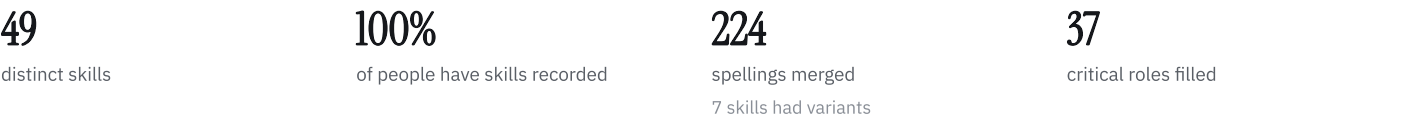
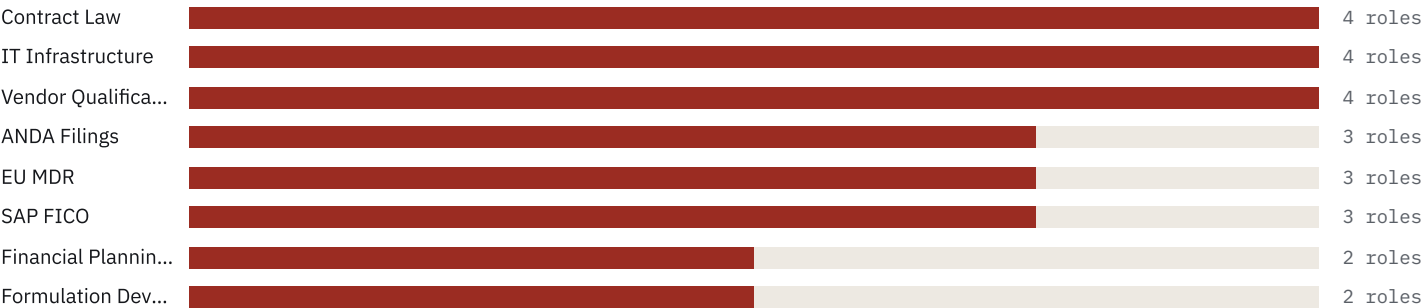


Overview

As of 2026-09-22, across 498 people in current headcount.



MOST EXPOSED



Bars: how many critical roles need the skill. Each has one person or nobody as backup cover.

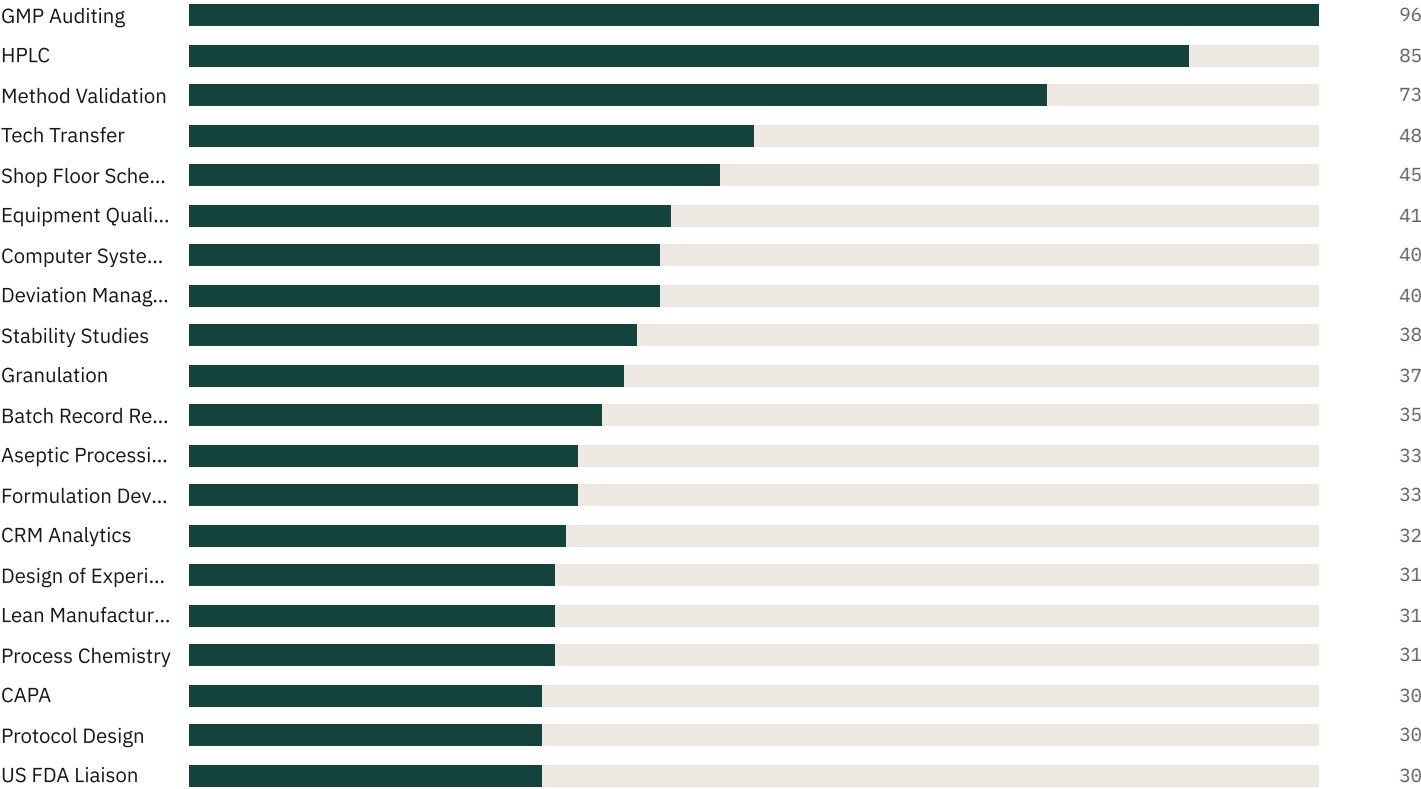
Inventory

Every skill in the organisation, most widely held first.

Show

Whole organisation

▼



ALL 49 SKILLS

SKILL	HOLDERS	NOT ON NOTICE	SENIOR	DIVISIONS	SITES
GMP Auditing	96	93	12	3	7
HPLC	85	84	12	2	7
Method Validation	73	72	10	2	7
Tech Transfer	48	46	7	1	4
Shop Floor Scheduling	45	43	11	2	5
Equipment Qualification	41	39	4	1	5
Computer System Validation	40	40	8	1	7
Deviation Management	40	39	10	1	4
Stability Studies	38	36	9	1	6
Granulation	37	36	9	2	6
Batch Record Review	35	34	4	1	6
Aseptic Processing	33	33	5	1	5

SKILL	HOLDERS	NOT ON NOTICE	SENIOR	DIVISIONS	SITES
Formulation Development	33	33	3	1	6
CRM Analytics	32	32	6	1	6
Design of Experiments	31	31	6	1	5
Lean Manufacturing	31	30	3	1	5
Process Chemistry	31	31	8	1	5
CAPA	30	30	6	1	6
Protocol Design	30	29	6	1	5
US FDA Liaison	30	30	5	1	4
Brand Strategy	29	29	4	1	5
Patent Drafting	29	29	6	1	6
EU MDR	28	28	4	1	5
GCP Auditing	28	28	5	1	5
Labelling Compliance	28	28	3	1	5
Scale-up	28	28	4	1	6
Clinical Trial Management	26	25	3	1	4
eCTD Publishing	26	26	6	1	5
Market Access	26	26	5	1	6
Serialisation	26	26	4	1	4
Tender Management	26	26	6	1	5
Inventory Optimisation	25	25	6	1	4
Pricing Strategy	25	25	4	1	4
Contract Law	24	22	5	1	3
Demand Planning	23	23	5	1	5
Key Account Management	23	23	5	1	5
Talent Management	21	20	7	1	4
ANDA Filings	20	20	4	1	4
Cold Chain Logistics	20	20	3	1	5
Financial Planning & Analysis	20	19	3	1	3
Vendor Qualification	20	20	5	1	6
Pharmacovigilance	19	19	5	1	4
SAP MM	19	19	3	1	6

SKILL	HOLDERS	NOT ON NOTICE	SENIOR	DIVISIONS	SITES
Data Privacy	18	16	4	1	4
Signal Detection	18	17	6	1	5
Medical Writing	17	17	3	1	4
IT Infrastructure	15	12	5	1	4
SAP FICO	15	13	4	1	4
Regulatory Strategy	11	11	2	1	3

Critical-role coverage

Skills that the holders of critical roles have, against the people who could cover them: senior, not serving notice and not already in a critical role. 26 of 46 are exposed.

SKILL	CRITICAL ROLES NEEDING IT	BACKUP COVER	SITES WITH COVER	ALL HOLDERS	ON NOTICE	
GMP Auditing	7	4	2	96	3	THIN
HPLC	7	5	4	85	1	THIN
Talent Management	5	2	2	21	1	THIN
Method Validation	5	4	2	73	1	THIN
Contract Law	4	1	1	24	2	SINGLE EXPERT
IT Infrastructure	4	1	1	15	3	SINGLE EXPERT
Vendor Qualification	4	1	1	20	0	SINGLE EXPERT
Signal Detection	4	2	2	18	1	THIN
eCTD Publishing	4	2	2	26	0	THIN
Process Chemistry	4	4	3	31	0	COVERED
Granulation	4	5	4	37	1	COVERED
Shop Floor Scheduling	4	7	4	45	2	COVERED
ANDA Filings	3	1	1	20	0	SINGLE EXPERT
EU MDR	3	1	1	28	0	SINGLE EXPERT
SAP FICO	3	1	1	15	2	SINGLE EXPERT
Aseptic Processing	3	2	1	33	0	THIN
Demand Planning	3	2	2	23	0	THIN
GCP Auditing	3	2	1	28	0	THIN
Key Account Management	3	2	2	23	0	THIN
Market Access	3	2	2	26	0	THIN
US FDA Liaison	3	2	2	30	0	THIN
CRM Analytics	3	3	3	32	0	COVERED
Inventory Optimisation	3	3	3	25	0	COVERED
Patent Drafting	3	3	3	29	0	COVERED
Protocol Design	3	3	3	30	1	COVERED
Tender Management	3	3	2	26	0	COVERED

SKILL	CRITICAL ROLES NEEDING IT	BACKUP COVER	SITES WITH COVER	ALL HOLDERS	ON NOTICE	
Tech Transfer	3	4	3	48	2	COVERED
Computer System Validation	3	5	3	40	0	COVERED
Stability Studies	3	5	2	38	2	COVERED
Deviation Management	3	6	3	40	1	COVERED
Financial Planning & Analysis	2	1	1	20	1	SINGLE EXPERT
Formulation Development	2	1	1	33	0	SINGLE EXPERT
Labelling Compliance	2	1	1	28	0	SINGLE EXPERT
Medical Writing	2	1	1	17	0	SINGLE EXPERT
SAP MM	2	1	1	19	0	SINGLE EXPERT
Brand Strategy	2	2	1	29	0	ONE SITE
Data Privacy	2	2	1	18	2	ONE SITE
Scale-up	2	2	2	28	0	COVERED
Serialisation	2	2	2	26	0	COVERED
Pharmacovigilance	2	3	2	19	0	COVERED
Design of Experiments	2	4	4	31	0	COVERED
Clinical Trial Management	1	2	1	26	1	ONE SITE
Cold Chain Logistics	1	2	2	20	0	COVERED
Equipment Qualification	1	3	2	41	2	COVERED
Pricing Strategy	1	3	2	25	0	COVERED
CAPA	1	5	2	30	0	COVERED

Single points

Skills that sit with one person, and skills whose every holder is serving notice.

HELD BY ONE PERSON (0)

None.

EVERY HOLDER SERVING NOTICE (0)

None.

Skills by division

Holders of the fifteen most widely held skills in each division. A blank cell means nobody.

SKILL	CLINICAL	COMMERCIAL	CORPORATE	MANUFACTURING	QUALITY	R&D	REGULATORY	SUPPLY CHAIN	UNASSIGNED
GMP Auditing				50	45				1
HPLC					47	38			
Method Validation					44	29			
Tech Transfer				48					
Shop Floor Scheduling				44					1
Equipment Qualification				41					
Computer System Validation					40				
Deviation Management					40				
Stability Studies					38				
Granulation				36					1
Batch Record Review					35				
Aseptic Processing				33					
Formulation Development						33			
CRM Analytics		32							
Design of Experiments						31			

Merged spellings

224 skill entries were written differently and merged onto 7 skills. Check the list: if two genuinely different skills were merged, rename one in the export.

SKILL	ALSO WRITTEN AS
HPLC	H.P.L.C. · HPLC method dev · High Performance Liquid Chromatography · hplc analysis
CAPA	C.A.P.A · Corrective and Preventive Action · capa closure
GMP Auditing	GMP audits · Good Manufacturing Practice auditing · cGMP audit
Pharmacovigilance	PV · Pharmaco-vigilance · pharmacovigilence
ANDA Filings	ANDA filing · Abbreviated New Drug Application
Computer System Validation	CSV · CSV (21 CFR Part 11)
Demand Planning	S&OP / demand planning

Data fixes

27 faults were found in the export and fixed first.

FAULT	WHAT WAS DONE
band system mismatch	84 rows use the legacy grading system (Manager-II etc.); mapped onto the current bands
skill variants collapsed	224 skill strings mapped to canonical skills; 'HPLC' alone appeared as 5 spellings
duplicate person	Turvi Minhas (EMP10205) and Turvi Minhas (Contract) (EMP11262) share a date of birth — merged, rehire record kept
duplicate person	Janya Ramachandran (EMP10999) and J. Ramachandran (EMP11259) share a date of birth — merged, rehire record kept
duplicate person	Nair Priya R. (EMP11257) and Priya Nair (EMP10013) share a date of birth — merged, rehire record kept
self-reporting	EMP10325 is recorded as their own manager
manager not on roster	Jackson Khurana (EMP11130) reports to EMP99999, who is not in this file
manager has exited	Arin Kohli (EMP11221) reports to Ranveer Lall, who exited 2026-04-17
manager has exited	Ekapad Bassi (EMP11236) reports to Ranveer Lall, who exited 2026-04-17
manager has exited	Om Kanda (EMP10988) reports to Krishna Parekh, who exited 2026-07-04
manager has exited	Janani Devi (EMP11249) reports to Ranveer Lall, who exited 2026-04-17
manager has exited	Jeevika Prabhakar (EMP11012) reports to Krishna Parekh, who exited 2026-07-04
division missing	Yashvi Sawhney (EMP10445) had no division; inferred 'Unassigned' from reporting line
division missing	Arin Kohli (EMP11221) had no division; inferred 'Corporate' from reporting line
division missing	Faqid Pandya (EMP11240) had no division; inferred 'Corporate' from reporting line
division missing	Logan Agrawal (EMP11219) had no division; inferred 'Corporate' from reporting line
division missing	Amruta Karnik (EMP10963) had no division; inferred 'Supply Chain' from reporting line
division missing	Vasudha Comar (EMP10831) had no division; inferred 'Clinical' from reporting line
division missing	Ekaraj Natarajan (EMP10335) had no division; inferred 'Manufacturing' from reporting line
division missing	Amara Lad (EMP10150) had no division; inferred 'Quality' from reporting line
division missing	Devika Mandal (EMP10446) had no division; inferred 'Manufacturing' from reporting line
division missing	Gaurav Iyer (EMP11251) had no division; inferred 'Corporate' from reporting line
division missing	Maya Mani (EMP10420) had no division; inferred 'Manufacturing' from reporting line
division missing	Harinakshi Oommen (EMP11089) had no division; inferred 'Commercial' from reporting line
division missing	Ishani Shetty (EMP11237) had no division; inferred 'Corporate' from reporting line
division missing	Lucky Borah (EMP10768) had no division; inferred 'Regulatory' from reporting line
circular reporting line	Jyoti Das -> Ikshita Zacharia -> Jyoti Das — left behind by a reorg

Definitions

How every number in this toolkit is worked out.

TERM	DEFINITION
Skill	One entry in the Skills column, split on . Spelling variants are merged onto one name: first by a built-in alias list, then by fuzzy matching (token-set similarity of 88 or more). Every merge is on the Merged spellings sheet.
Holders	Current headcount (Active or Notice) listing the skill. Exited people are not counted.
Staying holders	Holders not serving notice.
Senior	The top four bands, most senior first, in the order the toolkit found them.
Critical role	A role marked Yes in the Critical Role column; without that column, titles starting Head of, Plant Head, Chief, Qualified Person or Associate Director, or ending in Lead.
Critical roles needing it	Critical roles whose current holder lists the skill.
Backup cover	Holders who are senior, not serving notice, and not already in a critical role: the people who could cover the skill if a critical-role holder left.
Single expert	A skill needed by a critical role with one person or nobody as backup cover.
Thin	Backup cover smaller than the number of critical roles needing the skill.
One site	Backup cover exists but sits at a single location.
Single holder	A skill held by exactly one person in current headcount.