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1 Background

Today's competitive world demands trained, certified and skilled manpower to address the challenges of growth and converting them into opportunities. India with its large population of young people is poised to reap the benefits of this demographic dividend, provided it can leverage this population correctly. The Skill Mission was thus launched with a view to boost productivity, growth and reaping the demographic dividend in a country where over 60% of the people are under 35 years old. The basic premise of the skill development mission is to provide job ready skilled human resources to the Industry.

The traditional education system in India does not focus on training young people in employable skills that can provide them with employment opportunities. Today, a large section of India's labour force has outdated skills. With current and expected economic growth, this challenge is going to only increase further, since more than 75% of new job opportunities are expected to be "skill-based". Steps have been taken with the formulation of the National Skills Qualification Framework and the creation of over 2200 NOS for identified job roles across 40 industry sectors by the Sector Skill Councils. The councils have also led in the formation of model curriculum and content for the training of the students. Skill Development Centres have been set up that offer these courses to students, in Assam alone there are an estimated 650 centres that currently offer these programs.

However with the increase in pace of technology adoption and evolution industry often has been at odds with the quality of the output students who undergo the 12 week – 18 week programs on offer. Industry players invariably have to invest in further training of the newly recruited students. They sight lack of practical hands-on ability as well as the curriculum being behind the times. The issue is also of intake quality of students and the duration of the programs, where complaints have been for both the training programs being too long or too short. Questions have also been raised on the competence of the Trainers / teachers despite the Sector Skill Councils running Training of Trainers and certifying the Trainers deployed.

The focus also, it has been felt in several quarters of the government as well as industry, has been on offering programs that the training partners find easy to deploy basis infrastructure requirements and sometimes based purely on aspirations of students. Equipment and tools required for trades particularly in manufacturing related job roles can also be prohibitively expensive and Training Partners are reluctant or unable to purchase them. This has led to a top sided supply focussed system which does not take into consideration market realities of requirements.

To bridge the gaps above it is imperative that the industry be brought in to play a far more active role in the skill development eco-system. The industry needs to be engaged in determining their needs at a local level in terms of the skills and volumes they require. Industry also needs to become more involved in each step of the value chain of the skill development system at a localized level on enrolment, curriculum & content, trainer development, infrastructure that resembles the actual "job floors" to finally placement of the certified students.

This documents aims to outline how Assam will engage the industry as an active player in the eco-system at a ground level where they determine and share their requirements, participate in the actual skill development and then readily absorb the students trained. Assam sees tremendous opportunity is being able to bring in industry players as active Training Partners, directly and indirectly, which are linked to job opportunities they have in their respective organizations or the sector at large. The State pledges to assist such players in doing so by partnering them and providing fee subsidies, making available other resources at its disposal for mobilization, creating centres etc. This will help the youth of Assam in contributing positively to the economy of the nation and towards society at large.

2 Recruit – Train – Deploy Architecture

The Recruit-Train-Deploy model aims to bring in Industry in various capacities to cater to their specific needs of skilled manpower and offer ready employment to youth who undergo training programs designed to specifically match industry requirements. Industry players would be incentivized to invest in creating laboratories and other practical training facilities that would provide training for identified job opportunities in either the player's organization itself or other specific players.

2.1 Objective

The RTD model seeks to:

- ▶ To bridge the gap between availability of skilled resources and the skill demand of industry.
- ▶ To equip youth with the requisite skills to become a contributing part of the workforce from the very first day of being deployed on a job.
- ▶ To improve the performance of the trainees and thereby their productivity.
- ▶ To reduce the cost and time spent in learning and on recruitment by Industry.
- ▶ To reduce the time gap between certification and placement of aspirants.
- ▶ To create an opportunity to teach the latest trends in a sector and industry.

2.2 Stakeholders

The policy aims to address all the stakeholders in the eco-system and clearly demarcate the roles they would play in bringing about successful implementation.

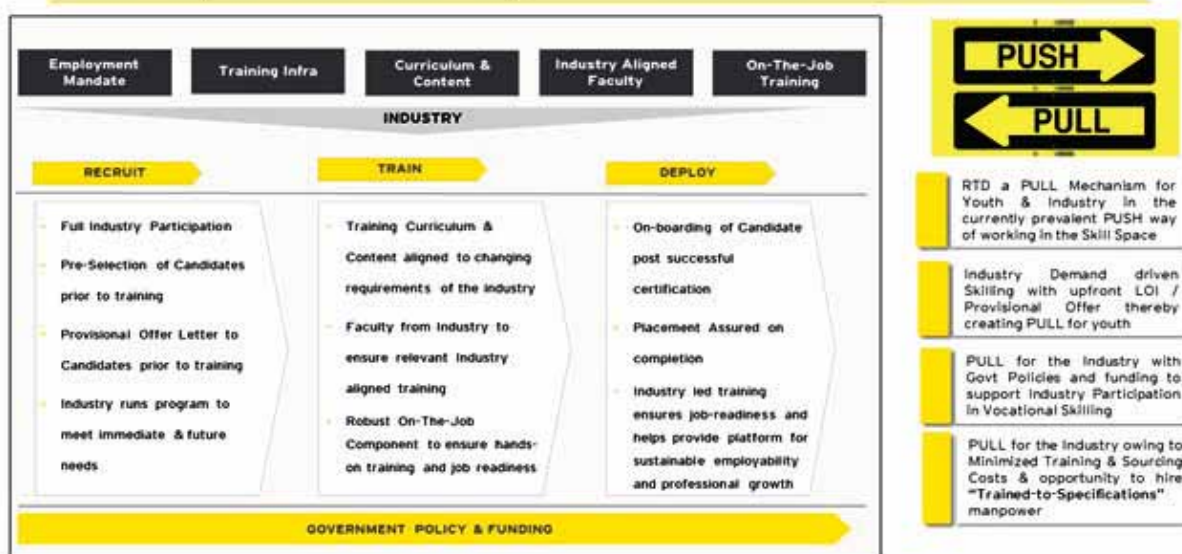
- a) Industry Players: ASDM seeks to partner industry players of repute and standing and willing to provide guaranteed placements. This would be the key to creating a “pull based” eco-system with industry players issuing provisional letters of intent to students being enrolled. The players partnering ASDM will be allowed to design their direct level of engagement in the actual on ground implementation including curriculum design etc. There would be a concerted attempt to pull in not just large companies but also players from the MSME sector who are interested.
- b) ASDM: as the apex body for skill development in the state the ASDM would be responsible for facilitating smooth deployment and overall monitoring. ASDM would assist in mobilization and provide the technology tools required for gathering data and monitoring progress. ASDM will make available resources in the form of land / buildings where available to facilitate deployment. It will also work with the industry in helping develop QPs for job roles not yet mapped by the SSC as required.
- c) Sector Skill Councils: will make available NSQF aligned QPs for the identified job roles. They would also work with ASDM and the industry in creating QPs for job roles not yet mapped by them in their respective sectors. They would also provide ToT, Assessment & Certification of candidates where desired.
- d) Youth: the youth of Assam stand to benefit tremendously from this initiative. ASDM and industry will work towards engaging with youth in counselling them on opportunities available. The interest of the youth would also be mapped and individuals will be counselled to ensure best fitment for the as well as industry.

- e) Training Partners: Training Partners empanelled with ASDM will be encouraged to establish relationships with the industry and become a part of the implementation on the ground.

Stakeholder	Key Responsibilities
Industry Players	<ul style="list-style-type: none"> Identify industry specific Job roles & provide placement opportunities therein Counsel youth on the opportunities available Design the curriculum for the job based training on the floor
ASDM	<ul style="list-style-type: none"> Assist in mobilization & create IT systems to enable data collection Identify and work with industry towards developing QP's for new/non-existent job roles Facilitate effective deployment of the policy Monitor the activities of all the other stakeholders
Sector Skill Council	<ul style="list-style-type: none"> Work parallel with both ASDM & Industry Partners for creation of new identified QP's Conduct the Train the Trainer program Deployment of Assessment & Certification of candidates
Youth	<ul style="list-style-type: none"> Enrol for the Training Work efficiently Gain the maximum knowledge and skills required for the job
Training Partners	<ul style="list-style-type: none"> Communicate and involve with the Industry for ease of training implementation

2.3 Design

Industry Driven Skilling: RTD Model



2.3.1 Employment Mandate

The industry Players will provide a clear employment mandate providing students who successfully complete the program with assured jobs and will participate from selection of candidates to joining on successful certification.

- 2.3.1.1 Industry would create a forecast of skilled training manpower required by them for the next 12 months.
- 2.3.1.2 Industry player will create profile of ideal candidate for job roles required by them and share with ASDM for mobilization.
- 2.3.1.3 Industry players will participate in the screening and selection of candidates mobilized to ensure that input quality is as per their requirement.
- 2.3.1.4 Industry players will issue provisional job offers letters to all selected candidates. Candidates who are certified at the end of the program will be allowed to join.

2.3.2 Training Infrastructure

- 2.3.2.1 Training centers will be established by the Industry players. Centers will be equipped with equipment and tools that are reflective of the real job floor.
- 2.3.2.2 Industry players would be allowed to establish centers in their current place of business including offices, factories or other facilities owned / operated by them.
- 2.3.2.3 Assam State will assist in providing building or land where feasible and available, if required by the industry player.
- 2.3.2.4 The centers will be formed in district and block towns where there is a high likelihood of youth mobilization and joining.

2.3.3 Curriculum and Content

- 2.3.3.1 Industry will be allowed to formulate curriculum as they see fit to ensure enhanced employability and productivity of the students.
- 2.3.3.2 SSC NOS – QP aligned curriculum will be given default option should the industry player not have any specific requirements.
- 2.3.3.3 Industry player will also be allowed to determine duration of program, lesson plans and content as they see fit.
- 2.3.3.4 Certification preference would be the prerogative of the industry. Industry would be allowed to certify on their own / via third party as per their preference.
- 2.3.3.5 Industry player will have to share all points mentioned from 2.2.3.1 to 2.2.23.4 with ASDM as part of their proposal sent for approval and would have to adhere to the same.
- 2.3.3.6 Any changes from the proposal should they be required would need to be duly approved by ASDM before implementation by the player on the ground.

2.3.4 Industry Aligned Faculty

- 2.3.4.1 Industry player will create profile of ideal candidate for Trainers desired to run the programs.
- 2.3.4.2 Industry would be encouraged to bring in experienced staff to act as trainers on a rotational basis.
- 2.3.4.3 Industry players will conduct directly or through a third party Training of Trainers to ensure quality of instruction provided.

2.3.5 On-the-Job Training

- 2.3.5.1 On the job training of the students as part of the training program will be encouraged across sectors.
- 2.3.5.2 Industry players would be expected to provide these to ensure that students are ready from day one of being deployed on the job.

3 Partnership Models

Keeping in mind the various needs of the industry ASDM proposes partnerships in the following modes:

3.1 Type 1: Captive Employers

- 3.1.1 Industry players who will issue provisional letters of offer for deployment in their own organization or an organization owned by the same parent organization.
- 3.1.2 The captive employer will be allowed to set up training centers directly.
- 3.1.3 Job opportunities by role, location, numbers required and compensation structure will be provided by the Industry player seeking to partner ASDM.
- 3.1.4 Training centers will be set up in locations mutually agreed upon in the state of Assam.
- 3.1.5 TP can if required request for support on infrastructure in the form of land or building from ASDM. The same will be provided subject to availability and mutual agreement.
- 3.1.6 TP shall establish training center duly equipped with all tools and machinery required.
- 3.1.7 TP shall hire and deploy trainers directly.

3.2 Type 2: Industry Player led with named Training Partner

- 3.2.1 Industry player will form a consortium with named Training partners who will be empaneled with ASDM. Several Industry players could also form a consortium with named Training Partner.
- 3.2.2 Preference will be given to Industry players who will issue provisional letters of offer for deployment in their own organization or an organization owned by the same parent organization.
- 3.2.3 In case the player does not have the capacity to absorb a large number of students on a regular basis they will be allowed to place them in the same job role in other organizations in the same industry sector. This shall have to be specified by the player at the time of proposal.
- 3.2.4 In case of consortium of several industry players conditions will remain the same as 3.2.3
- 3.2.5 The TP will be allowed to set up training centers in locations mutually agreed upon in the state of Assam.
- 3.2.6 TP can if required request for support on infrastructure in the form of land or building from ASDM. The same will be provided subject to availability and mutual agreement.
- 3.2.7 TP shall establish training center duly equipped with all tools and machinery required.
- 3.2.8 TP shall hire and deploy trainers directly.

3.3 Type 3: Manpower / Staffing Companies

- 3.3.1 Manpower / Staffing agencies will be allowed to partner ASDM basis firm written requirements of industry players.
- 3.3.2 Job opportunities by named industry player, job role, location, numbers required and compensation structure will be provided by the companies seeking to partner ASDM.
- 3.3.3 Only those companies who issue provisional letters of offer for deployment in their own organization or specified client's organizations will be allowed to participate.
- 3.3.4 Partnering companies will be allowed to set up dedicated training centers anywhere in the state.

- 3.3.5 Companies will be allowed to form a consortium with Training Partners empaneled by ASDM to deliver the training programs at their centers.
- 3.3.6 The TP will be allowed to set up training centers in locations mutually agreed upon in the state of Assam.
- 3.3.7 TP can if required request for support on infrastructure in the form of land or building from ASDM. The same will be provided subject to availability and mutual agreement.
- 3.3.8 TP shall establish training center duly equipped with all tools and machinery required.
- 3.3.9 TP shall hire and deploy trainers directly.

4 Deployment

4.1 Sector and Trade Identification

- 4.1.1 Preference will be given to sectors and trades that will provide job opportunities to youth with in the state of Assam.
- 4.1.2 ASDM will also seek to prioritize and ensure coverage of sectors and trades where there is low capacity in the state or district.

4.2 Curriculum and Content

- 4.2.1 All partners will be allowed to deploy their own curriculum and content developed by them or a third party of their own choice.
- 4.2.2 The partners will need to specify the curriculum they intend to deploy along with the duration of the program to ASDM as part of their proposal. Should they not have any specific requirements the default option would be the QP prescribed for the Job Role as per the relevant SSC.
- 4.2.3 Should the partner decide their own curriculum the benchmark for training duration would be the SSC specified QP based model curriculum. ASDM would evaluate proposed duration against this while evaluating proposals
- 4.2.4 Partners will be required to submit lesson plans to ASDM as part of the proposal. They will have to specify the laboratory and classroom set up required for the deployment of the training.
- 4.2.5 Partners will have to specify training aids and materials they intend to use in the deployment of the training program to ASDM.
- 4.2.6 Partners shall have to specify all of the above as part of their proposal and will have to abide by the same at the time of deployment.
- 4.2.7 Any changes in the same would require the partner to seek written approval from ASDM before deploying on the ground.
- 4.2.8 Should the partner want to use SSC based QP aligned curriculum and content they can do so.
- 4.2.9 In case the QP for a job role has not been created by the SSC, ASDM shall facilitate the creation of the QP with the SSC.

4.3 Training Center Set Up

- 4.3.1 Partner will set up the Training Center as per standards specified in the proposal.
- 4.3.2 Where required the partner can ask for support on provision of building space.
- 4.3.3 ASDM would strive to identify available under-utilized or unutilized infrastructure in the target district and make available for setting up the center.
- 4.3.4 Partner would sign a lease agreement with ASDM for the center for a minimum duration as specified in the proposal.
- 4.3.5 Partner would set up classrooms and laboratories at the center as specified in the proposal. They would be responsible for:

- 4.3.5.1 Furniture and fittings for all rooms as per the design of the center agreed upon with ASDM.
- 4.3.5.2 Installation of all teaching aids viz, white boards, blackboards, soft boards, multi-media projectors, screens, computers and peripherals etc
- 4.3.5.3 Establishing laboratories as specified in proposal including all machines, tools, equipment's and consumables.
- 4.3.5.4 Making provision for drinking water, toilets etc.
- 4.3.5.5 Centers would need to carry the minimum branding as specified by ASDM.
- 4.3.6** Partners will communicate center readiness to ASDM and they shall visit the center to validate compliance with proposal standards set before training commencement. This will include centers set up by the partner in their own offices, factories or other facilities owned / operated by them.
- 4.3.7** ASDM would from time to time conduct an audit to ensure that the training center is maintained and all facilities are available to students.
- 4.3.8** Residential facilities can also be established as required by the partner at the same location as the training center. Residential facilities would need to meet minimum standards as specified by ASDM.
- 4.3.9** Boarding and lodging expenses of the trainees will be provided to the partner as specified in cost norms.

4.4 Training of Trainers

- 4.4.1** Partners will conduct a Training of Trainers hired by them before assigning them a training batch.
- 4.4.2** Partners can conduct Training of Trainers on their own by deploying a suitable Master Trainer of their choice or can ask a third party of repute including SSCs to conduct the ToT
- 4.4.3** Partners will keep ASDM informed of date of ToT, party conducting the ToT, Master Trainer and assessment & certification results of the ToT workshop.

4.5 Mobilization

- 4.5.1** ASDM would take up mobilization of candidates for the courses offered by the partner.
- 4.5.2** Partners would be required to furnish an ideal candidate profile to ASDM for the job role. This would include:
 - 4.5.2.1 Target Age: 18-45 years
 - 4.5.2.2 Minimum qualification required
 - 4.5.2.3 Gender: preference would be given to proposals aimed at employing women
 - 4.5.2.4 Inclusion mandate: while there will be no specific inclusion mandate preference would be given to proposals aiming to establish centers in areas which have a significant population of minorities / SC-ST and other disadvantaged groups.
- 4.5.3** ASDM will in its efforts to do the same deploy any effective means as listed below:
 - 4.5.3.1 Organize RozgarMelas, road shows and other events at district / block level.
 - 4.5.3.2 Conduct ATL & BTL marketing activities to promote the programs on offer from its training partners including use of print media, electronic media etc.
 - 4.5.3.3 Determine student's aspirations and map them to relevant training partner and training center.
 - 4.5.3.4 Establish and maintain a database of students mobilized and share with partners.

4.5.3.5 Deploy manpower at the District to facilitate smooth mobilization to generate sufficient numbers for partners.

4.5.4 Partners would be responsible for:

4.5.4.1 Screening students to identify best fitment to their requirements.

4.5.4.2 Partners will be responsible for collection of all documents and maintaining a file for each student.

4.5.4.3 Partners would form the batch and issue provisional letters of intent to each selected candidate and furnish a copy to ASDM before commencing any batch.

4.6 Training Delivery

4.6.1 Partners will be responsible for ensuring timely and quality training delivery to students.

4.6.2 Partners will be responsible for providing students with learning material including books, toolkits, uniforms etc at their own cost.

4.6.3 Partners would need to keep due track of attendance for each trainee. Attendance will need to be taken on biometric devices as specified by ASDM and shall be synced to the ASDM IT system for real time capture and monitoring.

4.6.4 A minimum of 80% attendance would be mandatory for all trainees undergoing training at the center.

4.6.5 In case of residential facilities at a center a separate biometric attendance record would need to be maintained by the partner and provided to ASDM.

4.6.6 In case of centers with residential facilities training duration would be considered as 8 hours per day.

4.6.7 Partners would keep a due record of the training provided at the center to each batch in the form of lesson plan coverage, formative assessment results records of field trips, On-the-Job training records etc.

4.6.8 Partners would issue reports to ASDM from time to time or as requested by ASDM on progress of the training at the centers for each batch.

4.7 Assessment

4.7.1 Assessments will be done by the industry partners or the SSC as applicable. Partners are also free to identify a third party to conduct the assessments. This will have to be specified mentioned as part of the proposal submitted by the partner to ASDM.

4.7.2 In case of industry partner conducting their assessments they will have to ensure due training of the assessors and notify ASDM of the assessors they intend to use.

4.7.3 Partners will communicate the date of the assessment at least 15 days in advance to ASDM for each batch when they or named third party are conducting the assessments.

4.7.4 In case the SSC is to conduct the assessments the partners will have to provide the date of assessment at the time of batch commencement to ensure SSC appointed assessors reach in time.

4.8 Certification

4.8.1 Certification can be done by the Industry Partner jointly with ASDM.

4.8.2 SSC can also provide certification to the students.

4.9 Placement

4.9.1 Minimum 80% placement would be mandatory of successfully certified trainees.

4.9.2 Placement would mean the trainee will join the employment for which offer letter was issued

within 30 days of the assessments results being published.

- 4.9.3 Placement here would necessarily mean wage employment of the trainees.
- 4.9.4 Trainees would be considered placed on working continuously for a period of 3 months post training completion.
- 4.9.5 In case of Type 2 partners at least 20% of the trainees would be absorbed by the consortium members themselves.
- 4.9.6 Service conditions would need to remain the same as per the conditional offer letter issued to the trainee on selection and shall specify :
 - 4.9.6.1 Job role
 - 4.9.6.2 Overall compensation structure of the job role.
 - 4.9.6.3 Working hours
 - 4.9.6.4 Job location
 - 4.9.6.5 Any other amenities or facilities

5 Proposal Evaluation and Award

5.1 Proposal Evaluation Committee

- 5.1.1 ASDM shall form a Proposal Evaluation committee with 5 members as specified :
 - 5.1.1.1 Chairperson: MD, ASDM
 - 5.1.1.2 Member: Skill Project Manager of sector as per proposal
 - 5.1.1.3 Member: Skill Project Manager Finance
 - 5.1.1.4 Member: Skill Project Manager as selected by MD, ASDM
 - 5.1.1.5 Member: Any other person as per MD, ASDM
 - 5.1.1.6 The committee will meet twice each month to review all proposals submitted for evaluation in the time period before.
 - 5.1.1.7 The decision of the PEC would be presented to the ASDM EC for final approval before award to partner.

5.2 Proposal Selection Process

- 5.2.1 Partners shall be asked to submit their proposals to include:
 - 5.2.1.1 Proposed sector and trade.
 - 5.2.1.2 Center location and size.
 - 5.2.1.3 Available job opportunities with locations, compensation structure etc.
 - 5.2.1.4 Curriculum and content including proposed duration, lesson plans etc.
 - 5.2.1.5 Assessment and Certification.
 - 5.2.1.6 Center specifications including list of tools and equipment
 - 5.2.1.7 Credentials, claims and awards in support of the proposal submitted
 - 5.2.1.8 A brief write up justifying the proposed partnership with ASDM
- 5.2.2 PEC shall review the proposal and call the proposer for a technical presentation as required.
- 5.2.3 On clearing the technical presentation the PEC shall refer the proposal to the EC, ASDM for final approval.

5.2.4 The partner upon selection will be asked to submit a performance guarantee as specified in the Cost & Process norms of ASDM at the time of signing of agreement with ASDM.

5.3 Eligibility Criteria

5.3.1 Partners shall need to satisfy the following to partner with ASDM :

S. No.	Criteria	Type 1	Type 2	Type 3	Remarks
1	The applicant must be a Company registered under the Companies Act.	Proposing organization	Proposing organization / Lead partner of Consortia	Proposing organization / Lead partner of Consortia	
2	The applicant must have been in operation for a minimum of 3 years.	Proposing organization	Proposing organization / Lead partner of Consortia	Proposing organization / Lead partner of Consortia	Special provision may be made for Start-Up businesses by the PEC
3	Turn over	Over 50 crores per annum	Over 10 crores of applicant / lead consortium partner	Over 5 crores of applicant / lead consortium partner	Special provision may be made for Start-Up businesses by the PEC
4	A Notarized Affidavit stating that the applicant has not been blacklisted by any Central / State Government / Public Sector Undertakings of India. In case of consortium each consortium member has to satisfy this criteria.	Proposing organization	Proposing organization / each partner of Consortia	Proposing organization / each partner of Consortia	
5	The applicant must possess required licenses if any required by the industry.	Proposing organization	Proposing organization / each partner of Consortia	Proposing organization / each partner of Consortia	For International Placements the applicant must possess valid and active recruitment license for overseas placements
6	Consortia	1. Agreement executed before proposal submission. 2. Maximum of 5 partnering organizations in each consortia. 3. Lead partner will be considered as SPOC for all communication by ASDM and information shared with them will be deemed shared with all members of the consortium. 4. No changes in composition will be allowed without prior approval of ASDM.			



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