National Skill Gap Study for High Growth
Questionnaire 9: Questionnaire for Retail Trade

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The Ministry of Skill Development and Entrepreneurship (MSDE), Government of India, is undertaking the 'National Skill Gap Study for High Growth Sectors' and NCAER is the implementing agency for the said study. The overall objective of this work is to 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.

Respondent's Name: ....
Respondent's Company Name: ....
Respondent's Designation: ....
Respondent's Phone: ....
Respondent's Email: ....

FIRM PROFILE

1. What is the firm's ownership type? *(Please select one)*
   - ☐ Public Sector
   - ☐ Public Limited
   - ☐ Private Limited
   - ☐ Partnership/Individual Ownership
   - ☐ Multinational Company
   - ☐ Limited Liability Partnership
   - ☐ Cooperative
   - ☐ Others, please specify: _____

2. What was the annual turnover range in FY 2023-24? *(Please select one)*
   - ☐ ≤ Rs 5 crore (Micro)
   - ☐ > Rs 5 crore & ≤ Rs 50 crore (Small)
   - ☐ > Rs 50 crore & ≤ Rs 250 crore (Medium)
   - ☐ > Rs 250 crore (Large)

3. Which segment of Retail Trade the company/ firm falls in? (pre-filled) (multiple ticks)
   a. Traditional retail
   b. Modern retail
   c. E-Commerce company
   d. Allied Activities

4. Geographical spread of the firm: (States, Districts, Clusters)
   a. Number of Countries_____
   b. Number of States: _____
   c. Number of Cities_____

5. Presence across City-tiers (please tick according, multiple ticks possible)
   a. Tier1
   b. Tier 2
   c. Tier 3

6. What was the investment by your firm in FY 2023-24? *(Please select one)*
   - ☐ ≤ Rs 1 crore
   - ☐ > Rs 1 crore & ≤ Rs 10 crore
   - ☐ > Rs 10 crore & ≤ Rs 50 crore
   - ☐ > Rs 50 crore
   - ☐ No investment

7. Your presence in various stages of retail sector value chain: (*multiple selections possible*)
    a. Finance & R&D: Financing, location (coverage area in case of e-Commerce firms), negotiating rent, franchising of stores/store chains , Selecting type of shops based on needs, Product finalisation through consumers' surveys)
    b. Logistics and Inventory management: (Vendors selection, including international vendors, sourcing of products (finished as well as intermediates) transporters, Quality checks)
    c. Storage and warehousing
    d. Store management
    e. Customer satisfaction
    f. Any other_____

8. Organisational progress/shift in the last three years
    a. From traditional retail to modern retail
    b. Exploring new areas of business (increase in areas of operation)
    c. Addition to type of operation (like earlier only retail and now retail+ e-Commerce)
    d. Expanding presence in multiple stages of value chain
    e. Outsourcing parts of business to business partners following retail revolution

9. How the relative importance of various job roles have changed following the organisational shift?

Job Roles that have become obsolete	Job Roles that will continue to be needed	Job Roles that have emerged during the last 3 years

UNDERSTANDING HIRING, SKILLING, GENDER-BASED ROLES, AND SKILL SHORTAGES

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

11. Overall, what is the percentage of female employees in the firm? (*Please select one*)
    ☐ 0%   ☐ ≤20%   ☐ >20% & ≤40%
    ☐ >40% & ≤60%   ☐ >60% & ≤80%   ☐ >80%

12. Do you provide on-the-job training within the firm, either before or after deployment?
    i. Yes / No: _____
    ii. If 'Yes', what is your policy? _____
    iii. Should this training rather be provided by India's education and skilling system? _____

13. Does the firm run its own skilling institution, or have any tie-up / informal-association with another institution / RASCI for skilling purposes?
    i. Yes / No: _____; is it owned by the firm? Yes / No: _____
    ii. If 'Yes', please mention which institutions: _____

14. What kind of association(s) does the firm have with the skilling institution(s) identified in Q.13? (*multiple selections possible*)
    ☐ We offer apprenticeships/internships for trainee students
    ☐ We offer inputs to the course curriculum
    ☐ We sponsor fresh skilling programmes to absorb the students later
    ☐ No associations
    ☐ We send our staff to take visiting classes or other classes
    ☐ We sponsor re-skilling/upskilling programs for our employees
    ☐ Other; please specify: _____

We have collated a list of occupations from the National Classification of Occupations (NCOs) and job roles from RASCI, associated with the Retail sector value chain in Annexure 9.1.

15. For the types retail trade activities (like traditional retail, modern retail, e-Commerce and allied activities) that the firm is involved in (Q.3), do the job roles (Annexure 9.1) cover the relevant activities undertaken by the firm?
    i.   Yes / No: _____
    ii. What other occupations/job roles should be included? Please specify: _____

16. As regards gender ratio, which job roles:
    i.   Employ majority women (>50% of all workers in the job role): _____
    ii. Employ some women (20% to 50% of all workers in the job role): _____
    iii. Employ no women (0% of all workers in the job role):_____

17. 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
1			
2			
3			
4			
5			

18. In Q.17, 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 Q9.1. Request you to provide the details, for each of the relevant job roles, within the format of Table Q9.1).
    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 Table Q9.2)	Geographical areas/spatial clusters (existing or emerging) where it is most difficult to fill the role (mention States and Districts)

19. Who is presently providing education and skilling for these 'hard to fill' job roles in Q.17, if any?
    i.   Nobody / formal education system / vocational education system? Please specify: ____
    ii. Is the formal/vocational education system run by the government / private parties / NGOs? Please specif_____
    iii. Please list the formal and vocational training institutions for these job-roles: _____

20. For the retail trade business the firm is involved in (Q.3), what are the upcoming technological developments?
    Please specify: _____

21. Does the firm have its own R&D division, or plan to develop one?

22. In view of the recent developments, which job roles will be in-demand in the next three years by the firm? (Please refer to Table Q9.1. Request you to provide the details, for each of the relevant job roles, within the format of Table Q9.1).
    We are seeking the following information:

Job Role	Stage of Value Chain	Tasks	Education	Knowledge	Technical Skills	Years of Experience	Skills (refer to Table Q9.2)	Geographical areas/spatial clusters where needs are highest (mention States and Districts)	Difficulty of finding workers 1. Not at all difficult 2. Somewhat difficult 3. Difficult 4. Very Difficult 5. Extremely difficult

GENDER DIVERSITY AND CARRER PATH AT WORKPLACE

23. In the next three years, do you perceive a demand for women in particular job roles, either among the existing job-roles or those which will be in-demand in future?
    i.   Yes / No: _____
    ii. If 'Yes', please specify which ones: _____

24. Does the firm have hiring policies to encourage female employment, especially in non-traditional job roles?
    i.   Yes / No: _____
    ii. If 'Yes', please explain the policy in detail: _____
    iii. Does the firm have a creche on its premises? Yes / No: _____

25. Has the firm defined sexual harassment policies, prevention systems, procedures and service rules for its employees (Prevention of Sexual Harassment at Workplace Act 2013)?
    i.   Yes / No: _____

26. Does the firm offer a career-path to all its employees? (for instance, has anyone at the firm risen from being at a 'technician level position' to a 'managerial level position')?
    i.   Yes / No: _____
    ii. Does the firm fund the employee's education / upskilling / re-skilling, as may be required for higher level job roles? Yes / No: _____

EMPLOYMENT BACKGROUND

27. How many people are employed at the firm?

S.No.	Particulars	Number of people employed	
		Managerial Staff (No.)	Workers (No.)
Total Employees (in numbers)			

28. With reference to the total employees identified in Q.27, what is the educational background of the employees (as percentage (%) of total employees)?

Below Class X (%)	Above Class X and Below Class XII (%)	Class XII pass (%)	Vocationally Educated (ITI, PMKVY, RPL etc.) (%)	Bachelor's degree and above (%)

Table Q9.1: Details of Identified Job Roles

Table 1: Job Descriptors

Descriptors	Firm's Answer
Alternative job titles in the industry	
Stage of value chain: 1. Finance & R&D 2. Logistics and Inventory management 3. Storage and warehousing 4. Store management 5. Customer satisfaction 6. Others	
Is this job role: 1. 'Difficult to fill' at present, or 2. Will be in-demand in next 3 years by the firm	
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 Q9.2 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 Q9.2: List of Skills

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
Reading Literacy: Would they need to read and understanding written sentences and paragraphs in work related documents?		
Writing: Would they need to communicate effectively in writing as per their audience for their job?		
Speaking: Do they need to talk to others to convey information effectively?		
Communication: Would they need to provide information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person?		
Language Skills 1: 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?		
Language Skills 2: Any specific language requirement for the job? If Yes, which one?		
Numeracy/Mathematics: Would they need to work with numbers for their job?		
ICT Literacy to Skills: 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.		
Self-learning to Active (Independent) Learning: 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?		
Active Listening: 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?		
Science: Do they need to use scientific rules and methods to solve problems at work?		
Problem Solving: Do they need to identify problems and review related information to develop and evaluate options and implement solutions?		
Learning Strategies: Do they need to select and use training/instructional methods and procedures appropriate for the situation when learning or teaching new things?		
Critical Thinking: Would the worker need to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems?		
Creativity: Do the workers need to develop, design, or		

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)		
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
create new applications, ideas, relationships, systems, or products, including artistic contributions?		
Independent research: Would the worker need to conduct literature review, undertake data collection, cleaning etc., develop research plan?		
Judgement and Decision-making: Would the worker need to consider the relative costs and benefits of potential actions to choose the most appropriate one?		
Systems Analysis: Would the worker need to determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes?		
Systems Evaluation: 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?		
Financial Resources: Would the worker need to determine how money will be spent to get the work done, and accounting for these expenditures?		
Material Resources: Would the worker need to obtain and see to the appropriate use of equipment, facilities, and materials needed to do certain work?		
Personnel Resources: Would the worker need to motivate, develop, and direct people as they work, identifying the best people for the job?		
Time Management: Managing one's own time and the time of others		
Seek and Value Diversity: 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?		
Gender Diversity: Do workers need to work with female colleagues/clients etc.? Is it important for their job performance? Is it likely to be important for their job performance?		
Conscientiousness (including attitude towards work): 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?		