Graduate - Post-Graduation is the next stage of progression 2. For a Diploma – Graduation is the next stage of progression 3. For a Class XII – Diploma or Graduation is the next stage of progression 4. For a Class X - Candidate to clear Class XII through open school and proceed further to Diploma or Graduate and then to Post graduate
<p>17</p>	<p>Arrangements for the Recognition of Prior learning (RPL)</p>	<p>LSC currently undertakes RPL through the following modes –</p> <ol style="list-style-type: none"> 1. The companies outreach to LSC regarding their requirement for RPL. LSC arranges for a trainer or a training agency to conduct the RPL programme post which, LSC will conduct assessment and provide certification for the same 2. The training centres run RPL courses in coordination with industry and companies and post the course, LSC will conduct assessment and certification 3. The companies reach out to LSC regarding RPL requirements. They conduct their own training as per the RPL requirements and post training LSC reviews the program, assessing the trained candidates and provides certification.

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		4. LSC has developed an online RPL assessment application which will be MCQ based test and VIVA video submission.
18	International comparability where known (research evidence to be provided)	<p>ISCO-08/1324 – Supply, Distribution Related Managers</p> <p>Similar occupations in other countries –</p> <p>Canada – Code - 0132 –Postal and courier services manager</p> <p>Australia and New Zealand – code – 1421-15 – Post office manager</p> <p>UK – Code – 1161 - Managers and directors in transport and distribution</p>

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19	Date of planned review of the qualification.	28 th February 2026		
20	Formal structure of the qualification			
	Courier Manager - Operations	Mandatory/ Optional	Estimated size (learning hours)	Level
A	Mandatory components			
	Introduction	Mandatory	30	6
	LSC/N9601 Conduct daily review and facilitate operations	Mandatory	60	6
	LSC/N1908 Oversee domestic and International Operations	Mandatory	60	6
	LSC/N9703 Build customer relation and handle key accounts	Mandatory	60	6
	LSC/N9701 Business development and stakeholder relations	Mandatory	60	6
	LSC/N9602 Review performance and develop performance improvement plan	Mandatory	60	6
	LSC/N9603 Profit and Loss account management and cost accounting	Mandatory	60	6
	LSC/N9908 Maintain and monitor integrity and ethics in operations	Mandatory	60	6
	LSC/N9909 Follow and monitor health, safety and security procedures	Mandatory	60	6
	LSC/N9907 Verify and review GST application	Mandatory	60	6
	DGT/VSQ/N0103 Employability Skills	Mandatory	90	6
	Sub Total (A)		660 Hrs	
B	Optional/ elective component			
	Courier Manager - Operations	Elective/ Optional	Estimated size (learning hours)	Level
	LSC/N9604 Perform cost optimization, profit management and strategic business activities	Optional	60	6
	LSC/N0118 Manage warehouse operations	Optional	60	6
	Subtotal B		120 hrs	
	<u>Total (A+B)</u>		660 to 780 Hrs.	

SECTION 1

ASSESSMENT

21	<p>Body/Bodies which will carry out assessment: All the empanelled assessment agency will do the assessment</p>
22	<p>How will RPL assessment be managed and who will carry it out?</p> <p>RPL courses would be conducted based on the demand and requirement of industry as and when they approach LSC. There are four ways of conducting RPL assessments -</p> <ol style="list-style-type: none"> 1. The companies outreach to LSC regarding their requirement for RPL. LSC arranges for a trainer or a training agency to conduct the RPL programme post which, LSC will conduct assessment and provide certification for the same 2. The training centres run RPL courses in coordination with industry and companies and post the course, LSC will conduct assessment and certification 3. The companies reach out to LSC regarding RPL requirements. They conduct their own training as per the RPL requirements and post training LSC reviews the program, assessing the trained candidates and provides certification 4. LSC has developed an online RPL assessment application which will be MCQ based test and VIVA video submission
23	<p>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.</p> <p>LSC has ensured to have a valid, consistent and fair show of assessments by having an assessment policy and process in place and LSC has also set the minimum qualification and experience criteria.</p> <p style="text-align: center;">Assessment policy of LSC</p> <ol style="list-style-type: none"> 1) All the assessments have to be carried out based on the criteria code set by LSC in qualification packs. 2) Qualification and experience have to be set for the assessors. 3) LSC will insist the assessment body to hire honest and fair assessors with relevant experience prescribed by LSC. 4) Assessment bodies will strictly stick to the norms prescribed by LSC when conducting assessments.

- 5) Assessment schedules have to strictly adhere to as agreed in advance by assessment body and LSC.
- 6) Reporting of MIS by the assessment body to LSC has to be with in the agreed time lines.
- 7) Assessment bodies have to ensure that assessments are conducted in a fair and honest manner
- 8) Any negative remark on the assessor or assessment body if proven will be black listed by LSC
- 9) Assessment tools should be designed to test both practical skills and theoretical knowledge.
- 10) Parameters for assessing student's abilities or understanding should be aligned to the relevant competencies that are expected to be acquired at the end of the training.
- 11) Expected standards of performance for each competency should be clearly defined and Student's performance assessed against these standards.
- 12) Questionnaires/ test papers should be as objective as possible (restrict use of open-ended questions to the minimum) such as multiple-choice questions, yes/no or True / False types based on blue print.
- 13) Questions framed as per blueprint and without ambiguity by SMEs.
- 14) All assessments should be scored carefully and a log of all scores for every candidate Maintained.
- 15) Hard copies and soft copies of assessment forms and scores should be maintained and be readily available for any audit by LSC / NSDC or third party

Assessment strategy:

Assessment process to be adhered by assessment bodies and LSC

- 1) Logistics Sector Skill Council to inform the assessment body on assessment details at least 2 weeks in advance
- 2) Assessment body to appoint an assessor for the assessment details shared by Logistics Sector Skill Council and inform the assessor details to Logistics Sector Skill Council at least 1 week in advance from the date of assessment.
- 3) Assessment bodies to design the question paper for theory, practical & viva as per blueprint and submit to logistics sector skill council while empanelment of AA.
- 4) Logistics Sector Skill Council to approve the Question banks within 7 days from submission.
- 5) Assessment bodies to ensure that the assessor reaches the assessment location at least before 1 hour in advance from the time of assessment.
- 6) Assessor to start the assessment exactly on the time instructed by Logistics Sector Skill Council.

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- 7) Assessor to verify the candidates with any valid Govt. id preferably Aadhar and also collect a copy of ID proof produced by the candidate.
- 8) Assessor to record all the evidence as per assessment protocol of Logistics Sector Skill Council
- 9) Assessment bodies to submit the result to logistics sector skill council within 3 days of time from the date of assessment through LSC MIS portal.
- 10) Assessment bodies to submit the result in Skill India Portal within 2 days of time from the date of LSC approval in LSC MIS portal.
- 11) Assessment body to maintain hard and soft copies of assessment sheets and produce to Logistics Skills Council on demand.
- 12) To pass the Qualification Pack, every trainee should score a minimum of 70% for NSQF level 4 & above job roles and 50% for NSQF level 1 to 3 job roles.
- 13) In case of unsuccessful completion, the trainee may seek Re-assessment on the QP.

2. ASSESSORS – Eligible assessors will get certification through TOA programme with 2 years validity

The eligibility of assessors for “Job role – Courier Manager - Operations” are as follows:

- Any degree
- 2 years of industrial experience

3. ELIGIBILITY TO APPEAR IN THE EXAM:

Minimum Educational Qualification:

Pursuing first year of 2-year PG program after completing 3 year UG degree
Or Pursuing PG diploma after 3 year UG degree
Or Completed 4 year UG (in case of 4-year UG with honours/ honours with research)
Or Previous relevant Qualification of NSQF Level 5 (Courier Supervisor – Operations) + 3 years relevant experience in ecommerce

4. MARKING SCHEME:

Sr. No.	Method of Assessments	Weightage (Max. marks)
1	Theory	30%
2	Practical	70%
Total		100

5. PASSING MARKS: Every trainee should score minimum 70% in every NOS.

6. RESULTS AND CERTIFICATION: Logistics Sector Skill Council

Please attach most relevant and recent documents giving further information about assessment and/or RPL.

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 – i.e. Learning Outcomes to be assessed, assessment criteria and the means of assessment.

24. Assessment evidences

1. LSC have created 16 points check list to collect on the day of assessment.
2. Assessment agencies must ensure to collect all the evidence without fail.
3. Training Partner must cooperate on collecting assessment evidence.
4. Candidates must present with their original Aadhaar's and alternative id proof which is having clear face picture on the day of assessment.
5. Assessment agency must submit all the collected evidence through LSC MIS portal.

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Sr. No	Outcomes to be assessed	Assessment criteria for the outcome
1	LSC/N9601 Conduct daily review and facilitate operations	To be competent, the user/individual on the job must be able to: 1.1 review previous day performance reports with supervisors and executives 1.2 plan for completion of pending works 1.3 escalate any situations which needs the input/ intervention of senior management or client 1.4 review and approve daily work plan prepared by supervisors, and approve adhoc resources incase of exigencies 1.5 allocate resources for completion of priority tasks 1.6 prepare/review weekly work plan 1.7 monitor and guide subordinates to ensure seamless operations as planned 1.8 ensure optimal utilisation of all assets and resources as per performance targets 1.9 provide required support in terms of resources, and process clarifications 1.10 facilitate resolution with other departments and external parties in case of any escalation or deviation 1.11 coordinate with clients in cases of delays, pending issues, etc. 1.12 facilitate training for subordinates on process improvements and develop their capabilities 1.13 ensure ERP and Information Technology (IT) tools are being used as per Standard Operating Procedure (SOP) 1.14 analyse business trends and forecast business 1.15 prepare budget for resources and assets 1.16 set-up consensus meetings with peers and seniors and get their approval on the forecast and budgets 1.17 prepare weekly and monthly work plans as per budget

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Sr. No	Outcomes to be assessed	Assessment criteria for the outcome
		<p>1.18 monitor process compliance to relevant state, country and international laws on a periodic basis</p> <p>1.19 monitor process compliance to organizational policies and procedures</p> <p>1.20 review areas of non-compliance and examine the reasons</p> <p>1.21 take corrective and preventive actions to ensure compliance</p> <p>1.22 adhere and ensure compliance related to hazardous goods storage and handling regulations</p>
2	<p>LSC/N1908</p> <p>Oversee domestic and international operations</p>	<p>To be competent, the user/ individual must be able to:</p> <p>2.1 review previous day operations by inspecting operational reports regarding arrivals and despatches, adherence to timelines, resource utilization, etc.</p> <p>2.2 review daily operations plan submitted by supervisor and approve/provide inputs based on pending and priority deliveries</p> <p>2.3 get regular update from supervisors regarding loading, unloading, scheduling, etc., and direct them in case of deviations</p> <p>2.4 coordinate with internal and external stakeholders to facilitate operations</p> <p>2.5 review adherence to Key Performance Indicator(KPI) and Service Level Agreement (SLA) of delivery & pickup commitment</p> <p>2.6 examine costs associated transportation, processing, delivery etc. and provide inputs to optimise them</p> <p>2.7 review and approve budget for scheduled pickup/deliveries</p> <p>2.8 based on the trend analysis report implement corrective and preventive actions</p> <p>2.9 coordinate with customs brokers, air freight stations/cargo terminals, shipping agencies and clients to facilitate smooth operations</p> <p>2.10 coordinate with customs department and facilitate release of critical shipments</p>

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Sr. No	Outcomes to be assessed	Assessment criteria for the outcome
		2.11 identify and finalise on partners for last mile delivery operations in different countries 2.12 coordinate with counterpart at the receiving destination to ensure hassle free operations
3	LSC/N9703 Build customer relations and handle key accounts	To be competent, the user/ individual must be able to: 3.1 coordinate with client's nominated representative/s and build a good rapport with them 3.2 receive feedback from the customers on a periodical basis 3.3 analyse feedback given by customers and develop or improve the system accordingly 3.4 provide customised solutions to customers and assist in resolving their issues 3.5 work on the system improvement w.r.t. operational process management, claims management, customer relationship management, etc. in order to improve the customer service experience with organisation 3.6 retain the customer by earning their goodwill and by providing value adding services 3.7 organise and conduct regular meetings with stakeholders from key accounts 3.8 offer bundled products and solutions as value added services to increase business 3.9 take necessary corrective and preventive action on customer feedback 3.10 resolve concerns raised from key accounts on priority 3.11 inform the customer about existing and upcoming offers, discounts, new launches, seminars and workshop 3.12 understand the potential of prospective leads and pitch for sales 3.13 convert prospective lead into a customer by building a good rapport and provide customised solutions based on their business requirement

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Sr. No	Outcomes to be assessed	Assessment criteria for the outcome
		<p>3.14 provide initial subscription benefits to clients and create synergies through customised and bundled offerings</p> <p>3.15 acquire new clients and increase the overall client base</p>
4	<p>LSC/N9701</p> <p>Business development and stakeholder relations</p>	<p>The candidate should able to;</p> <p>4.1 obtain a list of existing clients and new prospects from the company's sales database</p> <p>4.2 prepare sales targets and relationship strategies</p> <p>4.3 prioritize the clients for contacting, based on the previous relationship building calls made to each of them</p> <p>4.4 call clients and prospects to seek meeting</p> <p>4.5 meet client to offer new services and take feedback for current services</p> <p>4.6 identify client's business need and offer customized and bundled solutions</p> <p>4.7 negotiate on costs, close the deal and collect organizational and payment details of the client</p> <p>4.8 take client's feedback before leaving</p> <p>4.9 update information into ERP, inform the relevant departments on sale closure</p> <p>4.10 regularly interact with the client over phone, emails or personal visits</p> <p>4.11 address the query raised by the customers effectively and timely</p> <p>4.12 take appropriate actions on escalations raised by customers</p> <p>4.13 handle customer grievances such as damage or tampering of shipment, extra charges levied, failure to deliver as per commitment, delays etc.</p> <p>4.14 provide regular information to clients regarding new offerings, discounts, customised solutions, etc.</p> <p>4.15 liaise with customs, other Govt. departments, PGAs, etc. and build professional relations with them</p>

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		4.16 analyse and manage claim requests 4.17 co-ordinate with marketing agencies for publicity of services of the company 4.18 negotiate with carriers, warehouse and transport operators, custom brokers, insurance company representatives, vendors, etc. for services, preferential rates, service level agreements (SLA), payment period, etc. 4.19 co-ordinate with labour contractor and local vendors for sufficient workforce, carrier vehicle availability as per work demand
5	LSC/N9602 Review performance and develop performance improvement plan	The candidate should able to; 5.1 analyse activity related performance metrics 5.2 review output reports for escalated cases to identify reasons 5.3 review asset utilization rates and revenue per manpower 5.4 analyse trend of defaults, delays, etc. along with their reasoning 5.5 analyse the trends of various output metrics like average time per case, average number delays per week, etc. to measure operational performance 5.6 analyse reasons for non-performance with respect to each operation and department 5.7 identify process improvement areas and departments 5.8 identify training needs and develop training plans 5.9 analyse resource utilization trends to arrive at cases of under-utilization and poor equipment management 5.10 examine staff turnover issues 5.11 identify the department and staffs that are underperforming and take necessary actions to improve performance 5.12 prioritise performance improvement project implementation 5.13 develop strategic action plans to increase overall worker and operational efficiency

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Sr. No	Outcomes to be assessed	Assessment criteria for the outcome
		5.14 communicate performance improvement benefits to senior management and take their approval 5.15 establish key performance indicators, track regular performance output with respect to set goals and take corrective actions 5.16 address all employee performance problems promptly and directly in accordance with personnel policies 5.17 take necessary action in case of theft or fiddling with the shipment 5.18 develop, implement, and manage departmental policies, procedures, standards and strategies as required 5.19 set objectives and provide support to team members 5.20 communicate and emphasize on policies and standards in line with the regulations laid down by various governing Acts 5.21 guide and support them to cope with work load 5.22 conduct meetings with staff to assess group's overall performance; discuss ideas for improvement and inform staff of new developments 5.23 support team members in identifying, developing and implementing new ideas 5.24 direct the hiring, training, and performance evaluations of staff
6	LSC/N9603 Profit and Loss account management and cost accounting	The candidate should able to; 6.1 review department wise budgets and make amendments if required 6.2 collate and prepare annual budgets along with sales and profit targets 6.3 schedule both capital and operational expenses accordance to the budget 6.4 analyse and review the P&L performance for the unit 6.5 analyse profitability and business performance trends department wise

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		<p>6.6 periodically analyse variances in the expenditure with respect to the budget and accordingly take corrective actions</p> <p>6.7 periodically analyse the physical output and performance with respect to the budget and identify places for improvements</p> <p>6.8 undertake adequate risk management so as to meet Key Performance targets</p> <p>6.9 manage and control budgets of different departments on a periodic basis to optimise financial performance</p> <p>6.10 periodically review activity and department financial performance</p> <p>6.11 identify the activities having high variance with respect to the budgeted costs or the forecasted revenue</p> <p>6.12 analyse the actual cost w.r.t physical output to draw inferences</p> <p>6.13 identify reasons in discussion with department and take remedial and corrective actions where-ever required</p> <p>6.14 work towards rationalizing the cost of the activity wise operations to achieve higher financial goals</p>
7	LSC/N9904 Maintain and monitor integrity and ethics in operations	<p>The candidate should be able to;</p> <p>7.1 refrain from indulging in corrupt practices</p> <p>7.2 protect customer's information and ensure acquired information is not used for personal advantage</p> <p>7.3 protect data and information related to business or commercial decisions</p> <p>7.4 sensitise the work force towards ethical behaviour in work place and performing job with integrity</p> <p>7.5 conduct regular reviews and check reports for unethical behaviour and corrupt practices</p> <p>7.6 consult senior management when in an ethical dilemma</p> <p>7.7 report promptly all violations of code of ethics</p> <p>7.8 dress up and conduct in a professional manner</p>

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		7.9 communicate with clients and stakeholders in a soft and polite manner 7.10 follow etiquettes 7.11 check that that documentation with respect to operations is up to date and in accordance to the regulations 7.12 coordinate with regulatory authorities and assist in inspections and clearances 7.13 report any issues with regulatory compliance
8	LSC/N9905 Follow and monitor health, safety and security procedure	The candidate should be able to; 8.1 make note of all safety processes with reference to area of operation 8.2 wear all personal protective equipment (PPE) such as goggles, ear plugs, helmet, mask, shoes, etc. as applicable 8.3 follow organizational protocol to deploy action in case of signs of any emergency situation or accident or breach of safety 8.4 undertake periodical preventive health check ups 8.5 follow necessary standard operating procedures (SOP) and precautions while handling dangerous and hazardous goods 8.6 follow security procedures like green gate in port, customs area, factory security, etc. 8.7 comply with data safety regulations of the organisation 8.8 instruct the loaders / unloaders to follow standard safety procedures while handling hazardous / fragile cargo and to walk only on the designated pathway 8.9 recognise unsafe conditions and safety practices at the workplace and report it to concerned authority 8.10 implement 5S at workplace 8.11 inspect the activity area and equipment for appropriate and safe condition 8.12 check if stacking is done at defined height and is not on the walk way 8.13 check if walk way is free from grease/ oil

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		8.14 check if emergency fire alarms, water sprinklers and smoke detectors are installed at all places 8.15 participate in fire drills 8.16 check if standard material handling procedure are being followed 8.17 check if cargo has passed security checks and report in case of any violation
9	LSC/N9906 Verify and review GST application	The candidate should able to; 9.1 verify and approve daily invoicing 9.2 check for errors in calculating taxable value and tax value after applying applicable rate of GST 9.3 check if that IGST is chargeable on the invoices raised for export of goods/services 9.4 check if GST is payable under reverse charge in case of unregistered party 9.5 verify and approve separate notification in case of exemption 9.6 review and approve vendor invoices and ensure that all the mandatory particulars are mentioned on the invoice 9.7 verify if the goods/services are procured from registered vendor 9.8 check for pending litigation cases under earlier regime 9.9 review sales invoice and check if record is maintained properly 9.10 coordinate with finance department for any updating in GST law 9.11 check that the payment received from the client is including applicable taxes 9.12 assist in verifying and reviewing monthly returns 9.13 monitor maintenance record of taxes paid and acknowledgment of the returns filed
10	LSC/N9604 Perform cost optimisation, profit management and	To be competent, the user/ individual must be able to:

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	strategic business activities	<p>10.1 oversee overall resource deployment trends with respect to suitability of equipment/ skilled workforce, capacity utilization,</p> <p>10.2 identify unprofitable ventures and accordingly allocate resource and make work plan to achieve profitability</p> <p>10.3 identify cost heads to see over-expenditure, poor utilization and curb those to optimise cost</p> <p>10.4 look for and implement bundling options to minimise cost</p> <p>10.5 oversee fleet purchasing, leasing and branding of vehicles to support the company's business activities</p> <p>10.6 develop and maintain client relations at a senior level and work closely with existing and future customers to meet their requirements</p> <p>10.7 prepare sales plan and sale strategies to attract institutional as well as retail clients</p> <p>10.8 be up to date with service offerings and developments in both the organization and the industry</p> <p>10.9 lead and direct all commercial activities in the country and participate in bids and contract negotiations to acquire significant new business</p> <p>10.10 analyse pin code expansion model and take action for setting up service centre in new area/city</p> <p>10.11 create performance objectives and financial sustainability parameters for service centre or hub</p> <p>10.12 check compliance with the Service level agreements (SLA)</p> <p>10.13 check service centre performance and customer experience</p> <p>10.14 develop and maintain the budgeting sheet for the unit by discussing with subordinates and upper management</p>

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		<p>10.15 lead multiple large cross-functional teams facilitate projects and achieving targeted goals</p> <p>10.16 identify the bottlenecks and lead process innovation initiatives</p> <p>10.17 enhance the performance based on by process improvement projects and quality certification</p> <p>10.18 devise strategies or process improvements to minimise errors and delays</p>
11	LSC/N0118 Manage warehouse operations	<p>To be competent, the user/ individual must be able to:</p> <p>11.1 estimate the expected inventory in the warehouse based on business pipeline</p> <p>11.2 choose forecasting system and software package</p> <p>11.3 prepare forecast report and get consensus from senior management</p> <p>11.4 estimate the requirement of the spaces or bay in the warehouse considering the forecast</p> <p>11.5 confirm the inventory and labour availability with warehouse supervisor and get an estimate of throughput time from the supervisor</p> <p>11.6 prepare a resource budget and resource allocation plan to cater to the forecasted requirement</p> <p>11.7 prepare location map and plan for storage of inventory and communicate the same to team</p> <p>11.8 conduct regular physical inspection and review of the shop floor, inventory and operations</p> <p>11.9 conduct periodic inventory counts and check for updated inventory reports</p> <p>11.10 develop and implement inventory control procedures & best practices</p> <p>11.11 analyse reports on inventory management as per company Standard Operating Procedure (SOPs)</p>

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Sr. No	Outcomes to be assessed	Assessment criteria for the outcome
		<p>11.12 review the inventory tracking system and shipment tracking system to understand the work progress</p> <p>11.13 review inbound and outbound reports, receipt and despatch reports</p> <p>11.14 prepare the reports on inventory activities and variances as required by the management</p> <p>11.15 audit warehouse for safety, adherence to regulations, cleanliness and smoothness in operations</p>
12	Employability Skills DGT/VSQ/N0103	<p>After completing this programme, participants will be able to:</p> <p>12.1 Outline the importance of Employability Skills for the current job market and future of work</p> <p>12.2 List different learning and employability related GOI and private portals and their usage</p> <p>12.3 Research and prepare a note on different industries, trends, required skills and the available opportunities</p> <p>12.4 Explain the constitutional values, including civic rights and duties, citizenship, responsibility towards society and personal values and ethics such as honesty, integrity, caring and respecting others that are required to become a responsible citizen</p> <p>12.5 Demonstrate how to practice different environmentally sustainable practices</p> <p>12.6 Discuss relevant 21st century skills required for employment</p> <p>12.7 Highlight the importance of practicing 21st century skills like Self-Awareness, Behavior Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn etc. in personal or professional life</p> <p>12.8 Create a pathway for adopting a continuous learning mindset for personal and professional development</p>

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Sr. No	Outcomes to be assessed	Assessment criteria for the outcome
		<p>12.9 Show how to use basic English sentences for everyday conversation in different contexts, in person and over the telephone</p> <p>12.10 Read and understand text written in basic English</p> <p>12.11 Write a short note/paragraph / letter/e -mail using correct basic English</p> <p>12.12 Create a career development plan</p> <p>12.13 Identify well-defined short- and long-term goals</p> <p>12.14 Demonstrate how to communicate effectively using verbal and nonverbal communication etiquette</p> <p>12.15 Write a brief note/paragraph on a familiar topic</p> <p>12.16 Explain the importance of communication etiquette including active listening for effective communication</p> <p>12.17 Role play a situation on how to work collaboratively with others in a team</p> <p>12.18 Demonstrate how to behave, communicate, and conduct appropriately with all genders and PwD</p> <p>12.19 Discuss the significance of escalating sexual harassment issues as per POSH act</p> <p>12.20 Discuss various financial institutions, products, and services</p> <p>12.21 Demonstrate how to conduct offline and online financial transactions, safely and securely and check passbook/statement</p> <p>12.22 Explain the common components of salary such as Basic, PF, Allowances (HRA, TA, DA, etc.), tax deductions</p> <p>12.23 Calculate income and expenditure for budgeting</p> <p>12.24 Discuss the legal rights, laws, and aids</p> <p>12.25 Describe the role of digital technology in day-to-day life and the workplace</p> <p>12.26 Demonstrate how to operate digital devices and use the associated applications and features, safely</p>

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Sr. No	Outcomes to be assessed	Assessment criteria for the outcome
		<p>and securely</p> <p>12.27 Demonstrate how to connect devices securely to internet using different means</p> <p>12.28 Follow the dos and don'ts of cyber security to protect against cyber crimes</p> <p>12.29 Discuss the significance of displaying responsible online behavior while using various social media platforms</p> <p>12.30 Create an e-mail id and follow e-mail etiquette to exchange e-mails</p> <p>12.31 Show how to create documents, spreadsheets and presentations using appropriate applications</p> <p>12.32 utilize virtual collaboration tools to work effectively</p> <p>12.33 Explain the types of entrepreneurship and enterprises</p> <p>12.34 Discuss how to identify opportunities for potential business, sources of funding and associated financial and legal risks with its mitigation plan</p> <p>12.35 Describe the 4Ps of Marketing-Product, Price, Place and Promotion and apply them as per requirement</p> <p>12.36 Create a sample business plan, for the selected business opportunity</p> <p>12.37 Classify different types of customers</p> <p>12.38 Demonstrate how to identify customer needs and respond to them in a professional manner</p> <p>12.39 Discuss various tools used to collect customer feedback</p> <p>12.40 Discuss the significance of maintaining hygiene and dressing appropriately</p> <p>12.41 Draft a professional Curriculum Vitae (CV)</p> <p>12.42 Use various offline and online job search sources to find and apply for jobs</p> <p>12.43 Discuss the significance of maintaining hygiene and dressing appropriately for an interview</p> <p>12.44 Role play a mock interview</p>

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Sr. No	Outcomes to be assessed	Assessment criteria for the outcome
		12.45 List the steps for searching and registering for apprenticeship opportunities

Employability Skills (90 hours)

S. No	Module Name	Duration (hours)	Assessment Marks
1.	Introduction to Employability Skills	3	2
2.	Constitutional values - Citizenship	1.5	2
3.	Becoming a Professional in the 21st Century	5	4
4.	Basic English Skills	10	8
5.	Career Development & Goal Setting	4	3
6.	Communication Skills	10	4
7.	Diversity and Inclusion	2.5	2
8.	Financial and Legal Literacy	10	4
9.	Essential Digital Skills	20	8
10.	Entrepreneurship	7	5
11.	Customer Service	9	3
12.	Getting ready for apprenticeship & Jobs	8	5
	Total	90	50

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SECTION 2

25. EVIDENCE OF LEVEL

Option B – Courier Manager - Operations

Title/Name of qualification/component: Courier Manager - Operations (NSQF – 6)			
NSQF Domain	Outcomes of the Qualification/Component	How the job role relates to the NSQF level descriptors	NSQF Level
Process	<ul style="list-style-type: none">S/he would be able to run the courier hub/branch effectively tracking courier and shipments, timely catering to delivery schedules and ensuring overall maintenance and performance of the hub/branch	<p>The process involves engaging into both routine and non-routine activities. The job holder manages daily routine jobs like reviewing daily reports, inspection reports, authorizing receipts, dispatches and work schedules, monitoring resource allocation, addressing claims, reviewing ERP report, preparing budget plans, conducting performance reviews and ensuring profitability and business development for the unit.</p> <p>Additionally he also undertakes specific non-routine activities like catering to accidents, unforeseen delays and demand surges, etc. S/he is responsible for overall performance, profitability and business generation for the unit.</p>	6
Professional knowledge	<ul style="list-style-type: none">S/he would have knowledge of the sub sector, value chain, courier operations, shipment tracking and maintenance, ERP, route planning and managerial concepts required to run the unit efficiently.	<p>The job holder is required to know the entire courier and logistics value chain, route planning and shipment tracking and use of technology for planning, forecasting and coordination. S/he is also required to know managerial concepts related to performance review, budgeting and forecasting, business development and profitability and statistical concepts related to forecasting and planning.</p>	6

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Professional skill	<ul style="list-style-type: none">S/he would have business skills to make decisions related to vehicle operations and deployment, contracts management, forecasting and documentation management	The job holder demonstrates cognitive and practical skills to resolve daily operational challenges regarding shipments and resources, identify areas for performance improvement, streamline tracking, budgeting for buffers and alternatives and ensure safe and secure movement of shipment in a timely manner. S/he is also required to exercise skills to handle urgent issues with respect to shipment movement, dispatch and receipts of shipments, etc.	6
Core skill	<ul style="list-style-type: none">S/he would have skills to anticipate make logical conclusions, forecast and plan, make effective communications and leadership qualities	The job holder should have good logical skills and mathematical skills to develop route plans, shipment consolidation plans and estimating delivery costs and time. S/he will collect, organise and analyse data of clients, ERP, etc. to streamline operations and better utilize available resources. S/he will maintain cordial and social relations with various stakeholders and clients. S/he should be able to maintain and implement organizational policies within the branch or hub. S/he will be an effective communicator to all stakeholders and will be able to present data, information and inferences in a comprehensible manner	6
Responsibility	<ul style="list-style-type: none">S/he would be accountable for overall business and functioning of the courier hub, cargo and vehicles	S/he is responsible and accountable for the entire operations and business of the courier hub/ branch and also for the safety of shipment, assets and employees working at the hub/branch	6

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SECTION 3

EVIDENCE OF NEED

26	Estimated uptake of Qualification? Basis	What evidence is there that the qualification is needed? What is this qualification and what is the basis of this? (Applicable for SSCs)
	Need for the qualification	<p>While collecting data from the companies for the occupational map, we also took feedback from industry players regarding the skill gap that they foresee and select areas where the requirement is immediate and or expected to come in near future for which qualification packs development, was to be prioritized. This was largely based on volume of people required, quantitative and qualitative shortfall which the Industry feels they face. Governing council of LSC gave final approval and endorsement for the same.</p> <p>The same are also indicated in various skill studies conducted for the logistic sector –</p> <ol style="list-style-type: none">1. Skill requirement in logistics sector https://drive.google.com/file/d/0B5rqF9xqytDIUIF4WEtyWXJBbIE/view
	Industry Relevance	As part of the exercise for development of qualification pack and Q-file, LSC interacted with industry bodies, select companies and collected validation from industry players employing people for this job role in the sub-sector. The details of the industry interaction and validation collected have been shared as a separate folder along with the Q file.
	Usage of the qualification	<p>This would be the first time formal training would be conducted in courier sub-sector for managerial roles at NSQF level 6. Previously qualification files for junior positions relate to single ground level activities at NSQF level 4 have been developed which are currently listed in NQR.</p> <p>However as these qualification catered mostly to entry level roles across courier, the usage and uptake for this qualification cannot be assessed from their uptake</p>
	Estimated uptake	<p>Skills Gap Analysis Reports for industry demand and secondary research data, though these do not lead to accurate demand projection. The link to NSDC Human Resource & Skills Requirement in Logistics Sector is</p> <p>https://drive.google.com/file/d/0B5rqF9xqytDIUIF4WEtyWXJBbIE/view?usp=sharing</p>

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27	Recommendation from the concerned Line Ministry of the Government/Regulatory body. To be supported by documentary evidence Letter has been sent via email to line ministry seeking approval
28	What steps were taken to ensure that the qualification(s) does (do) not duplicate already existing or planned qualifications in the NSQF? Give justification for presenting a duplicate qualification NCVET list of Approved and Under-Development QPs along with the Qualifications listed on NQR was checked prior to commissioning the work
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? Specify the review process here <ul style="list-style-type: none">• Qualification that has been developed would be valid for 3 years from the date of upload in NQR.• Periodical interaction with the training partners to gather feedback in implementation.• Employer feedback will be sought post-placement on performance and training standards.

Please attach most relevant and recent 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	<p>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? <i>Show the career map here to reflect the clear progression</i></p> <p>Horizontal and vertical progression has been highlighted in the Occupational map. The same is attached in the following page for reference</p>
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Please attach most relevant and recent documents giving further information about any of the topics above.

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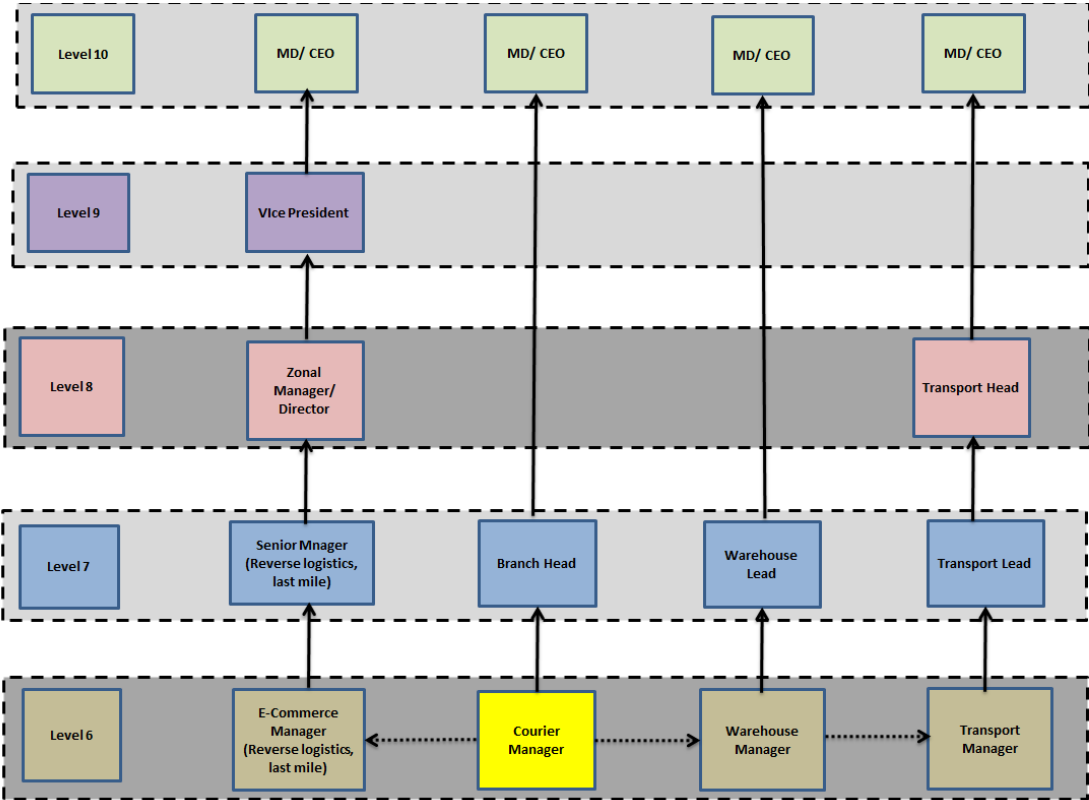
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Figure 1: Occupational Map of the Courier and Express Services sector

Sub-Sectors	Courier and Express Services					
Occupations	Customer relationship management (Customer Care / Service Operation, Key accounts)	Institutional sales	Branch sales	Courier and Express Ground Operations	Hub / Branch Operations (mail handling, sorting, bagging)	Documentation and Reporting (Documentation and claims)
Occupation # (01-99)	15	16	17	10	19	3
Level 10	Managing Director/ President, Vice president, Global/country head, Chief general managers					
Level 9						
Level 8						
Level 7	Courier Lead					
Level 6	Courier Manager (Operations, Key accounts, Domestic and International operations)					
Level 5				Courier Supervisor (Last mile)	Courier supervisor (Hub operations)	
Level 4	Courier Executive (Customer support)	Courier Executive (Institutional sales)	Courier Executive (Branch sales)		Courier Executive	Courier Executive (Documentation, claim management)
Level 3				Courier associate (Pickup and delivery)	Courier associate (Mail handling, sorting, shipment bagging)	
Level 2						
Level 1						

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Figure 2: Career progression path for Courier Manager - Operations



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