

National Skill Gap Study for High Growth
Questionnaire 3: Raising Cattle and Buffaloes in Dairy Farms/Bulk Chilling Centres/Milk Collection Centres

National Council of Applied Economic Research
Parisila Bhawan, 11, Indraprastha Estate,
New Delhi -110002, India

The Ministry of Skill Development and Entrepreneurship (MSDE) is undertaking the 'National Skill Gap Study for High Growth Sectors' and NCAER is the implementing agency for the study. The overall objective of in this work is develop a Labour Market Information System. The specific objective of this questionnaire is to understand the present and future demand for jobs roles/occupations and associated skills. This study is sponsored by the Ministry of Skill Development and Entrepreneurship.

Your identity would be held confidential while discussing your suggestions and views on the subject.

1. Date of Interview.....
2. Respondent's Name.....
3. Respondent's Designation.....
4. Respondent's Company/Federation Name:
5. Respondent's Phone
6. Respondent's Email:
7. Major line of activity of your organisation:
8. *Ownership: (Please select one)*

<input type="checkbox"/> Public Sector	<input type="checkbox"/> Public Limited	<input type="checkbox"/> Private Limited
<input type="checkbox"/> Partnership/Individual Ownership	<input type="checkbox"/> Multinational Company	<input type="checkbox"/> Limited Liability Partnership
<input type="checkbox"/> Cooperatives	<input type="checkbox"/> Others, please specify: _____	
9. *Annual Turnover in sales in FY 2023-24: (Please select one)*

<input type="checkbox"/> ≤ Rs 5 crore (Micro)	<input type="checkbox"/> > Rs 250 crore (Large)
<input type="checkbox"/> > Rs 50 crore & ≤ Rs 250 crore (Medium)	<input type="checkbox"/> > Rs 5 crore & ≤ Rs 50 crore (Small)
<input type="checkbox"/> Others, please specify: _____	
10. *Annual Investment in Plant and Machinery in FY 2023-24: (Please select one)*

<input type="checkbox"/> ≤ Rs 1 crore	<input type="checkbox"/> > Rs 1 crore & ≤ Rs 10 crore
<input type="checkbox"/> > Rs 10 crore & ≤ Rs 50 crore	<input type="checkbox"/> > Rs 50 crore
<input type="checkbox"/> No investment	
11. How many manufacturing units does the firm have in India? Information on plant locations (States, Districts, Clusters) will help in understanding the spatial spread of the industry.
Number of units: _____
States and Districts: _____
Are the plants located in a dairy cluster? Yes / No: _____;
If 'Yes', which cluster: _____
12. Which machineries are used in the dairy manufacturing? Please specify
 - i)
 - ii)

13. What is the medium used for recruitment? (*multiple selections possible*)
- Employment agency Online job sites/advertisements; Please specify:
- Own website advertisements Campus recruitment; Please mention institutions:
- Vocational training institutes Sector Skill Council
- Newspaper advertisements Internships/apprenticeships
- Networks and referrals Others, specify: _____

14. Please provide in details:

S. No.	Particulars	Number of people employed	
		Managerial Staff	Workers
1.	Permanent Employees/workers*		
2.	Temporary Employees/workers		
3.	Total Employees		

*Permanent workers/employees should satisfy all three conditions- have more than one 1-year written contract, employer-provided social security benefits and paid leave

15. What is the educational and skill background of all your employees (% of employees)?

Below Class X	Above Class X and Below Class XII	Class XII pass	Vocationally Educated (ITI, PMKVY, RPL etc.)	Bachelors and above

16. What is the percentage share of females that you are employing? (*Please select one*)

- 0% ≤20% >20% & ≤40%
- >40% & ≤60% >60% & ≤80% >80%

17. What is the distribution of female workers across job roles (% of all employees)?

S. No.	Job Roles	% of all employees
1.		
2.		
3.		
4.		
5.		

18. Does the firm run its own skilling institution, or have any tie-up / informal-association with another institution / ASCI for skilling purposes?

Yes / No: _____; Is it owned by the firm? Yes / No: _____

If 'Yes', please mention which institutions: _____

19. At the workers' entry-level positions, do you hire people with or without work experience? (*Multiple ticks possible*)

- Without work experience Apprenticeship/internship
- With work experience Others, specify

20. Do you provide on-the-job training around (either before or after) deployment? (Yes/No)? If 'Yes', what is your policy?

21. Have you advertised for particular jobs in the last three years? If 'Yes', can you share the list of jobs that you advertised?

22. How easy or difficult was it to fill the job roles (including the number of positions) advertised by the firm in the last three years (FY 2021-22 onwards)? (Add rows if necessary. If the firm advertised many job roles, you can specify job roles at two extremes: those which were easiest to fill, and those very difficult / un-filled)

S.No.	Job Roles advertised	Please Specify the Level: Entry level / intermediate or mid-level / senior level / managerial level / director level / executive level	Difficulty of filling jobs (rank) 1. Very easy; 2. Easy; 3. Average; 4. Difficult; 5. Very difficult; 6. Not filled at all

**Use Annexure 5.3*

23. In Q.22, for the job roles with rank 3-6 on 'difficulty of filling jobs', can you please detail the skills, knowledge and education sought by the firm – in the form of a detailed job description? (Please refer to *Table Q3.1*. Request you to provide the details, for each of the relevant job roles, within the format of *Table Q3.1*). We are seeking the following information:

Job Role	Stage of Value Chain	Tasks	Educational Qualifications sought by the firm	Knowledge (technical and theoretical knowledge relating to the job role)	Technical Skills (Computer applications and software)	Years of Experience	Skills (refer to <i>Table Q3.2</i>)	Geographical areas/spatial clusters (existing or emerging) where it is most difficult to fill the role (mention States and Districts)

**Use Annexure 5.3*

24. What is the primary reason for the hard-to-fill vacancies in your organisation? (Multiple ticks possible)

- Lack of technical skills
 Inadequate educational qualifications
 Lack of experience
 Others specify

25. Does the firm have hiring policies to encourage female employment, especially in non-traditional job roles?

Yes / No: _____

If 'Yes', please explain the policy in detail: _____

Does the firm have a creche on its premises? Yes / No: _____

26. Has the firm defined sexual harassment policies, prevention systems, procedures and service rules for its employees (Prevention of Sexual Harassment at Workplace Act 2013)?

Yes / No: _____

27. Does the firm offer a career path to all its employees? (for instance, has anyone at the firm risen from being a 'Milker' to a 'Dairy Clerk')?

Yes / No: _____

28. Does the firm fund the employee's education / upskilling / re-skilling, as may be required for higher level job roles?

Yes / No: _____

29. In your opinion, what will be the changes in employment, and job roles given the structural, technological and other changes?

30. In the next three years, do you perceive that there will be demand for women in particular (either existing or new) job roles? Which ones are they? And what are you doing to address these future needs?

31. Which job roles are currently facing skill gap issues? Mention reasons. Also specify the stage of value chain for which this skill gap exists.

32. Which job roles you think will be in-demand in the next three years? You can write NA wherever 'Not Applicable'. (You can refer to Table Q3.1)

Job role	Stage of Value Chain*	No of jobs	Tasks	Education	Knowledge / Years of experience	Skill Requirement (Refer Table Q3.2)	Geo areas/ Spatial clusters where needs are highest	Availability of workers i) Easy ii) Moderate iii) Difficult

*Stage of Value Chain includes Input, Production, Processing, Manufacturing, Transportation, Marketing & Distribution

(Request you to provide the details, for each of the relevant job roles, in the format as given below)

S. No.: _____
 Job Role: _____

Table Q3.1: Job Descriptors

Descriptors		Firm's Answer
Alternative job titles in the industry		
Stage of value chain: 1. Input 2. Production 3. Processing 4. Manufacturing 5. Transportation 6. Marketing & Distribution		
Is this job role: 1. 'Difficult to fill' at present (Q.23), or 2. Will be in-demand in next 3 years by the firm (Q.32)		
How many do you need to hire at the 'present moment'/now, or you will need to hire 3 years from now?		
Tasks to be performed in the job role (please include specific systems / components / technologies / personnel required to be dealt or interacted with, if any)		
Education: School (up to what level?) / ITI/ Short-term vocational training programme/ Bachelors/ Masters)		
Knowledge	General? What knowledge?	
	Specialised (Sector, Occupational, and Trade)	
Technical Skills: Software languages required, or maybe required in the near future		
Years of Experience, if any		
Skills required and level of competence (refer to framework of skills in Table Q3.2 below)		
Difficulty of finding workers in the job role, with the above requirements and the skills as detailed below: 1. Not at all difficult 2. Somewhat difficult 3. Difficult 4. Very Difficult 5. Extremely difficult		
Geographical areas/spatial clusters (existing or emerging) where it is most difficult to fill the role** (mention States and Districts)		

** Please explain the reasons behind skill shortage in the specified states and districts: Are there *demand side factors* (such as low salary, demanding work conditions, absence of platforms to advertise jobs, non-acceptability of workers from conventional labour markets, competition from other sectors to hire the same candidate, etc) and/or *supply side factors* (such as course not offered by Indian institutions, specialised skilled people not available, absence of and/or proximity to training centres, poor quality of skilling and training programs, lack of programs for re-skilling/upskilling workers from traditional sectors, high salary expectations, non-aspirational job role, availability of other work avenues, etc)?

Table Q3.2: List of Skills

<i>Please think whether the person in the above job profile would need the following skills to do their job. (Please choose the relevant skills and indicate the level of competence required for those skills)</i>		
Skills Required	If required, what is the degree of competence needed in the employee? 1. Beginner; 2. Intermediate 3. Competent; 4. Advanced 5. Very Advanced	Comments
<i>Reading Literacy:</i> Would they need to read and understanding written sentences and paragraphs in work related documents?		
<i>Writing:</i> Would they need to communicate effectively in writing as per their audience for their job?		
<i>Speaking:</i> Do they need to talk to others to convey information effectively?		
<i>Communication:</i> Would they need to provide information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person?		
<i>Language Skills 1:</i> Is knowledge of the structure and content of the language including the meaning and spelling of words, rules of composition, and grammar required for the job?		
<i>Language Skills 2:</i> Any specific language requirement for the job? If Yes, which one?		
<i>Numeracy/Mathematics:</i> Would they need to work with numbers for their job?		
<i>ICT Literacy to Skills:</i> Would they need to use mobile phones/tabs/computers etc. to do their job? For example, Arts & Graphics, Desktop Publishing, Presentation, Spreadsheet, Word Processing, Programming, Client Server/ Networking/ Hardware, Operating Systems, Database/Statistics, Engineering Software and Web Page Design etc.		
<i>Self-learning to Active (Independent) Learning:</i> Would they need to understand new information for both current and future problem-solving and decision-making at their job? Are they expected to do on their own for the job or self-learn, if the material is provided to them?		
<i>Active Listening:</i> Do they need to listen for their job, like taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times?		
<i>Science:</i> Do they need to use scientific rules and methods to solve problems at work?		
<i>Problem Solving:</i> Do they need to identify problems and review related information to develop and evaluate options and implement solutions?		
<i>Learning Strategies:</i> Do they need to select and use training/instructional methods and procedures appropriate for the situation when learning or teaching new things?		
<i>Critical Thinking:</i> Would the worker need to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems?		

<i>Please think whether the person in the above job profile would need the following skills to do their job. (Please choose the relevant skills and indicate the level of competence required for those skills)</i>		
Skills Required	If required, what is the degree of competence needed in the employee? 1. Beginner; 2. Intermediate 3. Competent; 4. Advanced 5. Very Advanced	Comments
<i>Creativity:</i> Do the workers need to develop, design, or create new applications, ideas, relationships, systems, or products, including artistic contributions?		
<i>Independent research:</i> Would the worker need to conduct literature review, undertake data collection, cleaning, etc., and develop research plan?		
<i>Judgement and Decision-making:</i> Would the worker need to consider the relative costs and benefits of potential actions to choose the most appropriate one?		
<i>Systems Analysis:</i> Would the worker need to determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes?		
<i>Systems Evaluation:</i> Would workers need to identify measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system?		
<i>Financial Resources:</i> Would the worker need to determine how money will be spent to get the work done, and accounting for these expenditures?		
<i>Material Resources:</i> Would the worker need to obtain and see to the appropriate use of equipment, facilities, and materials needed to do certain work?		
<i>Personnel Resources:</i> Would the worker need to motivate, develop, and direct people as they work, identifying the best people for the job?		
<i>Time Management:</i> Managing one's own time and the time of others		
<i>Seek and Value Diversity:</i> Do workers need to work with people (as colleagues/clients etc.) from other cultures/States/socio-economic backgrounds etc? Is it important for their job performance? Is it likely to be important for their job performance?		
<i>Gender Diversity:</i> Do workers need to work with female colleagues/clients, etc.? Is it important for their job performance? Is it likely to important for their job performance?		
<i>Conscientiousness (including attitude towards work):</i> Will the worker need to be organised, responsible, and hardworking, or have any one of the following traits- Competence (efficient), organised, dutiful (not careless), ambitious, self-discipline (not lazy), and not impulsive?		
<i>Openness to Experiences:</i> Will the worker need to be open to new aesthetic, cultural, or intellectual experiences or have any one of the following traits- Imaginative, artistic, excitable, wide interests, curious and unconventional?		
<i>Extraversion-</i> Will the worker need to show the following traits- warmth (friendly), sociable, self-confident, energetic, excitement seeking (adventurous), and enthusiastic?		

