

Qualification Pack



Contract Manager (Construction)

QP Code: ICE/CON/Q0801

Version: 1.0

NSQF Level: 5.5

INTEGRATED COUNCIL FOR ENTREPRENEURSHIP AND SKILLING || 533-R
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ICE/CON/Q0801: Contract Manager (Construction)

Brief Job Description

A Contract Manager (Construction) is someone who manages the entire contract lifecycle for a company. The contract management services include negotiation, implementation and administration of contracts. With accuracy as the primary benchmark, a contract manager ensures that the contracts are drawn up and executed in compliance with the company's policies and regulations. Besides curating and executing the contracts, the contract manager's role entails managing the enforcement of the contract by ensuring that all parties involved adhere to the terms stipulated in the contract. High accuracy and negotiation skills are indispensable qualities that are vital to the contract manager's job role.

Personal Attributes

A Contract Manager (Construction) must demonstrate high integrity, strong commercial acumen, and ethical judgment while managing complex contractual, financial, and risk-related matters. The individual should possess analytical thinking, attention to detail, effective communication, and negotiation skills to manage stakeholders, claims, and disputes professionally. The role also requires resilience, accountability, proactive risk awareness, and the ability to perform under pressure while ensuring compliance and governance throughout the contract lifecycle.

Applicable National Occupational Standards (NOS)

Compulsory NOS:

1. [ICE/CON/N0801: Plan and Execute Tendering and Pre-Award Contract Activities for Construction Projects](#)
2. [ICE/CON/N0802: Draft, Negotiate and Administer Construction Contracts During Project Execution](#)
3. [ICE/CON/N0803: Manage Contractual Compliance, Claims and Dispute Resolution in Construction Projects](#)
4. [ICE/CON/N0804: Control Project Commercials, Variations and Contractual Cash Flows](#)
5. [ICE/CON/N0805: Monitor Contractual Risks, Governance and Ethical Compliance Across Construction Contracts](#)
6. [DGT/VSQ/N0102: Employability Skills \(60 Hours\)](#)

Qualification Pack (QP) Parameters

Sector	Construction
Sub-Sector	Real Estate and Infrastructure Construction

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Occupation	Legal Professionals
Country	India
NSQF Level	5.5
Credits	20
Aligned to NCO/ISCO/ISIC Code	NCO-2015/2619.9900
Minimum Educational Qualification & Experience	Completed 4 year UG program (in Construction Management or Civil Engineering or Law or Business) with 4 Years of experience Relevant Industry OR Previous relevant Qualification of NSQF Level (5) with 1.5 years of experience Relevant Industry
Minimum Level of Education for Training in School	Not Applicable
Pre-Requisite License or Training	Not Applicable
Minimum Job Entry Age	18 Years
Last Reviewed On	07-10-2025
Next Review Date	07-10-2028
NSQC Approval Date	07-10-2025
Version	1.0
Reference code on NQR	QG-5.5-CO-046472025-V1-ICES

Remarks:

Min. Job Entry Age will be as per Govt. Norms

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ICE/CON/N0801: Plan and Execute Tendering and Pre-Award Contract Activities for Construction Projects

Description

This NOS describes strategic sourcing, contract planning, bid evaluation, risk identification and pre-award commercial due diligence for construction and infrastructure projects.

Scope

The scope covers the following :

- Analyze Project Scope and Contract Strategy
- Plan Procurement and Tendering Strategy
- Conduct Pre-Bid Risk and Cost Analysis
- Manage Bid Documentation and Clarifications
- Evaluate Bids and Support Contract Award

Elements and Performance Criteria

Analyze Project Scope and Contract Strategy

To be competent, the user/individual on the job must be able to:

- PC1. interpret technical drawings, BOQs, specifications and project scope documents
- PC2. identify appropriate contract models (EPC, EPCM, Item Rate, Lump Sum, PPP)
- PC3. assess risk allocation across employer, contractor and subcontractors
- PC4. align contract strategy with project timelines, cash flows and delivery milestones
- PC5. recommend optimal contracting approach based on project complexity

Plan Procurement and Tendering Strategy

To be competent, the user/individual on the job must be able to:

- PC6. develop tendering strategy aligned with organizational procurement policy
- PC7. prepare pre-qualification criteria for vendors and subcontractors
- PC8. define technical and commercial evaluation parameters
- PC9. coordinate with engineering, finance and legal teams during tender planning
- PC10. establish bid timelines and approval workflows

Conduct Pre-Bid Risk and Cost Analysis

To be competent, the user/individual on the job must be able to:

- PC11. identify commercial, legal and execution risks at bid stage
- PC12. analyze cost estimates, escalation clauses and price adjustment mechanisms
- PC13. evaluate statutory compliances impacting contract pricing
- PC14. document risk mitigation strategies for management approval
- PC15. support go/no-go bid decisions using structured risk analysis

Manage Bid Documentation and Clarifications

To be competent, the user/individual on the job must be able to:

- PC16. prepare and issue tender documents in coordination with stakeholders

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- PC17. respond to bidder queries and issue addenda/clarifications
- PC18. ensure uniform dissemination of bid information to all bidders
- PC19. maintain confidentiality and integrity of bid process
- PC20. ensure compliance with organizational and legal tender norms

Evaluate Bids and Support Contract Award

To be competent, the user/individual on the job must be able to:

- PC21. conduct techno-commercial bid evaluations
- PC22. validate arithmetic accuracy and commercial assumptions
- PC23. prepare comparative statements and evaluation reports
- PC24. support negotiations and final recommendation for award
- PC25. ensure approvals and documentation prior to issuance of LoA

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

- KU1. construction procurement methods and contracting strategies
- KU2. BOQ preparation and interpretation
- KU3. EPC, item-rate, lump sum and PPP contract structures
- KU4. tendering and bidding processes
- KU5. risk assessment methodologies
- KU6. cost estimation and escalation principles
- KU7. pre-qualification criteria for contractors
- KU8. organizational procurement policies
- KU9. statutory requirements impacting tenders
- KU10. ethical standards in procurement

Generic Skills (GS)

User/individual on the job needs to know how to:

- GS1. analytical and critical thinking
- GS2. cross-functional coordination
- GS3. professional communication
- GS4. commercial judgment
- GS5. documentation accuracy
- GS6. stakeholder management
- GS7. time and deadline management
- GS8. negotiation support skills
- GS9. digital tendering literacy
- GS10. decision-making under uncertainty

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Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Analyze Project Scope and Contract Strategy</i>	6	12	-	2
PC1. interpret technical drawings, BOQs, specifications and project scope documents	-	-	-	-
PC2. identify appropriate contract models (EPC, EPCM, Item Rate, Lump Sum, PPP)	-	-	-	-
PC3. assess risk allocation across employer, contractor and subcontractors	-	-	-	-
PC4. align contract strategy with project timelines, cash flows and delivery milestones	-	-	-	-
PC5. recommend optimal contracting approach based on project complexity	-	-	-	-
<i>Plan Procurement and Tendering Strategy</i>	6	12	-	2
PC6. develop tendering strategy aligned with organizational procurement policy	-	-	-	-
PC7. prepare pre-qualification criteria for vendors and subcontractors	-	-	-	-
PC8. define technical and commercial evaluation parameters	-	-	-	-
PC9. coordinate with engineering, finance and legal teams during tender planning	-	-	-	-
PC10. establish bid timelines and approval workflows	-	-	-	-
<i>Conduct Pre-Bid Risk and Cost Analysis</i>	6	12	-	2
PC11. identify commercial, legal and execution risks at bid stage	-	-	-	-
PC12. analyze cost estimates, escalation clauses and price adjustment mechanisms	-	-	-	-
PC13. evaluate statutory compliances impacting contract pricing	-	-	-	-
PC14. document risk mitigation strategies for management approval	-	-	-	-

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC15. support go/no-go bid decisions using structured risk analysis	-	-	-	-
<i>Manage Bid Documentation and Clarifications</i>	6	12	-	2
PC16. prepare and issue tender documents in coordination with stakeholders	-	-	-	-
PC17. respond to bidder queries and issue addenda/clarifications	-	-	-	-
PC18. ensure uniform dissemination of bid information to all bidders	-	-	-	-
PC19. maintain confidentiality and integrity of bid process	-	-	-	-
PC20. ensure compliance with organizational and legal tender norms	-	-	-	-
<i>Evaluate Bids and Support Contract Award</i>	6	12	-	2
PC21. conduct techno-commercial bid evaluations	-	-	-	-
PC22. validate arithmetic accuracy and commercial assumptions	-	-	-	-
PC23. prepare comparative statements and evaluation reports	-	-	-	-
PC24. support negotiations and final recommendation for award	-	-	-	-
PC25. ensure approvals and documentation prior to issuance of LoA	-	-	-	-
NOS Total	30	60	-	10

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National Occupational Standards (NOS) Parameters

NOS Code	ICE/CON/N0801
NOS Name	Plan and Execute Tendering and Pre-Award Contract Activities for Construction Projects
Sector	Construction
Sub-Sector	
Occupation	Legal Professionals
NSQF Level	5.5
Credits	4
Version	1.0
Next Review Date	NA

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ICE/CON/N0802: Draft, Negotiate and Administer Construction Contracts During Project Execution

Description

This NOS describes drafting, negotiating, executing, administering and managing construction contracts during the project lifecycle.

Scope

The scope covers the following :

- Draft Construction Contracts
- Negotiate Contract Terms
- Execute and Register Contracts
- Administer Contractual Obligations
- Monitor Performance and Compliance

Elements and Performance Criteria

Draft Construction Contracts

To be competent, the user/individual on the job must be able to:

- PC1. draft contract conditions aligned with scope and tender terms
- PC2. incorporate technical, commercial and legal clauses accurately
- PC3. define payment terms, milestones and retention mechanisms
- PC4. ensure clarity in scope, exclusions and responsibilities
- PC5. align draft contracts with applicable laws and standards

Negotiate Contract Terms

To be competent, the user/individual on the job must be able to:

- PC6. prepare negotiation strategy and fallback positions
- PC7. conduct commercial and contractual negotiations with vendors
- PC8. balance risk allocation while protecting organizational interests
- PC9. record agreed deviations and concessions
- PC10. finalize negotiated contract drafts for approval

Execute and Register Contracts

To be competent, the user/individual on the job must be able to:

- PC11. coordinate signing and stamping of contracts
- PC12. ensure statutory registrations and compliance
- PC13. manage digital and physical contract repositories
- PC14. communicate contract obligations to project teams
- PC15. maintain contract execution records

Administer Contractual Obligations

To be competent, the user/individual on the job must be able to:

- PC16. monitor compliance with contract terms during execution

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- PC17. track deliverables, milestones and payment triggers
- PC18. manage amendments, variations and change orders
- PC19. issue notices as per contractual timelines
- PC20. maintain contract correspondence logs

Monitor Performance and Compliance

To be competent, the user/individual on the job must be able to:

- PC21. evaluate contractor performance against KPIs
- PC22. identify non-compliances and contractual breaches
- PC23. recommend corrective actions
- PC24. coordinate audits and reviews
- PC25. support contract closure procedures

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

- KU1. construction contract law
- KU2. standard contract forms (FIDIC, GCC)
- KU3. contract drafting principles
- KU4. negotiation techniques
- KU5. change management processes
- KU6. payment and certification procedures
- KU7. performance securities
- KU8. contract documentation systems
- KU9. legal compliance requirements
- KU10. contract closure practices

Generic Skills (GS)

User/individual on the job needs to know how to:

- GS1. drafting precision
- GS2. negotiation skills
- GS3. legal comprehension
- GS4. stakeholder communication
- GS5. record management
- GS6. problem-solving
- GS7. risk awareness
- GS8. attention to detail
- GS9. professional ethics
- GS10. digital documentation skills

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Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Draft Construction Contracts</i>	6	12	-	2
PC1. draft contract conditions aligned with scope and tender terms	-	-	-	-
PC2. incorporate technical, commercial and legal clauses accurately	-	-	-	-
PC3. define payment terms, milestones and retention mechanisms	-	-	-	-
PC4. ensure clarity in scope, exclusions and responsibilities	-	-	-	-
PC5. align draft contracts with applicable laws and standards	-	-	-	-
<i>Negotiate Contract Terms</i>	6	12	-	2
PC6. prepare negotiation strategy and fallback positions	-	-	-	-
PC7. conduct commercial and contractual negotiations with vendors	-	-	-	-
PC8. balance risk allocation while protecting organizational interests	-	-	-	-
PC9. record agreed deviations and concessions	-	-	-	-
PC10. finalize negotiated contract drafts for approval	-	-	-	-
<i>Execute and Register Contracts</i>	6	12	-	2
PC11. coordinate signing and stamping of contracts	-	-	-	-
PC12. ensure statutory registrations and compliance	-	-	-	-
PC13. manage digital and physical contract repositories	-	-	-	-
PC14. communicate contract obligations to project teams	-	-	-	-

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC15. maintain contract execution records	-	-	-	-
<i>Administer Contractual Obligations</i>	6	12	-	2
PC16. monitor compliance with contract terms during execution	-	-	-	-
PC17. track deliverables, milestones and payment triggers	-	-	-	-
PC18. manage amendments, variations and change orders	-	-	-	-
PC19. issue notices as per contractual timelines	-	-	-	-
PC20. maintain contract correspondence logs	-	-	-	-
<i>Monitor Performance and Compliance</i>	6	12	-	2
PC21. evaluate contractor performance against KPIs	-	-	-	-
PC22. identify non-compliances and contractual breaches	-	-	-	-
PC23. recommend corrective actions	-	-	-	-
PC24. coordinate audits and reviews	-	-	-	-
PC25. support contract closure procedures	-	-	-	-
NOS Total	30	60	-	10

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National Occupational Standards (NOS) Parameters

NOS Code	ICE/CON/N0802
NOS Name	Draft, Negotiate and Administer Construction Contracts During Project Execution
Sector	Construction
Sub-Sector	
Occupation	Legal Professionals
NSQF Level	5.5
Credits	4
Version	1.0
Next Review Date	NA

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ICE/CON/N0803: Manage Contractual Compliance, Claims and Dispute Resolution in Construction Projects

Description

This NOS describes the competencies required to monitor and ensure contractual compliance, identify, prepare, evaluate and manage contractual claims, and support dispute avoidance and resolution mechanisms such as negotiation, mediation, adjudication, arbitration, or litigation in construction and infrastructure projects. The role requires close coordination with project, legal, finance, and external stakeholders to protect contractual entitlements while minimizing commercial and legal risks.

Scope

The scope covers the following :

- Monitor and Ensure Contractual Compliance During Project Execution
- Identify and Assess Contractual Claims and Entitlements
- Prepare, Submit and Manage Contractual Claims and Notices
- Support Dispute Resolution and Legal Proceedings
- Implement Dispute Prevention and Contractual Risk Mitigation Measures

Elements and Performance Criteria

Monitor and Ensure Contractual Compliance During Project Execution

To be competent, the user/individual on the job must be able to:

- PC1. review contract conditions, amendments and correspondence to establish compliance requirements
- PC2. monitor contractor and employer obligations against agreed contractual timelines and deliverables
- PC3. track compliance with statutory, safety, insurance and regulatory provisions stated in the contract
- PC4. identify deviations, breaches, or non-compliance issues at an early stage
- PC5. record compliance status and communicate issues to relevant stakeholders for corrective action

Identify and Assess Contractual Claims and Entitlements

To be competent, the user/individual on the job must be able to:

- PC6. identify potential claims arising from variations, delays, disruptions, or contractual changes
- PC7. interpret contractual clauses related to claims, extensions of time (EOT) and compensation
- PC8. assess cause-and-effect relationships between events and contractual impact
- PC9. evaluate entitlement validity based on contract provisions and project records
- PC10. advise project teams on claim potential, risks and strategic positioning

Prepare, Submit and Manage Contractual Claims and Notices

To be competent, the user/individual on the job must be able to:

- PC11. prepare contractual notices within prescribed timelines and format
- PC12. compile claim submissions supported by facts, records and contractual references

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PC13. coordinate with planning, engineering and finance teams to substantiate claims

PC14. maintain structured claim registers and supporting documentation

PC15. track responses, determinations and outcomes of submitted claims

Support Dispute Resolution and Legal Proceedings

To be competent, the user/individual on the job must be able to:

PC16. assist in dispute avoidance through negotiation and amicable settlement mechanisms

PC17. support mediation, conciliation, adjudication, or arbitration processes

PC18. coordinate with legal counsel and external consultants for dispute preparation

PC19. organize and present contractual records, evidence and claim narrative

PC20. monitor dispute status, costs and outcomes to inform management decisions

Implement Dispute Prevention and Contractual Risk Mitigation Measures

To be competent, the user/individual on the job must be able to:

PC21. analyse dispute trends and root causes from ongoing and completed projects

PC22. recommend corrective actions to minimize future claims and disputes

PC23. improve contract administration practices to reduce ambiguity and risk

PC24. promote timely communication and documentation discipline across project teams

PC25. contribute to lessons-learned repositories and organizational best practices

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

KU1. construction contract laws and legal principles

KU2. standard contract forms (FIDIC, GCC, EPC, item rate contracts)

KU3. contractual compliance requirements

KU4. claims management lifecycle in construction projects

KU5. delay analysis and disruption evaluation techniques

KU6. contractual notice and documentation requirements

KU7. dispute resolution mechanisms and procedures

KU8. evidence preparation and record management

KU9. statutory and regulatory obligations in construction contracts

KU10. risk management and dispute avoidance strategies

Generic Skills (GS)

User/individual on the job needs to know how to:

GS1. analyse contractual and factual information objectively

GS2. apply logical and commercial reasoning to claims situations

GS3. communicate contractual positions clearly and professionally

GS4. maintain structured and accurate documentation

GS5. coordinate effectively with legal, project and finance teams

GS6. manage sensitive information with confidentiality

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- GS7. demonstrate negotiation and persuasion skills
- GS8. manage time-bound contractual actions and notices
- GS9. exercise ethical judgment and professional integrity
- GS10. adapt to complex and evolving project situations

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Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Monitor and Ensure Contractual Compliance During Project Execution</i>	6	12	-	2
PC1. review contract conditions, amendments and correspondence to establish compliance requirements	-	-	-	-
PC2. monitor contractor and employer obligations against agreed contractual timelines and deliverables	-	-	-	-
PC3. track compliance with statutory, safety, insurance and regulatory provisions stated in the contract	-	-	-	-
PC4. identify deviations, breaches, or non-compliance issues at an early stage	-	-	-	-
PC5. record compliance status and communicate issues to relevant stakeholders for corrective action	-	-	-	-
<i>Identify and Assess Contractual Claims and Entitlements</i>	6	12	-	2
PC6. identify potential claims arising from variations, delays, disruptions, or contractual changes	-	-	-	-
PC7. interpret contractual clauses related to claims, extensions of time (EOT) and compensation	-	-	-	-
PC8. assess cause-and-effect relationships between events and contractual impact	-	-	-	-
PC9. evaluate entitlement validity based on contract provisions and project records	-	-	-	-
PC10. advise project teams on claim potential, risks and strategic positioning	-	-	-	-
<i>Prepare, Submit and Manage Contractual Claims and Notices</i>	6	12	-	2
PC11. prepare contractual notices within prescribed timelines and format	-	-	-	-

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC12. compile claim submissions supported by facts, records and contractual references	-	-	-	-
PC13. coordinate with planning, engineering and finance teams to substantiate claims	-	-	-	-
PC14. maintain structured claim registers and supporting documentation	-	-	-	-
PC15. track responses, determinations and outcomes of submitted claims	-	-	-	-
<i>Support Dispute Resolution and Legal Proceedings</i>	6	12	-	2
PC16. assist in dispute avoidance through negotiation and amicable settlement mechanisms	-	-	-	-
PC17. support mediation, conciliation, adjudication, or arbitration processes	-	-	-	-
PC18. coordinate with legal counsel and external consultants for dispute preparation	-	-	-	-
PC19. organize and present contractual records, evidence and claim narrative	-	-	-	-
PC20. monitor dispute status, costs and outcomes to inform management decisions	-	-	-	-
<i>Implement Dispute Prevention and Contractual Risk Mitigation Measures</i>	6	12	-	2
PC21. analyse dispute trends and root causes from ongoing and completed projects	-	-	-	-
PC22. recommend corrective actions to minimize future claims and disputes	-	-	-	-
PC23. improve contract administration practices to reduce ambiguity and risk	-	-	-	-
PC24. promote timely communication and documentation discipline across project teams	-	-	-	-
PC25. contribute to lessons-learned repositories and organizational best practices	-	-	-	-
NOS Total	30	60	-	10

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National Occupational Standards (NOS) Parameters

NOS Code	ICE/CON/N0803
NOS Name	Manage Contractual Compliance, Claims and Dispute Resolution in Construction Projects
Sector	Construction
Sub-Sector	
Occupation	Legal Professionals
NSQF Level	5.5
Credits	4
Version	1.0
Next Review Date	NA

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ICE/CON/N0804: Control Project Commercial, Variations and Contractual Cash Flows

Description

This NOS describes the competencies required to establish and control project commercial performance, manage contractual variations and change orders and monitor contractual cash flows in construction and infrastructure projects. The role focuses on safeguarding commercial interests through accurate valuation, billing, forecasting and financial control while ensuring compliance with contractual terms and timelines.

Scope

The scope covers the following :

- Establish Project Commercial Control Systems
- Manage Contractual Variations and Change Orders
- Monitor and Control Project Cash Flow
- Certify Bills, Payments and Commercial Recoveries
- Report Commercial Performance and Support Decision-Making

Elements and Performance Criteria

Establish Project Commercial Control Systems

To be competent, the user/individual on the job must be able to:

- PC1. review contract documents to identify commercial control requirement
- PC2. establish commercial baselines for cost, revenue and cash flow
- PC3. define procedures for billing, certification and payment tracking
- PC4. set up commercial registers for variations, claims and payments
- PC5. coordinate with project, planning and finance teams to align controls

Manage Contractual Variations and Change Orders

To be competent, the user/individual on the job must be able to:

- PC6. identify variations arising from scope changes, design revisions, or site condition
- PC7. interpret contractual provisions governing variations and pricing
- PC8. prepare variation submissions with quantity, rate and cost justification
- PC9. negotiate variation valuations with clients, consultants, or contractors
- PC10. obtain approvals and incorporate variations into contract value

Monitor and Control Project Cash Flow

To be competent, the user/individual on the job must be able to:

- PC11. prepare cash flow forecasts based on project schedules and milestones
- PC12. monitor inflows and outflows against contractual payment terms
- PC13. identify cash flow risks due to delays, disputes, or non-certification
- PC14. coordinate with finance teams to manage working capital requirement
- PC15. recommend corrective measures to maintain healthy cash flow

Certify Bills, Payments and Commercial Recoveries

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To be competent, the user/individual on the job must be able to:

- PC16. verify measurement sheets, running account bills and milestone claims
- PC17. ensure billing complies with contractual terms and scope
- PC18. track certification timelines and payment receipts
- PC19. manage recoveries, deductions and retention money as per contract
- PC20. support final account settlement and release of securities

Report Commercial Performance and Support Decision-Making

To be competent, the user/individual on the job must be able to:

- PC21. prepare periodic commercial reports on cost, revenue and cash flow status
- PC22. analyse variances between planned and actual commercial performance
- PC23. highlight commercial risks, opportunities and mitigation actions
- PC24. present commercial insights to project and management teams
- PC25. maintain accurate commercial records for audits and reviews

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

- KU1. construction contract commercial clauses
- KU2. project cost control and budgeting techniques
- KU3. variation and change order valuation methods
- KU4. cash flow forecasting and management
- KU5. billing and certification procedures in construction
- KU6. contractual payment terms and security instruments
- KU7. financial reporting and commercial KPIs
- KU8. ERP and project commercial management systems
- KU9. claims quantification principles
- KU10. commercial risk identification and mitigation

Generic Skills (GS)

User/individual on the job needs to know how to:

- GS1. apply numerical and financial analysis skills
- GS2. interpret commercial and contractual data accurately
- GS3. communicate commercial information clearly to stakeholders
- GS4. maintain accuracy and attention to detail
- GS5. coordinate effectively with project and finance teams
- GS6. prioritise tasks and manage commercial timelines
- GS7. exercise commercial judgment and accountability
- GS8. use digital tools for commercial tracking and reporting
- GS9. demonstrate negotiation and persuasion skills
- GS10. uphold ethical standards and transparency

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Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Establish Project Commercial Control Systems</i>	6	12	-	2
PC1. review contract documents to identify commercial control requirement	-	-	-	-
PC2. establish commercial baselines for cost, revenue and cash flow	-	-	-	-
PC3. define procedures for billing, certification and payment tracking	-	-	-	-
PC4. set up commercial registers for variations, claims and payments	-	-	-	-
PC5. coordinate with project, planning and finance teams to align controls	-	-	-	-
<i>Manage Contractual Variations and Change Orders</i>	6	12	-	2
PC6. identify variations arising from scope changes, design revisions, or site condition	-	-	-	-
PC7. interpret contractual provisions governing variations and pricing	-	-	-	-
PC8. prepare variation submissions with quantity, rate and cost justification	-	-	-	-
PC9. negotiate variation valuations with clients, consultants, or contractors	-	-	-	-
PC10. obtain approvals and incorporate variations into contract value	-	-	-	-
<i>Monitor and Control Project Cash Flow</i>	6	12	-	2
PC11. prepare cash flow forecasts based on project schedules and milestones	-	-	-	-
PC12. monitor inflows and outflows against contractual payment terms	-	-	-	-
PC13. identify cash flow risks due to delays, disputes, or non-certification	-	-	-	-
PC14. coordinate with finance teams to manage working capital requirement	-	-	-	-

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC15. recommend corrective measures to maintain healthy cash flow	-	-	-	-
<i>Certify Bills, Payments and Commercial Recoveries</i>	6	12	-	2
PC16. verify measurement sheets, running account bills and milestone claims	-	-	-	-
PC17. ensure billing complies with contractual terms and scope	-	-	-	-
PC18. track certification timelines and payment receipts	-	-	-	-
PC19. manage recoveries, deductions and retention money as per contract	-	-	-	-
PC20. support final account settlement and release of securities	-	-	-	-
<i>Report Commercial Performance and Support Decision-Making</i>	6	12	-	2
PC21. prepare periodic commercial reports on cost, revenue and cash flow status	-	-	-	-
PC22. analyse variances between planned and actual commercial performance	-	-	-	-
PC23. highlight commercial risks, opportunities and mitigation actions	-	-	-	-
PC24. present commercial insights to project and management teams	-	-	-	-
PC25. maintain accurate commercial records for audits and reviews	-	-	-	-
NOS Total	30	60	-	10

Qualification Pack

National Occupational Standards (NOS) Parameters

NOS Code	ICE/CON/N0804
NOS Name	Control Project Commercials, Variations and Contractual Cash Flows
Sector	Construction
Sub-Sector	
Occupation	Legal Professionals
NSQF Level	5.5
Credits	4
Version	1.0
Next Review Date	NA

Qualification Pack

ICE/CON/N0805: Monitor Contractual Risks, Governance and Ethical Compliance Across Construction Contracts

Description

This NOS describes the competencies required to identify, assess and monitor contractual risks, implement contract governance frameworks and ensure ethical and regulatory compliance across construction and infrastructure contracts. The role focuses on protecting organizational interests, ensuring transparency, preventing contractual breaches and promoting ethical practices throughout the contract lifecycle.

Scope

The scope covers the following :

- Identify and Assess Contractual Risks Across Project Lifecycle
- Implement Contract Governance Frameworks and Controls
- Monitor Regulatory, Statutory and Contractual Compliance
- Ensure Ethical Practices and Integrity in Contract Management
- Review, Audit and Improve Contract Governance Practices

Elements and Performance Criteria

Identify and Assess Contractual Risks Across Project Lifecycle

To be competent, the user/individual on the job must be able to:

- PC1. review contract documents to identify commercial, legal and operational risks
- PC2. analyse risk exposure arising from scope ambiguity, payment terms and liabilities
- PC3. assess interface risks between multiple contractors and stakeholders
- PC4. prioritise risks based on probability and impact
- PC5. maintain and update contractual risk registers

Implement Contract Governance Frameworks and Controls

To be competent, the user/individual on the job must be able to:

- PC6. establish governance structures for contract approvals and delegations
- PC7. ensure compliance with organizational policies and contract approval matrices
- PC8. monitor adherence to contractual procedures and reporting requirement
- PC9. implement document control and version management systems
- PC10. coordinate internal audits and management reviews

Monitor Regulatory, Statutory and Contractual Compliance

To be competent, the user/individual on the job must be able to:

- PC11. track compliance with applicable laws, codes and regulation
- PC12. verify adherence to contractual insurance, bonding, and statutory requirements
- PC13. monitor compliance with labour, safety and environmental obligations
- PC14. identify non-compliance issues and initiate corrective action
- PC15. report compliance status to management and stakeholders

Ensure Ethical Practices and Integrity in Contract Management

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To be competent, the user/individual on the job must be able to:

- PC16. promote ethical conduct in procurement and contract administration
- PC17. identify and prevent conflicts of interest in contract dealings
- PC18. ensure transparency in decision-making and record-keeping
- PC19. address unethical practices, fraud or corruption risk
- PC20. support implementation of organizational codes of conduct

Review, Audit and Improve Contract Governance Practices

To be competent, the user/individual on the job must be able to:

- PC21. conduct periodic reviews of contract governance effectiveness
- PC22. analyse audit findings and non-conformance reports
- PC23. recommend improvements to governance and risk controls
- PC24. capture lessons learned from audits and incidents
- PC25. contribute to continuous improvement initiatives

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

- KU1. contract risk management principles
- KU2. construction contract law and liabilities
- KU3. governance frameworks in construction projects
- KU4. regulatory and statutory compliance requirements
- KU5. corporate ethics and codes of conduct
- KU6. audit and compliance management processes
- KU7. risk assessment and mitigation techniques
- KU8. fraud prevention and internal controls
- KU9. ESG and sustainability considerations in construction
- KU10. documentation and reporting standards

Generic Skills (GS)

User/individual on the job needs to know how to:

- GS1. apply analytical and critical thinking
- GS2. assess and prioritise risks objectively
- GS3. communicate compliance and risk issues clearly
- GS4. maintain accuracy and attention to detail
- GS5. coordinate with cross-functional teams
- GS6. demonstrate ethical judgment and integrity
- GS7. manage confidential information responsibly
- GS8. prepare structured reports and records
- GS9. support informed decision-making
- GS10. adapt to regulatory and project changes

Qualification Pack

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Identify and Assess Contractual Risks Across Project Lifecycle</i>	6	12	-	2
PC1. review contract documents to identify commercial, legal and operational risks	-	-	-	-
PC2. analyse risk exposure arising from scope ambiguity, payment terms and liabilities	-	-	-	-
PC3. assess interface risks between multiple contractors and stakeholders	-	-	-	-
PC4. prioritise risks based on probability and impact	-	-	-	-
PC5. maintain and update contractual risk registers	-	-	-	-
<i>Implement Contract Governance Frameworks and Controls</i>	6	12	-	2
PC6. establish governance structures for contract approvals and delegations	-	-	-	-
PC7. ensure compliance with organizational policies and contract approval matrices	-	-	-	-
PC8. monitor adherence to contractual procedures and reporting requirement	-	-	-	-
PC9. implement document control and version management systems	-	-	-	-
PC10. coordinate internal audits and management reviews	-	-	-	-
<i>Monitor Regulatory, Statutory and Contractual Compliance</i>	6	12	-	2
PC11. track compliance with applicable laws, codes and regulation	-	-	-	-
PC12. verify adherence to contractual insurance, bonding, and statutory requirements	-	-	-	-
PC13. monitor compliance with labour, safety and environmental obligations	-	-	-	-

Qualification Pack

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC14. identify non-compliance issues and initiate corrective action	-	-	-	-
PC15. report compliance status to management and stakeholders	-	-	-	-
<i>Ensure Ethical Practices and Integrity in Contract Management</i>	6	12	-	2
PC16. promote ethical conduct in procurement and contract administration	-	-	-	-
PC17. identify and prevent conflicts of interest in contract dealings	-	-	-	-
PC18. ensure transparency in decision-making and record-keeping	-	-	-	-
PC19. address unethical practices, fraud or corruption risk	-	-	-	-
PC20. support implementation of organizational codes of conduct	-	-	-	-
<i>Review, Audit and Improve Contract Governance Practices</i>	6	12	-	2
PC21. conduct periodic reviews of contract governance effectiveness	-	-	-	-
PC22. analyse audit findings and non-conformance reports	-	-	-	-
PC23. recommend improvements to governance and risk controls	-	-	-	-
PC24. capture lessons learned from audits and incidents	-	-	-	-
PC25. contribute to continuous improvement initiatives	-	-	-	-
NOS Total	30	60	-	10

Qualification Pack

National Occupational Standards (NOS) Parameters

NOS Code	ICE/CON/N0805
NOS Name	Monitor Contractual Risks, Governance and Ethical Compliance Across Construction Contracts
Sector	Construction
Sub-Sector	
Occupation	Legal Professionals
NSQF Level	5.5
Credits	2
Version	1.0
Next Review Date	NA

Qualification Pack

DGT/VSQ/N0102: Employability Skills (60 Hours)

Description

This unit is about employability skills, Constitutional values, becoming a professional in the 21st Century, digital, financial, and legal literacy, diversity and Inclusion, English and communication skills, customer service, entrepreneurship, and apprenticeship, getting ready for jobs and career development.

Scope

The scope covers the following :

- Introduction to Employability Skills
- Constitutional values - Citizenship
- Becoming a Professional in the 21st Century
- Basic English Skills
- Career Development & Goal Setting
- Communication Skills
- Diversity & Inclusion
- Financial and Legal Literacy
- Essential Digital Skills
- Entrepreneurship
- Customer Service
- Getting ready for Apprenticeship & Jobs

Elements and Performance Criteria

Introduction to Employability Skills

To be competent, the user/individual on the job must be able to:

- PC1. identify employability skills required for jobs in various industries
- PC2. identify and explore learning and employability portals

Constitutional values - Citizenship

To be competent, the user/individual on the job must be able to:

- PC3. recognize the significance of constitutional values, including civic rights and duties, citizenship, responsibility towards society etc. and personal values and ethics such as honesty, integrity, caring and respecting others, etc.
- PC4. follow environmentally sustainable practices

Becoming a Professional in the 21st Century

To be competent, the user/individual on the job must be able to:

- PC5. recognize the significance of 21st Century Skills for employment
- PC6. practice the 21st Century Skills such as Self-Awareness, Behaviour Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn for continuous learning etc. in personal and professional life

Basic English Skills

To be competent, the user/individual on the job must be able to:

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- PC7. use basic English for everyday conversation in different contexts, in person and over the telephone
- PC8. read and understand routine information, notes, instructions, mails, letters etc. written in English
- PC9. write short messages, notes, letters, e-mails etc. in English

Career Development & Goal Setting

To be competent, the user/individual on the job must be able to:

- PC10. understand the difference between job and career
- PC11. prepare a career development plan with short- and long-term goals, based on aptitude

Communication Skills

To be competent, the user/individual on the job must be able to:

- PC12. follow verbal and non-verbal communication etiquette and active listening techniques in various settings
- PC13. work collaboratively with others in a team

Diversity & Inclusion

To be competent, the user/individual on the job must be able to:

- PC14. communicate and behave appropriately with all genders and PwD
- PC15. escalate any issues related to sexual harassment at workplace according to POSH Act

Financial and Legal Literacy

To be competent, the user/individual on the job must be able to:

- PC16. select financial institutions, products and services as per requirement
- PC17. carry out offline and online financial transactions, safely and securely
- PC18. identify common components of salary and compute income, expenses, taxes, investments etc
- PC19. identify relevant rights and laws and use legal aids to fight against legal exploitation

Essential Digital Skills

To be competent, the user/individual on the job must be able to:

- PC20. operate digital devices and carry out basic internet operations securely and safely
- PC21. use e- mail and social media platforms and virtual collaboration tools to work effectively
- PC22. use basic features of word processor, spreadsheets, and presentations

Entrepreneurship

To be competent, the user/individual on the job must be able to:

- PC23. identify different types of Entrepreneurship and Enterprises and assess opportunities for potential business through research
- PC24. develop a business plan and a work model, considering the 4Ps of Marketing Product, Price, Place and Promotion
- PC25. identify sources of funding, anticipate, and mitigate any financial/ legal hurdles for the potential business opportunity

Customer Service

To be competent, the user/individual on the job must be able to:

- PC26. identify different types of customers
- PC27. identify and respond to customer requests and needs in a professional manner.
- PC28. follow appropriate hygiene and grooming standards

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Getting ready for apprenticeship & Jobs

To be competent, the user/individual on the job must be able to:

- PC29. create a professional Curriculum vitae (Résumé)
- PC30. search for suitable jobs using reliable offline and online sources such as Employment exchange, recruitment agencies, newspapers etc. and job portals, respectively
- PC31. apply to identified job openings using offline /online methods as per requirement
- PC32. answer questions politely, with clarity and confidence, during recruitment and selection
- PC33. identify apprenticeship opportunities and register for it as per guidelines and requirements

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

- KU1. need for employability skills and different learning and employability related portals
- KU2. various constitutional and personal values
- KU3. different environmentally sustainable practices and their importance
- KU4. Twenty first (21st) century skills and their importance
- KU5. how to use English language for effective verbal (face to face and telephonic) and written communication in formal and informal set up
- KU6. importance of career development and setting long- and short-term goals
- KU7. about effective communication
- KU8. POSH Act
- KU9. Gender sensitivity and inclusivity
- KU10. different types of financial institutes, products, and services
- KU11. how to compute income and expenditure
- KU12. importance of maintaining safety and security in offline and online financial transactions
- KU13. different legal rights and laws
- KU14. different types of digital devices and the procedure to operate them safely and securely
- KU15. how to create and operate an e- mail account and use applications such as word processors, spreadsheets etc.
- KU16. how to identify business opportunities
- KU17. types and needs of customers
- KU18. how to apply for a job and prepare for an interview
- KU19. apprenticeship scheme and the process of registering on apprenticeship portal

Generic Skills (GS)

User/individual on the job needs to know how to:

- GS1. read and write different types of documents/instructions/correspondence
- GS2. communicate effectively using appropriate language in formal and informal settings
- GS3. behave politely and appropriately with all
- GS4. how to work in a virtual mode

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- GS5. perform calculations efficiently
- GS6. solve problems effectively
- GS7. pay attention to details
- GS8. manage time efficiently
- GS9. maintain hygiene and sanitization to avoid infection

Qualification Pack

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Introduction to Employability Skills</i>	1	1	-	-
PC1. identify employability skills required for jobs in various industries	-	-	-	-
PC2. identify and explore learning and employability portals	-	-	-	-
<i>Constitutional values - Citizenship</i>	1	1	-	-
PC3. recognize the significance of constitutional values, including civic rights and duties, citizenship, responsibility towards society etc. and personal values and ethics such as honesty, integrity, caring and respecting others, etc.	-	-	-	-
PC4. follow environmentally sustainable practices	-	-	-	-
<i>Becoming a Professional in the 21st Century</i>	2	4	-	-
PC5. recognize the significance of 21st Century Skills for employment	-	-	-	-
PC6. practice the 21st Century Skills such as Self-Awareness, Behaviour Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn for continuous learning etc. in personal and professional life	-	-	-	-
<i>Basic English Skills</i>	2	3	-	-
PC7. use basic English for everyday conversation in different contexts, in person and over the telephone	-	-	-	-
PC8. read and understand routine information, notes, instructions, mails, letters etc. written in English	-	-	-	-
PC9. write short messages, notes, letters, e-mails etc. in English	-	-	-	-
<i>Career Development & Goal Setting</i>	1	2	-	-

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC10. understand the difference between job and career	-	-	-	-
PC11. prepare a career development plan with short- and long-term goals, based on aptitude	-	-	-	-
<i>Communication Skills</i>	2	2	-	-
PC12. follow verbal and non-verbal communication etiquette and active listening techniques in various settings	-	-	-	-
PC13. work collaboratively with others in a team	-	-	-	-
<i>Diversity & Inclusion</i>	1	2	-	-
PC14. communicate and behave appropriately with all genders and PwD	-	-	-	-
PC15. escalate any issues related to sexual harassment at workplace according to POSH Act	-	-	-	-
<i>Financial and Legal Literacy</i>	2	3	-	-
PC16. select financial institutions, products and services as per requirement	-	-	-	-
PC17. carry out offline and online financial transactions, safely and securely	-	-	-	-
PC18. identify common components of salary and compute income, expenses, taxes, investments etc	-	-	-	-
PC19. identify relevant rights and laws and use legal aids to fight against legal exploitation	-	-	-	-
<i>Essential Digital Skills</i>	3	4	-	-
PC20. operate digital devices and carry out basic internet operations securely and safely	-	-	-	-
PC21. use e- mail and social media platforms and virtual collaboration tools to work effectively	-	-	-	-
PC22. use basic features of word processor, spreadsheets, and presentations	-	-	-	-
<i>Entrepreneurship</i>	2	3	-	-

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC23. identify different types of Entrepreneurship and Enterprises and assess opportunities for potential business through research	-	-	-	-
PC24. develop a business plan and a work model, considering the 4Ps of Marketing Product, Price, Place and Promotion	-	-	-	-
PC25. identify sources of funding, anticipate, and mitigate any financial/ legal hurdles for the potential business opportunity	-	-	-	-
<i>Customer Service</i>	1	2	-	-
PC26. identify different types of customers	-	-	-	-
PC27. identify and respond to customer requests and needs in a professional manner.	-	-	-	-
PC28. follow appropriate hygiene and grooming standards	-	-	-	-
<i>Getting ready for apprenticeship & Jobs</i>	2	3	-	-
PC29. create a professional Curriculum vitae (Résumé)	-	-	-	-
PC30. search for suitable jobs using reliable offline and online sources such as Employment exchange, recruitment agencies, newspapers etc. and job portals, respectively	-	-	-	-
PC31. apply to identified job openings using offline /online methods as per requirement	-	-	-	-
PC32. answer questions politely, with clarity and confidence, during recruitment and selection	-	-	-	-
PC33. identify apprenticeship opportunities and register for it as per guidelines and requirements	-	-	-	-
NOS Total	20	30	-	-

Qualification Pack

National Occupational Standards (NOS) Parameters

NOS Code	DGT/VSQ/N0102
NOS Name	Employability Skills (60 Hours)
Sector	Cross Sectoral
Sub-Sector	Professional Skills
Occupation	Employability
NSQF Level	4
Credits	2
Version	1.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

Assessment Guidelines and Assessment Weightage

Assessment Guidelines

1. Criteria for assessment for each Qualification Pack will be created by the Awarding Body. Each Performance Criteria (PC)/ Element will be assigned marks proportional to its importance in NOS. AB will also lay down proportion of marks for Theory and Practical Skills for each PC/ Element.
2. The assessment of the knowledge part will be based on knowledge bank of questions created by Assessment Bodies subject to approval by AB.
3. Individual assessment agencies will create unique question papers for knowledge/theory part for assessment of candidates as per assessment criteria given below.
4. Individual assessment agencies will create unique evaluations for skill practical for every student at each examination/training center based on assessment criteria.
5. To pass the Qualification Pack, every trainee must score 70% on overall QP.
6. The Assessor shall check the outcome of the practices while evaluating the steps performed to achieve the outcome.
7. The trainee shall be provided with a chance to repeat the test to correct his procedures in case of improper performance, with a deduction of marks for each iteration.

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8. After the certain number of iterations as decided by AB the trainee is marked as fail, scoring zero marks for the procedure for the practical activity.

9. In case of successfully passing only certain number of NOS's, the trainee is eligible to take subsequent assessment on the balance NOS's to pass the Qualification Pack within the specified time frame set by AB.

10. Minimum duration of Assessment of each QP shall be 8hrs/batch (max. 30 candidates).

Minimum Aggregate Passing % at QP Level : 70

(Please note: Every Trainee should score a minimum aggregate passing percentage as specified above, to successfully clear the Qualification Pack assessment.)

Assessment Weightage

Compulsory NOS

National Occupational Standards	Theory Marks	Practical Marks	Project Marks	Viva Marks	Total Marks	Weightage
ICE/CON/N0801.Plan and Execute Tendering and Pre-Award Contract Activities for Construction Projects	30	60	-	10	100	20
ICE/CON/N0802.Draft, Negotiate and Administer Construction Contracts During Project Execution	30	60	-	10	100	20
ICE/CON/N0803.Manage Contractual Compliance, Claims and Dispute Resolution in Construction Projects	30	60	-	10	100	20
ICE/CON/N0804.Control Project Commercials, Variations and Contractual Cash Flows	30	60	-	10	100	20
ICE/CON/N0805.Monitor Contractual Risks, Governance and Ethical Compliance Across Construction Contracts	30	60	-	10	100	15
DGT/VSQ/N0102.Employability Skills (60 Hours)	20	30	-	-	50	5
Total	170	330	-	50	550	100

Qualification Pack

Acronyms

NOS	National Occupational Standard(s)
NSQF	National Skills Qualifications Framework
QP	Qualifications Pack
TVET	Technical and Vocational Education and Training

Qualification Pack

Glossary

Sector	Sector is a conglomeration of different business operations having similar business and interests. It may also be defined as a distinct subset of the economy whose components share similar characteristics and interests.
Sub-sector	Sub-sector is derived from a further breakdown based on the characteristics and interests of its components.
Occupation	Occupation is a set of job roles, which perform similar/ related set of functions in an industry.
Job role	Job role defines a unique set of functions that together form a unique employment opportunity in an organisation.
Occupational Standards (OS)	OS specify the standards of performance an individual must achieve when carrying out a function in the workplace, together with the Knowledge and Understanding (KU) they need to meet that standard consistently. Occupational Standards are applicable both in the Indian and global contexts.
Performance Criteria (PC)	Performance Criteria (PC) are statements that together specify the standard of performance required when carrying out a task.
National Occupational Standards (NOS)	NOS are occupational standards which apply uniquely in the Indian context.
Qualifications Pack (QP)	QP comprises the set of OS, together with the educational, training and other criteria required to perform a job role. A QP is assigned a unique qualifications pack code.
Unit Code	Unit code is a unique identifier for an Occupational Standard, which is denoted by an 'N'
Unit Title	Unit title gives a clear overall statement about what the incumbent should be able to do.
Description	Description gives a short summary of the unit content. This would be helpful to anyone searching on a database to verify that this is the appropriate OS they are looking for.
Scope	Scope is a set of statements specifying the range of variables that an individual may have to deal with in carrying out the function which have a critical impact on quality of performance required.
Knowledge and Understanding (KU)	Knowledge and Understanding (KU) are statements which together specify the technical, generic, professional and organisational specific knowledge that an individual needs in order to perform to the required standard.

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Organisational Context	Organisational context includes the way the organisation is structured and how it operates, including the extent of operative knowledge managers have of their relevant areas of responsibility.
Technical Knowledge	Technical knowledge is the specific knowledge needed to accomplish specific designated responsibilities.
Core Skills/ Generic Skills (GS)	Core skills or Generic Skills (GS) are a group of skills that are the key to learning and working in today's world. These skills are typically needed in any work environment in today's world. These skills are typically needed in any work environment. In the context of the OS, these include communication related skills that are applicable to most job roles.
Electives	Electives are NOS/set of NOS that are identified by the sector as contributive to specialization in a job role. There may be multiple electives within a QP for each specialized job role. Trainees must select at least one elective for the successful completion of a QP with Electives.
Options	Options are NOS/set of NOS that are identified by the sector as additional skills. There may be multiple options within a QP. It is not mandatory to select any of the options to complete a QP with Options.