

A REPORT ON PUBLIC AFFAIRS CAREER IN INDIA: A TURNING POINT

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By

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Public Affairs

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CONTENTS

INTRODUCTION.....4

OBJECTIVE OF STUDY.....7

EXECUTIVE SUMMARY.....9

SCOPE OF THE STUDY.....13

SURVEY FINDINGS.....15

Public Affairs Division: Years of Existence.....16

Public Affairs Division: Team Size - 2022.....17

Recruitment of Public Affairs Professionals:.....18

Time Taken and Sources.....18

Annual Salary Range for Public Affairs Professionals.....20

Retention of Public Affairs Employees and its Challenges.....22

Issues Faced by Public Affairs Professionals.....24

Desired Skillsets in Public Affairs Professionals..25

Effect of Pandemic.....26

Respondent Profile.....28

ABOUT IPSOS.....31

ABOUT PAFI.....33

SURVEY QUESTIONNAIRE.....36

INTRODUCTION



INTRODUCTION

Public Affairs practice in India encompasses a multitude of dimensions. These include policy analysis, research, and advocacy; government, corporate and external affairs; stakeholder engagement, corporate communication; and corporate social responsibility.

As Public Affairs practitioners contribute to a progressive democracy by joining the dots across the business world, political parties, society, policy regulators, public corporations, academia, and think tanks, they must abide by the responsibly compliant, politically structured, and ethically righteous code of conduct. At the same time, it seems pertinent that their career paths are nurturing and lead them towards their individual, societal, and professional sustainability for the reciprocal benefit of all concerned.

Public Affairs Forum of India (PAFI) is the first and only national platform for Public Affairs in India. PAFI approached Ipsos to undertake this survey to identify career and compensation trends for the Public Affairs professionals in India.

Accordingly, this report aims to explore, document, and identify the career progression path, remuneration trends, and occupational advancement of Public Affairs professionals through a survey. Ipsos



conducted this survey in 2022 with the help of responses from 85 Public Affairs professionals in India working in a wide range of organizations across various sectors. This report will serve as a reference for all the stakeholders in the realm of Public Affairs in India. It would also act as a handy aid in ensuring the growth of Public Affairs profession.

The following sections cover the study objectives, an executive summary, the scope of the study, followed by thorough analysis of the survey findings with concluding remarks towards the end.

OBJECTIVE



OBJECTIVE OF STUDY

The central goal of this study was to capture the macro trends in the career and development opportunities for professionals working in the domain of Public Affairs in India. The report intends to evaluate and assess prospects for career advancement, progress, and compensation for Public Affairs professionals in the country. The study also delves into the general issues and employment-related challenges faced by the Public Affairs professionals in the country.



EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

Public Affairs Employees Size

- It is rather a small team in most of the organizations. The team size is less than 5 in more than half (57%) of the organizations
- However, in one-fifth of the organizations (21%), there are more than 20 employees

Recruitment

- Majority (58%) of respondents have the view that 2 to 6 months are required to fulfill a Public Affairs position
- Word of mouth/referral is believed to be the primary channel (63%) for Public Affairs professionals' recruitment, followed by LinkedIn (55%) and recruitment agencies (51%).

Retention and Challenges

- Around two-thirds of the respondents consider the retention of Public Affairs employees a 'challenging task'.
- The major challenges that top the list are better job opportunities in the market (47%), unrealistic expectations from employees (34%), and salary discontent (30%).



Professional Challenges

- 59% of the respondents perceive the absence of relevant metrics to demonstrate business value, followed by a vague career progression path (47%) as some of the biggest issues faced by Public Affairs Professionals currently.

Desired Professional Traits

- Relevant experience is the most desired attribute by majority of respondents (64%) in Public Affairs professionals.
- Communication skills and trainability are considered by 57% and 55% of the respondents respectively.

Salary

- Public Affairs is a well-paying career, however wide range in each experience-band depicts lack of standardized practice in team structure and seniority of members.

Impact of Pandemic

- A sizeable number of respondents (45%) express that the pandemic had 'moderate impact' on employee functional engagement within the team.



- However, nearly one-sixth of respondents expressed 'big impact' of the pandemic at work.

Legacy of Public Affairs Function

- Public Affairs function is not anything new. In 38% of the organizations, the function has existed for more than 15 years.

Revenue and Employee Base

- Most of the organizations are large in revenue, with 27% reported the annual gross revenue of Rs. 10,000 crores, and for one-third of them it is between Rs. 2,000 to 10,000 crores
- 40% of the professionals indicated that their organization's full-time/ permanent employees are above 3000.

Sectoral Background

- Close to one-third of the respondents belong to diversified sectors, followed by 24% in the digital sectors (IT, Telecom and Media) and 20% in the manufacturing sector.
- 61% of respondents are from MNC sector, with global headquarters located outside India.



SCOPE OF THE STUDY



SCOPE OF THE STUDY

This report details the data about the insightful assessment of career growth and development outlook of the professionals involved in Public Affairs in India.

| | |
|----------------------|--|
| Target Respondent | Members and Non-Members of PAFI (Public Affairs professionals in India) |
| Methodology | <ul style="list-style-type: none"> Quantitative Survey Length of Interview: ~5 Min |
| Tools Used | <ul style="list-style-type: none"> Structured questionnaire, finalized in consultation with PAFI team |
| Data Collection Mode | <ul style="list-style-type: none"> Both Online and Face to Face |
| Survey Technique | <ul style="list-style-type: none"> <u>Offline Mode</u>- Questionnaire was handed over to the respondents at three different events organized by PAFI. <u>Online Mode</u>- Online survey link was shared with respondents |

Overall, 85 responses were received in the survey, mostly from unique organizations. Each respondent



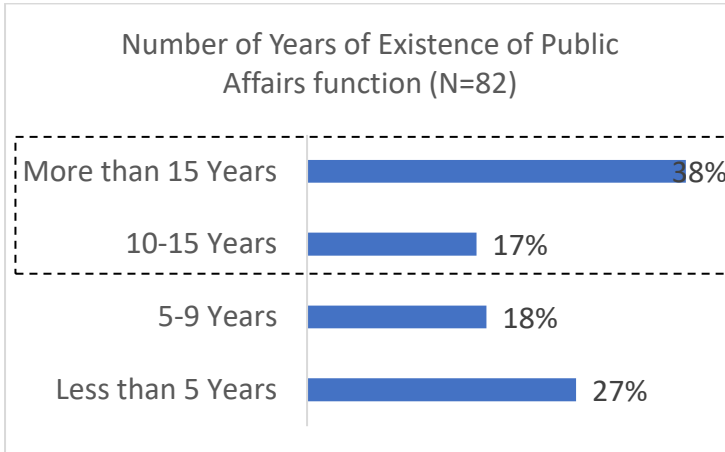
was given a survey questionnaire that comprised 15 questions about the sector, annual gross revenue, location of headquarters, and the size of the employee base of the organizations they belong to. Additionally, their tenure of doing business in India and the existence of Public Affairs functions in respective organizations were enquired upon. The projected size of the overall Public Affairs within the organizations; time taken to fulfill a Public Affairs position; their primary channels for recruitment; annual salary range for Public Affairs professionals, etc. were also sought. The survey further enquired about the challenges in retaining Public Affairs employees, present issues, the impact of the pandemic on employee engagement within the team, and the kind of attributes ideal for Public Affairs professionals. The respondents were assured of confidentiality in terms of the anonymity of their responses. The data was collected during the period of 25th April to 5th July 2022. The average response time was approximately 5 minutes. After the survey was concluded, the data was analysed and interpreted to draw findings discussed on the subsequent pages of the report.

The entire process was managed by Ipsos in a way that nobody other than the researchers of Ipsos involved in this assignment had any access to any response or data, or any material related to this exercise. PAFI team was not involved in analysis of the survey responses.



SURVEY FINDINGS

Public Affairs Division: Years of Existence

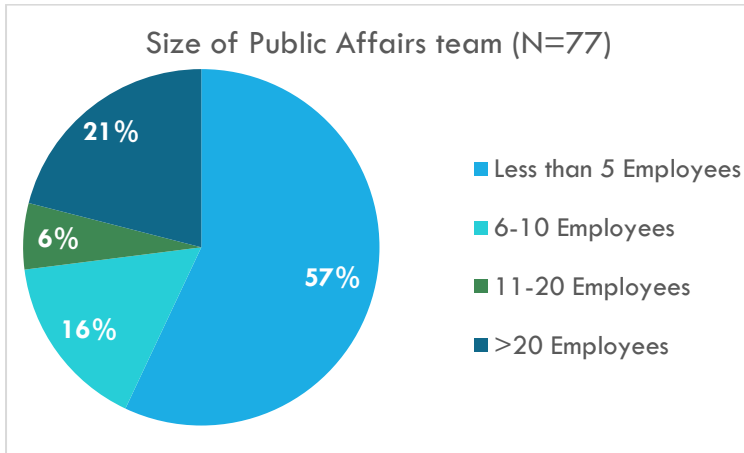


Q. How long has the Public Affairs / Government Affairs / Public Policy function existed in your organization in India?

55% respondents have had Public Affairs function in their organization for more than 10 years

Talking about the Public Affairs and Public Policy functions, the study shows that for maximum number of respondents (38%) it is more than 15 years that these functions have existed in their organization. For 17% and 18% of the respondents' organisations, this function has been in existence for 10-15 years and 5-9 years, respectively. However, for a substantial chunk of the respondents (27%), the Public Affairs function has been incorporated only in the last 5 years.

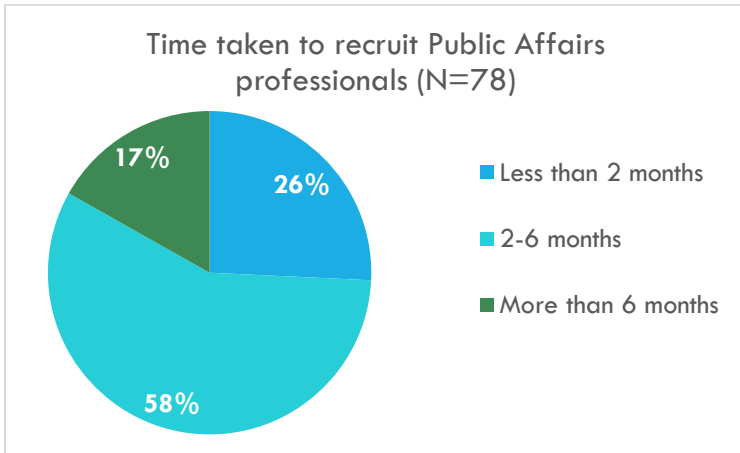
Public Affairs Division: Team Size - 2022



Q. What is the projected size of the overall Public Affairs function in your organization in India in 2022? (Include only Full-Time /Permanent)

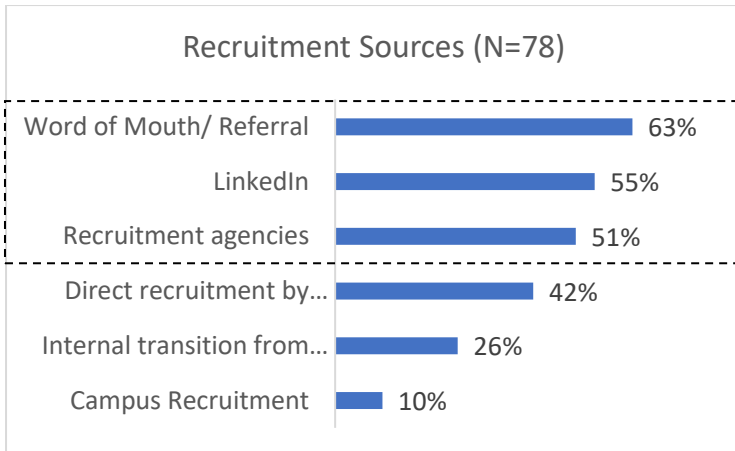
For more than half of respondents (57%), the size of Public Affairs team (full-time) by the end of year 2022 is less than 5 employees. 16% of respondents estimate this number to be between 6 and 10 employees. Very few of them feel the projected number of permanent employees in their respective organizations is likely to be between 11 and 20. However, 21% of the respondents have more than 20 employees in Public Affairs function, which implies wider scope, growth prospects and career opportunities in this field.

Recruitment of Public Affairs Professionals: Time Taken and Sources



Q. How much time does it take to fulfill a Public Affairs / Government Affairs / Policy position in your organization?

The survey further captures the time taken to fulfill a vacancy for Public Affairs professional and most respondents (58%) share that it usually takes 2 to 6 months to fill up any such position while only 17% of respondents indicate that a period of more than 6 months is required for the same. However, 26% of the respondents feel it is possible to recruit in less than 2 months.

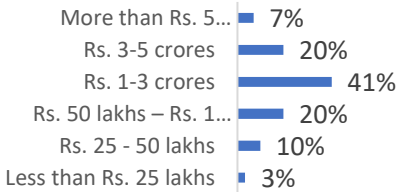


Q. What are the primary channels for recruitment of Public Affairs / Government Affairs / Policy professionals? Multiple Response allowed

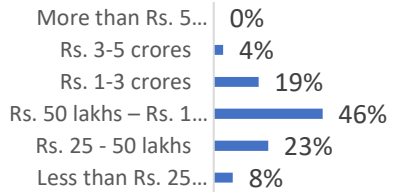
When it comes to the sources of recruitment of Public Affairs professionals, ‘word-of-mouth’ is the most common source as per 63%, followed by ‘LinkedIn’ (55%). Other sources for recruitment in descending order are recruitment agencies (51%), direct recruitment by the internal HR team (42%), the internal transition from other functions (26%), and campus recruitment (10%).

Annual Salary Range for Public Affairs Professionals

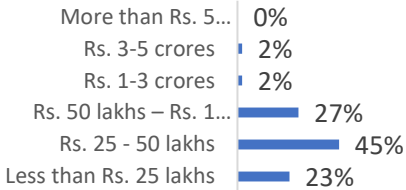
Senior Most Position



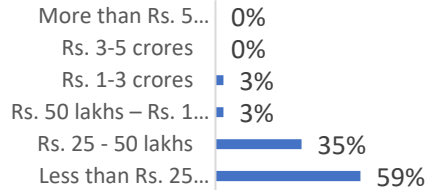
Mid to Senior Position



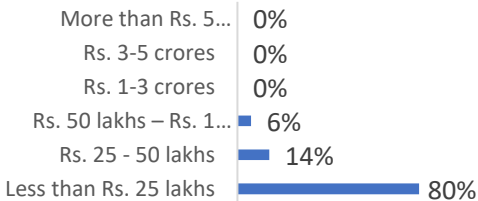
Mid Level Position



Mid to Junior Position



Support Staff/Fresh Hire



Respondents, irrespective of their own levels, have shared their best estimates for salary bands of different levels of employees in their organizations, if they were reasonably sure about the insights. Therefore, the number of responses for different levels varies, as below:

- Senior Most Position - 62
- Mid to Senior Position - 51
- Mid-Level Position - 45
- Mid to Junior Position - 34



Q. What is the Annual Cost to Company (CTC) range for Public Affairs / Government Affairs / Policy Professionals at the respective levels within your organization in India?

At the senior most position, the annual salary ranges from Rs. 1-3 crores as per 41% of respondents. The distribution of responses is equally strong on both higher and lower of this band which indicates very wide range of salary band in senior most positions

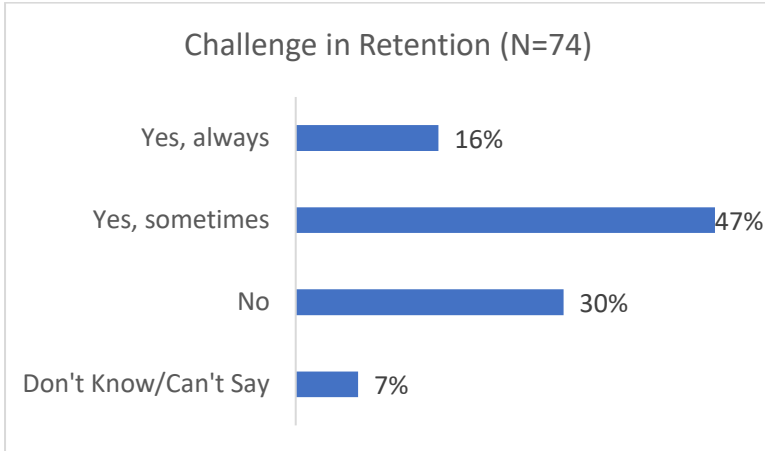
For mid to senior level position, the data follows similar pattern, however peaking (46%) at lower level of 50 lakhs to 1 crore band.

For mid-level position, majority (45%) clutters at 25-50 lakhs.

For mid to junior, majority (59%) are below 25 lakhs.

For fresh hires/support staff, except some outliers, 80% are below 25 lakhs.

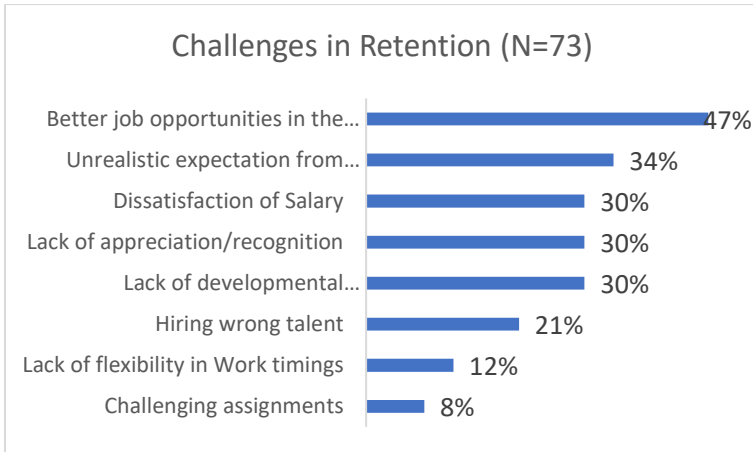
Retention of Public Affairs Employees and its Challenges



Q. Do you think retention of Public Affairs professionals is a challenge for the organization?

64% respondents perceive retention as a challenge

Almost two-thirds of the respondents feel that retaining Public Affairs employees is a challenging task. However, for 30% of the respondents, retention of these employees does not seem to be a challenge.

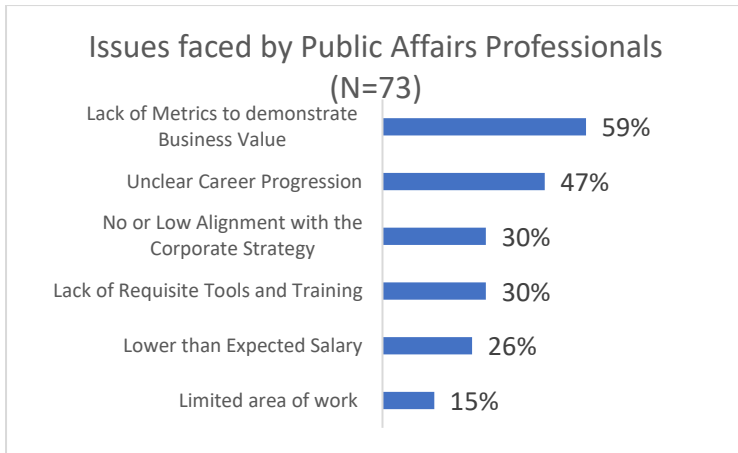


Q. What according to you are the major challenges in retaining Public Affairs employees? Multiple Responses Allowed

Almost half of the respondents (47%) feel that availability of better job opportunities in the market is leading to retention challenges.

Another big set of respondents (34%) perceive that unrealistic expectations of the organizations from the employees make retention difficult. Lack of recognition, lack of advancement opportunities and salary dissatisfaction have been voiced by 30% of respondents.

Issues Faced by Public Affairs Professionals

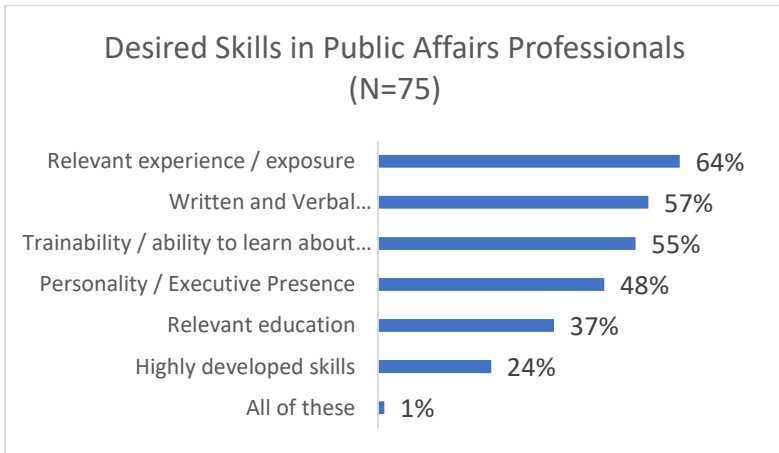


Q. What are the biggest issues faced by Public Affairs Professionals at present?
Multiple Responses Allowed

Apart from the issues related to retention, employment, or pandemic, there are other concerns that matter to the Public Affairs professionals. The survey shows that most of the respondents (59%) think that there is a dearth of established tools or matrices to determine business values of their contributions in the industry. Further, the ambiguous career path is seen as a problem by 47% of the respondents. 30% of the survey participants believes that there is little or no orientation of Public Affairs working with corporate strategy at large whereas another set of the same percentage of respondents feel that the unavailability

of essential tools and lack of training for the employees are also the issues faced by Public Affairs professionals. Next, nearly one-third of the respondents (26%) blamed it on the salary compensation, which according to them is lower than what is expected. Additionally, the limited scope of work in the field of Public Affairs is taken as a worrisome issue by a few practitioners (15%).

Desired Skillsets in Public Affairs Professionals



Q. Which attributes do you mostly look for, in a Public Affairs professional?
Multiple Responses allowed

Relevant Experience/Exposure (64%) is the key driving attribute for hiring Public Affairs



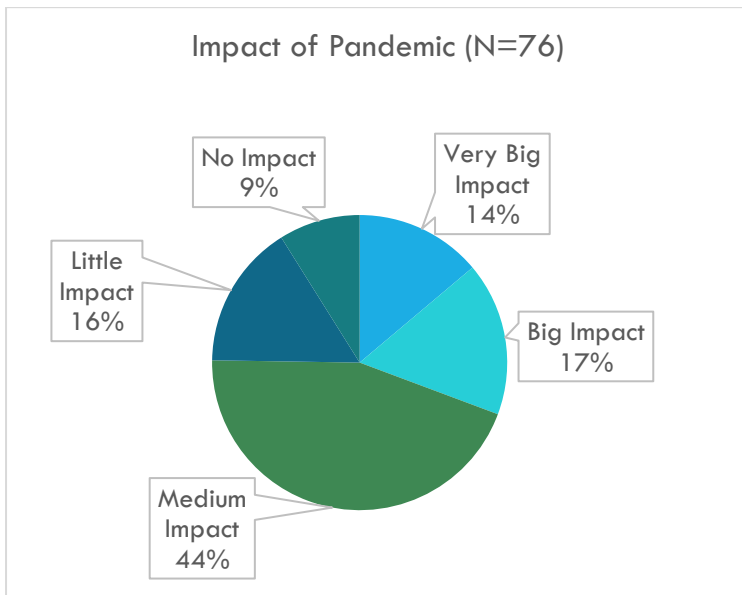
Ipsos' survey further captures the opinions of respondents on the desired skill set for Public Affairs professionals. Relevant experience is the most preferred trait that one looks for, as per 64% of respondents. Besides, nearly an equal proportion of individuals (57% and 55%) opine for good verbal skills and trainability as the most important skills needed in Public Affairs professionals. A decent personality with an executive presence is the trait that has been chosen by 48% of the respondents. A relevant educational background with specializations in the fields of international relations, Liberal arts, law, public governance, policymaking, political science, economics, etc. are some of the desirable prerequisites by more than one-third of the respondents (37%). Likewise, around one-fourth of the respondents (24%) think that highly developed skills are the most important trait of Public Affairs professionals.

Effect of Pandemic

There is no ambiguity in the fact that the outbreak of COVID-19 has been one of the strangest and biggest challenges in centuries in terms of health, trade, economy, and socialization. The pandemic has hit the globe hard, socially, and economically across almost all spheres. The lockdowns caused drastic shock and instability for many industries worldwide and

subsequently, numerous businesses struggled to survive.

Mobility restrictions and safety impositions amidst the Covid-19 pandemic have undoubtedly affected the global trade and industry areas including agriculture, manufacturing, and services sectors.



Q. How has the pandemic impacted employee engagement within your team or function?

For almost one-third of respondents (31%), the pandemic had big or very big impact

However, for a little over one-fourth of the respondents (28%), there was no or little impact on employee engagement within their team.

Respondent Profile

The survey was conducted among 85 Public Affairs professionals in India.

Sectoral Background

| | |
|--|-----|
| Diversified | 26% |
| Digital Economy (IT / Telecom / Media) | 25% |
| Public Affairs Consulting / Research / Advisory / Advocacy | 18% |
| Manufacturing | 6% |
| Healthcare | 5% |
| Others | 21% |

Others include Agriculture and Food processing, FMCG, Alcohol/Tobacco etc.

Organizational headquarters

| | |
|---------------|-----|
| Outside India | 61% |
| Within India | 39% |

Organizational Annual Revenue

| | |
|--------------------------------|-----|
| Less than Rs. 50 crores | 18% |
| Rs. 50 crores - 499 crores | 17% |
| Rs. 500 crores - 1,999 crores | 13% |
| Rs. 2000 crores - 9,999 crores | 26% |
| More than Rs. 10,000 crores | 27% |




Employee base

| | |
|-----------------------|-----|
| < 50 Employees | 12% |
| 50 to 199 Employees | 11% |
| 200 to 499 Employees | 13% |
| 500 to 2000 Employees | 24% |
| > 2000 Employees | 40% |

Tenure of Business Operations

| | |
|--------------------|-----|
| Less than 5 Years | 27% |
| 5-9 Years | 18% |
| 10-15 Years | 17% |
| More than 15 Years | 38% |

All the questions were objective in type and were optional for respondents to answer. Hence some questions might have lower base figures.



ABOUT IPSOS & PAFI



ABOUT IPSOS

Ipsos is one of the largest market research and insight companies in the world, present in 90 markets and employing more than 20,000 people.

Our research professionals, analysts and scientists have built unique multi-specialist capabilities that provide powerful insights into the actions, opinions and motivations of citizens, consumers, patients, customers or employees. Our 75 business solutions are based on primary data coming from our surveys, social media monitoring, and qualitative or observational techniques.

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In our world of rapid change, the need of reliable information to make confident decisions has never been greater.

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This is why our passionately curious experts not only provide the most precise measurement, but shape it to provide True Understanding of Society, Markets and People.

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So that our clients can act faster, smarter and bolder.

Ultimately, success comes down to a simple truth: **You act better when you are sure.**

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ABOUT PAFI

Public Affairs Forum of India (PAFI) aims at aligning business, society and government on long term priorities; fostering trust across all stake holders; collaboratively developing smart and relevant policies, proposals and processes that foster innovation and rely on evidence-based research and promote capacity building to navigate change within the context and complexity of India.

PAFI is at the forefront of driving ethical and respectful dialogue and interaction amongst stakeholders and serves as a professional resource for public affairs practitioners.

1. The objective of PAFI and its members is to provide knowledge and context to aid an informed decision-making on policy.
2. PAFI members are committed to practice the highest standards of honesty, accuracy, integrity and truth and shall not knowingly disseminate false or misleading information to the government and civil society organization.



3. PAFI is at the forefront of driving ethical and transparent dialogue amongst stakeholders and serves as a professional resource for Public Affairs practitioners.
4. The affairs of PAFI are run by the Managing Committee led by President. Steering Committee, comprising of Founding Members and past presidents, guide the Managing Committee.

Public Affairs Forum of India (PAFI) is registered under Societies Registration Act XXI of 1860 and is the only organised forum in the country with representatives from large & medium-sized transnational Indian & foreign companies in the field of Public Affairs.

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SURVEY QUESTIONNAIRE



SURVEY QUESTIONNAIRE



Study to assess and benchmark prospects for public affairs professionals in India with respect to career progression, development and compensation



Introduction: Greetings from Ipsos India. Ipsos is a global market research company, which regularly carries out research in various topics that matters to you. Currently we are doing a study with Public Affairs Forum of India (PAFI) to assess and benchmark prospects for career progression, evolution, and compensation for public affairs professionals in India. We assure you that your views will not be presented at an individual level and will be kept strictly confidential and only macro trends would be shared with PAFI and its members. The term 'public affairs' includes 'public policy', 'advocacy', 'government affairs', 'external affairs', 'corporate affairs', 'stakeholder engagement', 'corporate communication', 'public relations' and 'corporate social responsibility' and such like. Participation in this survey is voluntary and it would be highly appreciated if you could respond to each question by selecting the option that is or are most appropriate. Please spare about five minutes of your valuable time to share your views.

QUESTIONNAIRE [PLEASE TICK MARK AGAINST EACH RESPONSE]

1. How would you describe your organization in terms of its sectoral focus? [MULTIPLE RESPONSE POSSIBLE]

[PLEASE SELECT MAXIMUM UP TO 3 SECTORS ONLY]

| | | | |
|--|---|--|----|
| Diversified | 1 | Agriculture and Food Processing | 6 |
| Manufacturing | 2 | Hospitality and Travel | 7 |
| Digital Economy (IT / Telecom / Media) | 3 | Alcohol / Tobacco | 8 |
| Healthcare | 4 | Public Affairs Consulting / Research / Advisory / Advocacy | 9 |
| Fast Moving Consumer Goods (FMCG) | 5 | Others (Please specify _____) | 10 |

2. Where is your company's global headquarter located? [SINGLE RESPONSE ONLY]

| | |
|---------------|---|
| Within India | 1 |
| Outside India | 2 |

3. What is the annual gross revenue of your organization in India for the FY 2021-22? [SINGLE RESPONSE ONLY]

| Less than Rs. 50 crores | Rs. 50 crores – 499 crores | Rs. 500 crores – 1,999 crores | Rs. 2000 crores – 9,999 crores | More than Rs. 10,000 crores |
|-------------------------|----------------------------|-------------------------------|--------------------------------|-----------------------------|
| 1 | 2 | 3 | 4 | 5 |

4. What is the size of your employee base within India currently? (Include only Full-Time / Permanent Employees) [SINGLE RESPONSE ONLY]

| | | | | |
|----------------|---------------------|----------------------|-----------------------|------------------|
| ≤ 50 Employees | 50 to 199 Employees | 200 to 499 Employees | 500 to 2000 Employees | ≥ 3000 Employees |
| 1 | 2 | 3 | 4 | 5 |

5. How many years has your organization been doing business in India? [SINGLE RESPONSE ONLY]

| | | | |
|-------------------|------------|-------------|--------------------|
| Less than 5 Years | 5-19 Years | 20-49 Years | More than 50 Years |
| 1 | 2 | 3 | 4 |

6. How long has the Public Affairs / Government Affairs / Public Policy function existed in your organization in India?

[SINGLE RESPONSE ONLY]

| | | | |
|-------------------|-----------|-------------|--------------------|
| Less than 5 Years | 5-9 Years | 10-15 Years | More than 15 Years |
| 1 | 2 | 3 | 4 |

7. What is the projected size of the overall Public Affairs within your organization in India in 2022? (Include only Full-Time / Permanent)

[SINGLE RESPONSE ONLY]

| | | | |
|---------------|-------------------|--------------------|----------------|
| ≤ 5 Employees | 6 to 10 Employees | 11 to 20 Employees | ≥ 20 Employees |
| 1 | 2 | 3 | 4 |

8. How much time does it take to fulfil a Public Affairs / Government Affairs / Policy position in your organization? [SINGLE RESPONSE ONLY]

| | | |
|--------------------|------------|--------------------|
| Less than 2 months | 2-6 months | More than 6 months |
| 1 | 2 | 3 |

9. What are the primary channels for recruitment of Public Affairs / Government Affairs / Policy professionals? [MULTIPLE RESPONSE]

| | |
|--|---|
| LinkedIn | 1 |
| Recruitment Agencies | 2 |
| Campus recruitment | 3 |
| Word of Mouth / Referral | 4 |
| Direct recruitment by internal HR team | 5 |
| Internal Transition from other functions | 6 |
| Others (Please specify _____) | 7 |



Study to assess and benchmark prospects for public affairs professionals in India with respect to career progression, development and compensation



10. What is the Annual Cost to Company (CTC) range for Public Affairs / Government Affairs / Policy Professionals at the respective levels within your organization in India? Please leave out the levels that are not applicable to your company. [SINGLE RESPONSE ONLY]

| Annual Cost to Company (CTC) in INR | More than Rs. 5 crores | Rs. 3-5 crores | Rs. 1-3 crores | Rs. 50 lakhs – Rs. 1 crore | Rs. 25-50 lakhs | Less than Rs. 25 lakhs | Don't know/ Can't Say |
|---|------------------------|----------------|----------------|----------------------------|-----------------|------------------------|-----------------------|
| a. Senior Most Position in India | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| b. Second Senior Most Position in India (Mid to Senior) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| c. Third Senior Most Position in India (Mid-level) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| d. Fourth senior most position in India (Mid to Junior) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| e. Support Staff / Fresh Hires | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

11. Do you think retention of Public Affairs professionals is a challenge to organization? [SINGLE RESPONSE ONLY]

| | |
|----------------------|---|
| Yes, always | 1 |
| Yes, sometimes | 2 |
| No | 3 |
| Don't know/Can't Say | 4 |

12. So, what according to you are the major challenges in retaining Public Affairs employees? [MULTIPLE RESPONSE POSSIBLE]

[TOP 3 CHALLENGES ONLY]

| | |
|---|---|
| Dissatisfaction of Salary | 1 |
| Better job opportunities in the market | 2 |
| Hiring wrong talent | 3 |
| Lack of appreciation/recognition | 4 |
| Unrealistic expectation from employees | 5 |
| Lack of flexibility in Work timings | 6 |
| Lack of developmental opportunity for the employees | 7 |
| Others (Please specify _____) | 8 |

13. How has the pandemic impacted the employee engagement within your team or function? [SINGLE RESPONSE ONLY]

| | |
|-----------------|---|
| Very Big Impact | 1 |
| Big Impact | 2 |
| Medium Impact | 3 |
| Little Impact | 4 |
| No Impact | 5 |

14. What are the biggest issues faced by Public Affairs Professionals at the moment? [MULTIPLE RESPONSE POSSIBLE] [TOP 3 ONLY]

| | |
|---|---|
| Lack of Tools / Metrics to demonstrate Business Value | 1 |
| No or Low Alignment with the Corporate Strategy | 2 |
| Lower than Expected Salary | 3 |
| Unclear Career Progression | 5 |
| Lack of Requisite Tools and Training | 6 |
| Limited area of work | 7 |
| Others (Please specify _____) | 8 |

15. Which attributes do you mostly look for, in a Public Affairs professional? [MULTIPLE RESPONSE POSSIBLE]

| | |
|---|---|
| Relevant experience / exposure | 1 |
| Trainability / ability to learn about new sectors | 2 |
| Highly developed skills | 3 |
| Relevant education (Law, Public Policy, International Relations, Liberal Arts - Economics, Political Science, etc.) | 5 |
| Personality / Executive Presence | 6 |
| Written and Verbal Communication skills | 7 |
| Others (Please specify _____) | 8 |

THANK YOU FOR YOUR TIME, ATTENTION AND PARTICIPATION

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