

Approved in 20<sup>th</sup> NSQC, 09.04.18

## CONTACT DETAILS OF THE BODY SUBMITTING THE QUALIFICATION FILE

### Name and address of submitting body:

Groundcrew Examining Board (GEB)  
Air Force Station Chandigarh  
Chandigarh 160003

### Name and contact details of individual dealing with the submission

**Name** : Group Captain CR Sreeji VSM

**Position in the organisation** : Commanding Officer, GEB

**Address if different from above** : Same as above

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### List of documents submitted in support of the Qualifications File

1. Continuity Trg (Distant Learning Programme (DLP) and Contact Learning Programme (CLP) - Annexure– I
2. Assessment Proforma for Test Lecture - Annexure– II
3. Assessment Proforma for Interview - Annexure– III

**SUMMARY**

<b>1. Qualification Title</b>	USTAD : Musician
<b>2. Qualification Code</b>	IAF/Musician/184
<b>3. NCO Code and Occupation</b>	2423.9900, counsellor; 1213.9900, Manager Other services
<b>4. Nature and purpose of the qualification</b>	A skill certification to the personnel with exceptional knowledge and skill to perform the duties of the tradesmen and a professional leader.
<b>5. Body/bodies which will award the qualification</b>	Regional Examining Board (Zonal) REB(Z) & Groundcrew Examining Board (GEB)
<b>6. Body which will accredit providers to offer courses leading to the qualification</b>	Directorate of Training (D Trg), Air HQ
<b>7. Whether accreditation/affiliation norms are already in place or not (if yes, attach a copy)</b>	N/A as specific to Defence Forces
<b>8. Occupation(s) to which the qualification gives access</b>	Ultra Skilled in Trade and Development (USTAD) in Musician trade.
<b>9. Job Description of the Occupation</b>	A tradesman of USTAD category possess the highest level of trade knowledge and skill. Starting his service career with at 10+2 level, on completion of 15 years of service in IAF, he is treated as an Humanities Graduate as authorised vide: GOI/DOPT/15012/8/82(Est-D) dated 12 Feb1986. Undergoing a knowledge up-gradation course called Warrant Officer Leadership & Management course approximately at 20 years of service, he is equipped to function as a senior level manager. Apart from the functional responsibilities of his trade related activities, he is also responsible for HRM activities such as mentoring, training and development of his subordinates, Staffing and Deployment, as overall administrator of the section, as Financial Manager/Fund Controller of his section. In general he is the role model for his subordinates to learn and follow.
<b>10. Licensing requirements</b>	N/A
<b>11. Statutory and regulatory requirements of the relevant sector (documentary evidence to be provided)</b>	Air Force Act, Air Force Regulations, Air Force Orders
<b>12. Level of the qualification in the NSQF</b>	Level 8
<b>13. Anticipated volume of training/learning required to complete the qualification</b>	Distant Learning Programme (DLP) for 1000 hours and Contact Learning Programme (CLP) for 200 hours. Total training duration is 1200 hours.

<b>14. Indicative list of training tools required to deliver this qualification</b>	Classroom with modern AV aids, Computer for Application and Cyber security, Logistic management and Financial management, Fire Arms, Firing Range and Ground training Infrastructure.
<b>15. Entry requirements and/or recommendations</b>	<b>Qualification:</b> (i) Attained rank of JWO and above. (ii) Obtained skill grade 'A'. (iii) Obtained 80% and above marks during USTAD Selection test conducted by GEB/REB.
<b>16. Progression from the qualification</b>	Pinnacle of Profession
<b>17. Planned arrangements for the Recognition of Prior learning (RPL)</b>	N/A
<b>18. International comparability where known</b>	Not known
<b>19. Date of planned review of the qualification.</b>	Every 5yrs/earlier in case of change in training syllabus pattern.

<b>20. Formal structure of the qualification</b>			
<b>Title of component and identification code.</b>	<b>Mandatory/ Optional</b>	<b>Estimated size (learning hours)</b>	<b>Level</b>
<b>1. General Administration</b> IAF/WOLC/01	M	200	8
<b>2. Air Force Law &amp; RTI Act 2005</b> IAF/ WOLC /02	M	140	8
<b>3. Aerospace Safety &amp; Operational Orientation</b> IAF/ WOLC /03	M	110	8
<b>. Human Resource Management</b> IAF/ WOLC /04	M	150	8
<b>5. Logistics &amp; Financial Management</b> IAF/ WOLC /05	M	130	8
<b>6. Leadership</b> IAF/ WOLC /06	M	140	8
<b>7. Guidance, Counselling &amp; Mentoring</b> IAF/ WOLC /07	M	120	8
<b>8. IT &amp; Cyber Security</b> IAF/ WOLC /08	M	210	8
<b>Total</b>		<b>1200</b>	

**SECTION 1**  
**ASSESSMENT**

**21. Body/Bodies which will carry out assessment:**

Regional Examining Boards (REB Zonals) and Ground Crew Examining Board

**22. How will RPL assessment be managed and who will carry it out?**

N/A.

**23. 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.**

1. Promotion to the rank of JWO & above for airmen are governed by the career progression plan of IAF. There are various factors such as professional knowledge/Skill, Annual Confidential Reports, medical fitness, discipline, and Cadre Vacancies considered while candidates are empaneled for promotion.

2. Periodical competency assessment (half yearly) is carried out by the examining boards (GEB/REB) of IAF. The testing pattern is divided into three parts: (a) Written Examination (b) Practical Examination (c) Viva voce Examination. Written Examination is conducted online using OTEs platform. Practical Examination is conducted by trade/system specialist warrant officer examiners. Viva voce is conducted only by Commissioned Officers. All the three parts are conducted independently and then the marks awarded are tabulated. Candidates scoring 80% and above in aggregate of all the three parts are awarded skill level 'A'.

3. USTAD selection tests are conducted by GEB/REBs. The test consists of two parts: Test Lecture and Personal interview. Attributes and Factors such as: level of confidence, communication skills, presentation skills, professional knowledge and general service knowledge and situation reaction is tested during the stringent selection process. It is important to understand that only about 1% of the population is expected to be awarded this category.

**24. 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.

**Title of Component:**

<b>Outcomes to be assessed</b>	<b>Assessment criteria for the outcome</b>
<b>1. General Administration</b>	Knowledge of administrative policies and procedures
<b>2. Air Force Law &amp; RTI Act 2005</b>	Knowledge of AF Law, AF Act, AF Regulations, RTI Act and other relevant laws.
<b>3. Aerospace Safety &amp; Operational Orientation</b>	Knowledge of Aerospace safety and operational requirements of IAF.
<b>4. Human Resource Management</b>	Able to identify and place the right man for the right job. Able to train and develop his sub-ordinates so as to ensure optimum output from them.
<b>5. Logistics &amp; Financial Management</b>	Knowledge of fundamentals of Logistic and Financial management
<b>6. Leadership</b>	Leadership qualities
<b>7. Guidance, Counselling &amp; Mentoring</b>	Knowledge of team building and development
<b>8. IT &amp; Cyber Security</b>	Cyber security awareness and IT skills
<b>Means of assessment 1</b>	
Annual assessments are carried out yearly by the functional chain of reporting based on work output. Skill gradation tests are conducted by GEB/REBs twice a year.	
<b>Means of assessment 2</b>	
Rank of JWO and above Grade – A More than 80% marks during the USTAD Selection test by GEB/REBs.	
<b>Pass/Fail</b>	
Passing criteria is based on marks obtained in USTAD Test conducted only for those who possess skill grade A.	
No limit of attempts.	

**SECTION 2**

**25. EVIDENCE OF LEVEL**

**OPTION A**

<b>Title/Name of qualification/component:</b> Ultra Skilled in Trade and Development (USTAD) in Musician Trade <b>Level:</b> 8			
<b>NSQF Domain</b>	<b>Outcomes of the Qualification/Component</b>	<b>How the outcomes relates to the NSQF level descriptors</b>	<b>NSQF Level</b>
Process	Air warrior is ultra skilled and can take up any challenges and ably lead various teams of personnel working under him. Air Warriors will have wide range of specialised skill, clarity of knowledge & practice in broad range of topics and can handle all types contingencies'	With specialised skills Air Warrior is able to perform in any situation. He is able to earmark responsibilities to members of the team as per their capabilities. He should be able to lead a team of personnel in undertaking any task. His professionalism and approach towards undertaking the task should be exemplary and set as an example for his subordinates.	8
Professional knowledge	Air warrior can effectively utilise the knowledge he has acquired by undergoing initial training, specialised courses, other in-house training over a long period of time, in enhancing the performance of various associated departments. He can effectively educate and sensitise all the personnel working under him by conducting regular continuity classes for better end result. Air Warriors possess in-depth explicit and tacit domain knowledge.	Air Warriors are able to acquire deep knowledge of extant policies. Air warriors are capable to identify the cause for the deviation from the rules and institute necessary remedial measures. Air warriors are able to prepare draft SOPs and bulletins to ensure better and sustained performance of all the personnel.	8
Professional skill	Air warrior is highly skilled to carry out any vital activity through his team. He institutes measures, so as to enhance the productivity and reliability of his team. Air warrior can find solutions for any critical issues emerging while undertaking any task and institute necessary	Air warriors are able to recognise root cause of problems affecting performance of his team. They are able to effectively assess the performance of each team member. They are cable to conduct OJT, continuity	8

<b>Title/Name of qualification/component:</b> Ultra Skilled in Trade and Development (USTAD) in Musician Trade <b>Level:</b> 8			
<b>NSQF Domain</b>	<b>Outcomes of the Qualification/Component</b>	<b>How the outcomes relates to the NSQF level descriptors</b>	<b>NSQF Level</b>
	remedial measures in the form of SOPs. Air Warriors have a range of cognitive and practical skills required to search solutions to the problems encountered during work.	classes for their subordinates to ensure that the team working under him is able to accomplish any task successfully and timely. He is able to identify the strength and weakness of all the team members working under him and work efficiently towards enhancing their professional knowledge and skill.	
Core skill	Air Warriors have good mathematical abilities, understanding of social, political and reasonably good in data collation & organising information. They can communicate effectively within Air Force and outside agencies and can understand the manuals and instructions. Air Warriors have good IT skills	Air Warriors have communication skill, arithmetic skills, computer skill and basic understanding of social and natural environment. Air warriors have good IT skills to perform their role as senior level manager.	8
Responsibility	Air warrior is highly responsible and ensures at all time that the task assigned to him is accomplished in a most befitting manner. Air Warriors shoulder responsibility of work & learning output of their team.	A tradesman of USTAD category possesses the highest level of trade knowledge and skill. He does situation analysis and ensures correct course of action. Apart from the functional responsibilities of his trade related activities, he is also responsible for HRM activities such as mentoring, training and development of his subordinates, financial and material management aspects of his section. He is responsible to ensure compliance with all regulatory requirements.	8

### **SECTION 3**

#### **EVIDENCE OF NEED**

**26. What evidence is there that the qualification is needed?**

IAF is an organisation operating in the field of aviation. At present it is the fourth largest Air Forces in the world. Its inventory consists of wide range of equipment starting from the most modern and highly sophisticated systems to vintage equipment dating back to 1970/80. In order to efficiently operate and maintain these equipment to achieve the intended objective of the organisation, the professional competencies of men behind the machines are extremely significant. To train and maintain the core competencies of this huge human resources of IAF a sufficient pool of trainers/mentors/managers with in-depth tacit and explicit knowledge in their respective field of operations is essential. The objective of selection and award of USTAD category to the potential tradesmen has been for maintaining such a pool of talents.

**What is the estimated uptake of this qualification and what is the basis of this estimate?**

1-2% of the total strength of personnel in the organisation from the trade.

**27. Recommendation from concerned Line Ministry of Govt/Regulatory Body. To be supported by documentary Evidences**

The trade has been cleared by MoD and notification to the same effect is confidential in nature.

**28. What steps were taken to ensure that the qualification(s) does (do) not duplicate already existing or planned qualifications in the NSQF?**

This qualification is especially tailor made to suit the specific AF requirements.

**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?**

IAF has a well defined system of human competency mapping. The stake holders are Directorates of Training, Directorates of Testing, various specialist weapon cell, specialist training establishments, and field operating units. Based on the competency mapping the actual and wanted competencies are compiled and the gap is bridged by modifying the training system. The entire system is reviewed on an half yearly basis.



**SECTION 4**

**EVIDENCE OF PROGRESSION**

**30. 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?**

An Air Warrior is promoted to the rank of JWO after nineteen years from date of enrolment. He will further keep climbing the promotion ladder till MWO. As per new policy in vogue, ACRs have been linked to skill levels.

The progression flow is given below

**SGT-JWO-WO-MWO**

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**Annexure-I**  
(In house continuity training)

**GENERAL SERVICE KNOWLEDGE, AEROSPACE SAFETY  
& OPERATIONAL ORIENTATION**

SL NO	CHAPTER	SUBJECT	HOURS
<b>UNIT - I ADMINISTRATION (GSK)</b>			
1	Chapter 1	Filing system	20:00
2	Chapter 2	Handling of classified documents	18:00
3	Chapter 3	Intelligence and Security	22:00
4	Chapter 4	Work services	12:00
5	Chapter 5	Classification work services	14:00
6	Chapter 6	PMG/ Project office	18:00
7	Chapter 7	H/O & T/O Board and Concurrent Board	16:00
8	Chapter 8	Board of Officers	11:00
9	Chapter 9	Leave Rules and Types of leave for civilians	10:00
10	Chapter10	Introduction to disciplinary procedures for civilians	05:00
11	Chapter11	Promotion Policy - Airmen	07:00
12	Chapter12	Promotion Exam Policy-Airmen, Career Progression & Skill Up gradation, USTAD Policy	15:00
13	Chapter13	Posting Policy – Airmen	15:00
14	Chapter14	Appraisal Report : Airmen (Objective of Appraisal, Gist of Policy/AFO/HRPs and importance of IOs in the HR Machinery)	12:00
15	Chapter15	Outline of New AFOs – Issued from 2014 onwards	15:00
16	Chapter16	Training policy (IPT), Career progression of Garud, Med Asst and Outstanding Sportsman.	08:00
17	Chapter17	ECHS	04:00
<b>UNIT - II SERVICE WRITING (GSK)</b>			
18	Chapter 18	Principles and characteristics of Service Writing	12:00
19	Chapter 19	Convention and lay out	16:00
20	Chapter 20	Service correspondence, service letter, Note on file, Letter to civilian, Statement of Case	15:00
<b>UNIT - III AF LAW (GSK) 1</b>			
21	Chapter 21	Introduction to AF Law, AF Act 1950, AF rules 1969, Regulations for the AF 1964	14:00
22	Chapter 22	Arrest and Custody	10:00
23	Chapter 23	Court of Inquiry, Formal Investigation, Court Martial and Summary of Evidence	12:00

24	Chapter 24	Armed Forces Tribunal	10:00
25	Chapter 25	Introduction and Provision of RTI, Procedure for Handling Right to Information Applications	11:00
<b>UNIT – IV CUSTOMS OF SERVICE (GSK)</b>			
26	Chapter 26	Social Etiquette and service courtesies	08
27	Chapter 27	Miscellaneous AF Customs	12
<b>UNIT - V AEROSPACE SAFETY</b>			
28	Chapter 28	Various causes of accident/incident Bird hazard, FOD and other causes	22
29	Chapter 29	OHR-its preparation and disposal	24:00
30	Chapter 30	FACTS and HE-VOLREP	12:00
<b>UNIT - VI OP-ORIENTATION - FUNDAMENTALS OF AIR POWER</b>			
31	Chapter 31	Definition, Principles, Functions and Limitations of Air Power.	17:00
32	Chapter 32	History of IAF	02:00
33	Chapter 33	Study of Air campaigns	02:00
<b>UNIT - VII OP-ORIENTATION - AIRCRAFTS &amp; SYSTEMS</b>			
34	Chapter 34	Aircrafts of the IAF, Radars & Missile Systems	12:00
35	Chapter 35	Introduction to UAS ,Types and Role of UASs	12:00
<b>Total</b>			<b>465:00</b>

**Annexure-I**

(In house continuity training)

**HUMAN RESOURCE MANAGEMENT / FINANCIAL MANAGEMENT/LOGISTICS****MANAGEMENT**

SL NO	CHAPTER	SUBJECT	HOURS
<b>UNIT - I Human Resource Management</b>			
1	Chapter 1	Management concept, definition & levels of Management	15:00
2	Chapter 2	Principles & Functions of Management	12:00
3	Chapter 3	Planning and Organising	05:00
4	Chapter 4	Management and its application in IAF	08:00
5	Chapter 5	Communication, definition, process and types of communication, Inter-personal communication skills.	24:00
6	Chapter 6	Barriers to communication and their remedies	18:00
7	Chapter 7	Time Management	16:00
8	Chapter 8	Human relations & Inter-personal relationship	05:00
9	Chapter 9	Event Management	04:00
10	Chapter 10	Motivation and its importance in organization, Theories of X & Y, Herzberg	12:00
11	Chapter 11	Group Dynamics and Team building	12:00
12	Chapter 12	Transactional Analysis	10:00
13	Chapter 13	Creativity	12:00
14	Chapter 14	Conflict Management	
<b>UNIT - II Financial Management 145</b>			
15	Chapter 15	Financial Administration in Defence Services, Government System of Accounts & Audit	05:00
16	Chapter 16	Locally Controlled Heads, Delegation of financial Power, Role of IFA	04:00
17	Chapter 17	Non Public funds, General instructions on maintenance of books of accounts, Annual Property Board, Audit Board	02:00
<b>UNIT - III Logistics Management 199</b>			
18	Chapter 18	Logistics Management and Administration in IAF	18:00
19	Chapter 19	Inventory Management Concepts	20:00

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20	Chapter 20	Overview of General Financial Rules (GFR)	15:00
21	Chapter 21	Overview of DPM-2009	14:00
22	Chapter 22	Local Purchases Procedure & CLPC	12:00
23	Chapter 23	CVC Guidelines	12:00
24	Chapter 24	Overview of IMMOLS	28:00
<b>Total</b>			<b>279:00</b>

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**Annexure-I**  
(In house continuity training)

**LEADERSHIP, COUNSELLING, MENTORING AND WELFARE**

SL NO	CHAPTER	SUBJECT	HOURS
<b>UNIT - I Leadership</b>			
1	Chapter 1	Leadership, Role of leader, self awareness, Leadership approaches, Traits, Behavioural Science	45:00
2	Chapter 2	Style of leadership, study on Military leadership	38:00
<b>UNIT – II Guidance, Counselling &amp; Mentoring</b>			
3	Chapter 3	Guidance: Educational, vocational and personal guidance	42:00
4	Chapter 4	Counselling : Process & types of Counselling and skills of a Counsellor	36:00
5	Chapter 5	Mentorship-Definition, Process of Mentoring, Difference between Mentoring and Counselling	40:00
<b>UNIT – III Welfare of Subordinates &amp; Welfare Activities</b>			
6	Chapter 6	Welfare of Subordinates	32:00
7	Chapter 7	Role and function of SI, AFWWA, Sadbhavana Cell	20:00
<b>Toatal</b>			<b>253:00</b>

**Annexure-I**  
(In house continuity training)

**COMPUTER APPLICATIONS AND CYBER SECURITY**

SL NO	CHAPTER	SUBJECT	HOURS
<b>COMPUTER APPLICATIONS &amp; CYBER SECURITY</b>			
1	Chapter 1	Fundamentals of Computer	32:00
2	Chapter 2	Familiarization with Windows	18:00
3	Chapter 3	Basics of Networking	20:00
4	Chapter 4	Cyber Crime & Cyber Security	24:00
5	Chapter 5	Cyber Security Aspects	28:00
6	Chapter 6	Case Studies of various incidents across countries	32:00
7	Chapter 7	AFNET Security Instructions: Guidelines for users as per 3903	49:00
Total			203:00
Grand total			465+279+253 +203=1200:00

**Annexure-II**

(Assessment Proforma for Test Lecture)

**ASSESSMENT PROFORMA FOR TEST LECTURE**

SL No	ASSESSING CRITERIA	RANGE OF MARKS TO BE AWARDED		
		10-7	6-4	3-0
(a)	<u>Introduction</u>  Introduction of topic & ensuring the interest of the class to be attentive to the lecture.	Participants are made aware of the importance & relevance of the topic and are able to connect to the applicability of the topic to their work/field.	Participants feel that topic might have some relevance but are not able to connect with the importance of the topic to their work/field requirements.	Participants are not connected to the topic; feel no relevance of the topic to any practical application whatsoever.
(b)	<u>Diction , Clarity in voice and pronunciation.</u>	Voice is fluent, clear and audible; Delivery is effective; can be heard and understood.	Has a regional accent or mannerism which is noticeable but not a hindrance to understanding the topic.	Voice is jerky or incoherent such that it is a hurdle to assimilate what he says. Last words of each sentence incomprehensible.
(c)	Presentation, Mannerism, confidence ,body language and use of training aids.	Body language exhibits confidence. Does not shift his feet frequently. Looks at slide only when required to. Handles training/teaching aids confidently.	Body language can be better by not using hands often for communication. Looks at slides often.	Lacks confidence and his body language draws attention so much so that participants are no longer listening attentively to what he says. Does not look at audience and looks only at
(d)	<u>Topic and Class Management</u>  How he delivers the topic and handles the class.	He is thoroughly prepared on the topic and does not deviate from it. Able to deliver the contents of the topic lucidly (clearly). Any	He is sufficiently prepared on the topic and is able to by and large convey what he has prepared.	Not able to deliver contents of the topic and is not prepared on the topic, loses connect with the topic and the class in general. Does not



		question from the participants leading away from the topic is handled deftly to bring the focus back to the topic.		control the class or turn it to focus on the topic.
(e)	Teaching Aptitude Knowledge of topic and skill of explaining.	Has a natural /developed aptitude for teaching and has the skill to explain concepts, functioning or features. Checks with the class if they have correctly understood what he wanted to convey.	Can teach effectively but does not check with class whether they have understood or not. Can explain the topic quite clearly but with some effort.	Does not have the capability to explain concepts or functioning of features. Assumes that class has understood what he tried to teach.

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**ASSESSMENT PROFORMA FOR INTERVIEW**

SL No	ASSESSING CRITERIA	RANGE OF MARKS TO BE AWARDED		
		10-7	6-4	3-0
(a)	<u>Professional Knowledge on Trade/System</u>  Related APs, IAPs, STIs, SI, TSIs, Manuals and Amendment Lists on Associated trade/system.	Possesses excellent professional knowledge of trade/system including associated trades/systems.	Possesses good professional knowledge of trade/ system including associated trades/ systems.	Possesses adequate to poor professional knowledge of trade/ system including associated trades/systems.
(b)	<u>General Service Knowledge</u>  (i) Policies, AFOs, AFIs. (ii) Aerospace Safety. (iii) Ethos, Customs and conventions of IAF. (iv) AF rules and Regulations.	Possesses excellent knowledge of various Policies, AFOs, AFIs, Aerospace Safety, Ethos, Customs and conventions of IAF, AF rules and Regulations.	Possesses good knowledge of various Policies, AFOs, AFIs, Aerospace Safety, Ethos, Customs and conventions of IAF, AF rules and Regulations.	Possesses adequate to poor knowledge of various Policies, AFOs, AFIs, Aerospace Safety, Ethos, Customs and conventions of IAF, AF rules and Regulations.
(c)	<u>Communication Skill</u>  (i) Language. (ii) Diction. (iii) Clarity of voice. (iv) Coherence. (v) Clarity of thought. (vi) Non verbal communication.	A persuasive communicator who always maintains professional demeanour, good posture, eye contact and exhibits extreme confidence. Has loud and clear voice, speaks eloquently and is	A good communicator who most of the time maintains professional demeanour, good posture, eye contact and exhibits confidence. Has reasonably loud and clear voice,	An average communicator who does not maintain professional demeanour, good posture, eye contact and exhibits low confidence. Has low and unclear voice, does not speak eloquently

		coherent.	speaks eloquently and is coherent most of the time.	and uses extreme words like never, not at all.
(d)	<p><u>ALQ</u></p> <p>(i) Appearance and bearing.                      (ii) Attitude and aptitude.                      (iii) Self confidence.                      (iv) Motivation.                      (v) Agility and                      (vi) Responsiveness</p>	<p>His appearance and bearing is of highest standard. He is very sharp, agile and responsive. Looks highly motivated and extremely confident.</p>	<p>His appearance and bearing is good. He is reasonably sharp, agile and responsive. Looks motivated and confident.</p>	<p>His appearance and bearing is average. He is slow and sluggish. Looks de motivated and has low confidence.</p>
(e)	<p><u>Leadership</u></p> <p>(i) Comprehension of situation.                      (ii) Ability to come out with workable solutions.                      (iii) Ability of team building, flexibility and motivation.                      (iv) Ability to draw inference, intelligence, open minded approach and use of common sense.                      (v) Courage to stand up for convictions.                      (vi) Critical thinking skills.</p>	<p>Very quick to comprehend the situation and capable of offering workable solutions within available resources. Has good ability of rapport building and is capable of motivating others. He is very quick to draw inference, approaches the situation with open mind and is flexible with good common sense.</p>	<p>Comprehends the situation and is capable of offering solutions. Has ability of rapport building and can motivate others. He is capable of drawing inference, approaches the situation with reasonable open mind and is most of the time flexible with good common sense.</p>	<p>Can comprehend the situation when offered some cues and can offer solutions which may not be within available resources. Has poor ability of rapport building and incapable to motivate others. He is not capable of drawing correct inference, approaches the situation with pre determined solution and is most of the time inflexible with average common sense.</p>