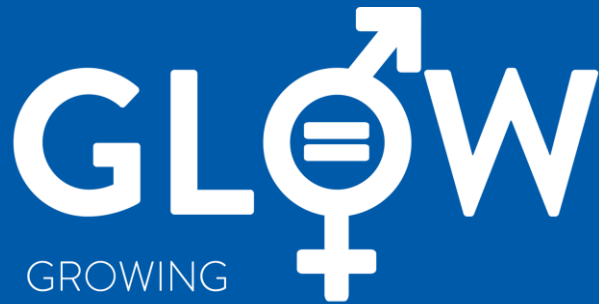




REIMAGINING SOCIAL CHANGE



GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Recruiter training: Minimising candidate drop-offs

November 2024

Glossary of terms (1/2)

- **Delivery agent (DA):** Professionals working to pick up and deliver packages to end consumers
- **Flexi-staffing:** Provision of temporary and trained semi-skilled employees (e.g., sales) to large companies
- **Growing Livelihood Opportunities for Women (GLOW):** Program that aims to increase women's employment, participation, and fair treatment
- **High potential industries:** Industries that have the potential to create a) large number of jobs, b) leverage women's capabilities, and c) align with women's employment needs. Home healthcare, last mile delivery and flexi-staffing have been identified as high potential industries
- **Household (HH):** Group of persons who normally live together and take their meals from a common kitchen unless the exigencies of work prevent any of them from doing so¹
- **Household with low-income:** Households belonging to socioeconomic classes A3 or below under the New Consumer Classification System (NCCS). These households have an average monthly household income of INR 18,000 (USD 240) and below
- **Job:** Activity performed in exchange for income through wages
- **Last mile delivery (LMD):** Final leg of a delivery where the parcel is delivered to the end-consumer
- **Labour force participation rate (LFPR)²:** Percentage of 15-59 year-olds that are a) employed, or b) are unemployed but seeking work, or c) have expressed willingness to work
- **Logistics:** Transport and storage of the parcel from the seller to the end-consumer. Roles in the logistics industry include delivery agent, warehouse packer and sorter etc.

1. Ministry of Home Affairs: [Census terms](#) | 2- PLFS 2017-18; While PLFS 2017-18 defines WPR across all age-groups, we have referred to this as WPR for 15-59 year olds only

Glossary of terms (2/2)

- **New Consumer Classification System (NCCS):** Method of classifying consumers by their propensity to spend using two variables – education of the chief wage earner and the number of consumer durables owned by the household from a predefined list
- **National Family Health Survey (NFHS):** Large-scale, multi-round survey conducted in a representative sample of households throughout India to provide demographic and health database
- **Partners:** Companies collaborating with GLOW to increase women’s recruitment and retention
- **Period Labour Force Survey (PLFS):** Quarterly and annual surveys conducted by Ministry of Statistics and Programme Implementation (MOSPI) for measurement of key indicators pertaining to employment (e.g., labour force participation) by demographic variables (e.g., urban vs, rural, gender)
- **Self-employed:** A person who a) operates own farm or non-farm enterprise, or b) is engaged independently in a profession or trade, or c) is working in their household/family-run enterprise
- **Unemployment rate (UR):** $(LFPR - WPR) / LFPR$
- **Urban:** A settlement with at least 100,000 inhabitants with density of 400 people per sq. km or more, and at least 75% of male working population engaged in non-farm activities¹
- **Women:** Unless explicitly mentioned, this refers to women aged 15 and 59 years from households with low income² in urban³ India
- **Worker population ratio (WPR)⁴:** Percentage of 15-59 year olds that are employed

1. Defined as settlements of at least 5,000 inhabitants with density of 400 people per sq. km or more, and at least 75% of male working population engaged in non-farm activities, by Ministry of Home Affairs | 2. Households belonging to A3 to E3 NCCS categories | 3. Population of more than 100,000 based on RBIs definition of urban centers | 4. Source: PLFS 2017-18; While PLFS 2017-18 defines WPR across all age-groups, we have referred to this as WPR for 15-59 year olds only

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Activity: Practice 'Managerial Check-in'

Summary

Goals of training

Goal

Recruiters minimise the % of candidate drop-offs

Flow of training (~1.5 hours)

- Introductions (5 min)
- Explain why candidate drop-offs happen (10 min)
- Share interventions to solve candidate drop-offs (10 min)
- Conduct 2 practice calls with participants followed by a group discussion on what went well and what could be improved (~15 min per call)
- Share the ideal flow of the call and checklist for a good call (5 min per call)
- Ask for key learnings and feedback (10 min)

Mode

Zoom or in-person

Objective of the training is to help recruiters reduce candidate drop-offs

Drop-offs: Candidates who drop out of the recruitment process or leave the job within 1 month

How recruiters can reduce candidate drop-offs

Beginner recruiter

- **Behaviors:**
 - Share basic details (e.g., job name, location, salary)
 - Offer minimal support during the process
- **Outcome:** ~30-50% of the sourced candidates appear for interviews

Standard recruiter

- **Behaviors:**
 - Share detailed job information (e.g., growth opportunities)
 - Proactively engage with the candidate at each stage of the recruitment process
- **Outcome:** ~50-70% of the sourced candidates appear for interviews

Expert recruiter

- **Behaviors:**
 - Share accurate job details (e.g., rotational shift, overtime work)
 - Provide counseling to help the candidate adjust to the role and ensure retention beyond one month
 - Build a relationship with the manager to address the candidate's concerns
 - Maintain contact with the candidate after placement to address any ongoing issues
- **Outcome:** ~ 60-80% of the sourced candidates appear for interviews

 Focus of today's training

Recruiters face 4 consequences due to candidate drop-offs



Need to source a high volume of leads to convert 1 candidate, resulting in increased costs, time, and frustration



Experience a decrease in placement revenue due to early attrition



Face lower payroll revenue due to poor candidate retention



Shortlist or hire less competent candidates if ideal candidates drop out

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Candidates drop off due to 8 reasons

Before the candidate joins

1. **Communication gap:** Recruiters do not provide candidates with accurate information, especially about potential drawbacks of the job
2. **Relocation concerns:** Candidates have concerns due to the relocation requirements of the job
3. **Family constraints:** Families of candidates do not permit them to accept the job offer
4. **Better opportunity:** Candidates receive a competing job offer with a higher salary or a more reputable brand

After the candidate joins

5. **Workplace pressure:** Managers create intense work pressure on employees, which affects young graduates significantly especially during the first week
6. **Performance challenges:** Candidates realize that they are unable to perform daily tasks
7. **Commute concerns:** Candidates have concerns due to the commute requirements of the job
8. **Negative word-of-mouth:** Candidates hear negative narratives from co-workers in the workspace

While recruiters cannot do much about 2 issues, they can address 6 issues

Before the candidate joins

1. **Communication gap:** Recruiters do not provide candidates with accurate information, especially about potential drawbacks of the job
2. **Relocation concerns:** Candidates have concerns due to the relocation requirements of the job
3. **Family constraints:** Families of candidates do not permit them to accept the job offer
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Legend:

Factors outside control

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Activity: How can you address the 6 issues under your control?

- <XX>

Recruiters can reduce candidate drop-offs in 9 ways

Mandate discussion

1 **Accommodation Support:** Suggest that the client provide accommodation to migrant candidates

2 **Commute Support:** Suggest that the client provide paid or free transportation service from the workplace to a designated landmark near the candidates' residences

Before the candidate joins

3 **Group Recruitment:** Recruit workers in groups from the same locality or town to facilitate safer and smoother relocation experiences

4 **Post-joining Check-in:** Call the candidate to gather feedback on job on-boarding, and provide guidance on managing emerging issues

5 **Managerial Check-in:** Call the candidate's manager to foster a strong relationship, gather feedback about the candidates, address any emerging issues, and set realistic expectations

After the candidate joins

6 **Monthly Townhall:** Hold a monthly call with all the candidates to provide updates, receive feedback, answer questions, and offer support with ongoing issues

7 **Referrals:** Ask existing employees who have completed 1 month in the job for referrals

8 **Success Spotlight:** Suggest that the client send out monthly shoutouts to top performers to boost employee morale

9 **Buddy Chat:** Suggest that the client arrange a 1:1 chat between the candidate and a top performer to provide guidance to help the new hire integrate faster

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Instructions for post-joining check-in call between the recruiter and the candidate

Setting

- You are calling a 31-year-old woman who has recently started a role as a retail sales associate
- The candidate has a young child, and as it is her first week on the job, she has some concerns regarding the work pressure and work-life balance

Instructions for the recruiter

- Manager / GLOW member will act as the candidate
- You should try to address the candidate's concerns to ensure they feel confident and are convinced to stay on the job

Instructions for the audience

- Observe the call and write down
 - What are the 3 things that went well in the call?
 - What are the 3 areas of improvement in the call?
 - Is the candidate reassured after the call?

Do you have any questions before we begin?

4 Group discussion on call

Call made by	What went well	What could be improved	Is the candidate reassured after this call?
Recruiter 1	<ul style="list-style-type: none">• <XX>	<ul style="list-style-type: none">• <XX>	<ul style="list-style-type: none">• <XX>
Recruiter 2	<ul style="list-style-type: none">• <XX>	<ul style="list-style-type: none">• <XX>	<ul style="list-style-type: none">• <XX>
Recruiter 3	<ul style="list-style-type: none">• <XX>	<ul style="list-style-type: none">• <XX>	<ul style="list-style-type: none">• <XX>
Recruiter 4	<ul style="list-style-type: none">• <XX>	<ul style="list-style-type: none">• <XX>	<ul style="list-style-type: none">• <XX>

4

Recruiters can address 2 causes of drop-offs by covering additional points during the post-joining check-in call

Key issue addressed

Talking points during the call with the candidate

Workplace pressure

- Enquire if they are settling in well and if their experiences with the job, commute, food, and shift duration align with their expectations
- Reassure the candidate that making mistakes is a normal part of the learning process and encourage them to learn from these initial mistakes to avoid repeating them
- Highlight the growth path offered (e.g., promotion in 18 months) and the salary progression (e.g., 10% increase in 12 months) in the role
- Enquire if the female candidates feel respected and safe in their workplace
- Suggest that the candidate stays at least a month to see if they feel more comfortable with the role before deciding to leave

Negative word-of-mouth

- Suggest that the candidates reach out to the recruiter directly via call or WhatsApp if they have any concerns or doubts

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Instructions for check-in call between the recruiter and the candidate's manager

Setting

- You are calling the manager of a retail store who manages ~500 staff members
- You placed ~10 retail sales associates at his store a month ago

Instructions for the recruiter

- Manager / GLOW member will act as the store manager
- You should seek feedback from the manager about the new hires and suggest that they set realistic goals for them

Instructions for the audience

- Observe the call and write down
 - What are the 3 things that went well in the call?
 - What are the 3 areas of improvement in the call?

Do you have any questions before we begin?

5 Group discussion on call

Call made by	What went well	What could be improved
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Recruiter 3	<ul style="list-style-type: none">• <XX>	<ul style="list-style-type: none">• <XX>
Recruiter 4	<ul style="list-style-type: none">• <XX>	<ul style="list-style-type: none">• <XX>

5 Recruiters can address 1 cause of drop-offs by covering additional points during the check-in call with the manager

Key issue addressed

Talking points during the call with the manager

**Workplace
pressure**

- Enquire about the performance of the new hires and whether they are meeting the performance expectations
- Enquire about the number of candidates who are performing well in the role
- Suggest that the manager sets realistic goals and targets for the new hires during their first month

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Here is a recap of 9 ways you can reduce candidate drop-offs

Mandate discussion

1 **Accommodation Support:** Suggest that the client provide accommodation to migrant candidates

2 **Commute Support:** Suggest that the client provide paid or free transportation service from the workplace to a designated landmark near the candidates' residences

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After the candidate joins

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What are 1-2 learnings you will implement from today's training?

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FSG aims to create sustainable impact by demonstrating the profitability of offering inclusive products, services, or practices

Mission

To improve **opportunities, agency, and choice for families with low-income** by working with companies to serve families as customers (and not with non-profits to serve them as beneficiaries)

Vision

To demonstrate **profitability of offering inclusive products, services, or practices** (e.g., housing, education, employment) that benefit families with low-income

Approach

- **Run multiyear programs to address barriers** that prevent companies from offering inclusive products, services or practices
- **Talk to thousands of families to understand their needs**, aspirations, and challenges
- **Talk to hundreds of CXOs and managers to understand their business**, ecosystem, regulatory and operational challenges
- **Co-create, pilot and rollout solutions with companies** to address barriers and profitably scale inclusive products, services, or practices
- **Publish and disseminate public goods** (e.g., primary research, best practices, business model) to get more companies to offer the product, service or practice
- **Address ecosystem barriers** (e.g., policy suggestions) to make the market more conducive

GLOW's Vision, Mission and Goals



Vision

- **Improve gender equity in India** by economically empowering women



Mission

- **Sustainably place 1m+ women** from households with low-income¹ in jobs **by shifting companies' mindset and practices**



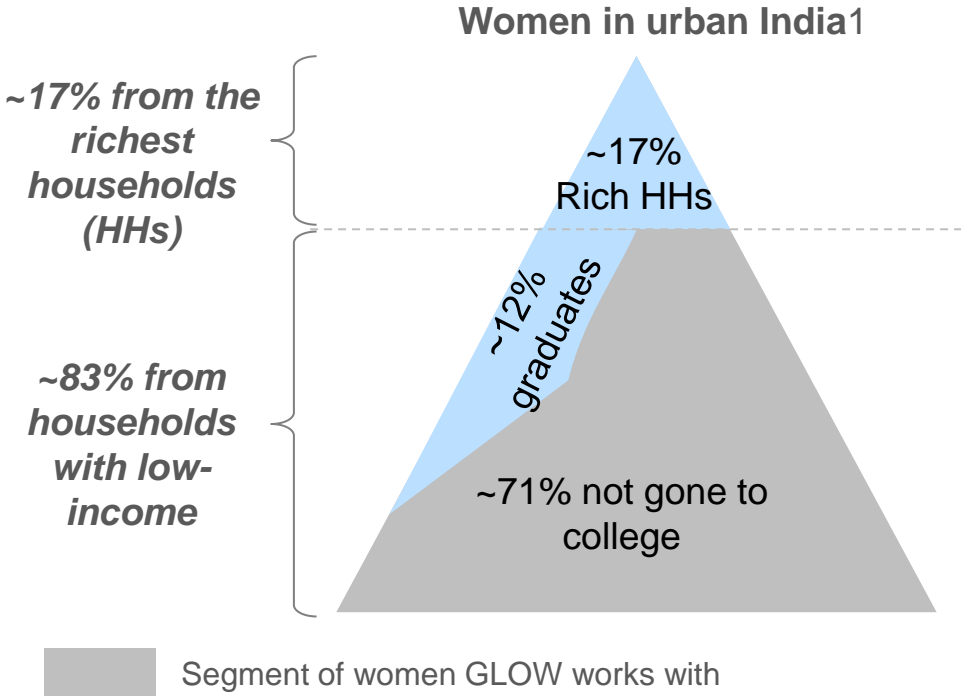
Goals

In 6 years:

- **Place 100,000 women in jobs** across 2-3 high-growth industries
- **Make it easier and less risky for these industries to increase women's workforce participation** by publishing best practices and demonstrating the business benefits of employing women

1 – Households belonging to socioeconomic classes A3 or below under the New Consumer Classification System (NCCS). These households have an average monthly household income of INR 18,000 (USD 240) and below

2 of 3 women in urban India come from low-income and low-education backgrounds



To meaningfully increase women's workforce participation, women from low-income and low-education backgrounds need to be employed

1. Households belonging to socioeconomic classes A3 or below under the New Consumer Classification System (NCCS). These households have an average monthly household income of INR 18,000 (USD 240) and below

Family and societies restrict women from taking up employment opportunities

Primary insight

Supporting insights

1 84% of women need to secure permission to work

- A** 84% of women need to secure permission prior to deciding to work
- B** For 1 in 3 women that are neither working nor seeking a job, lack of permission or precedence is the primary reason for not working

2 Family attitudes are progressive in theory, not in practice

- A** While >90% decision makers believe it is important for women in society to work and that it brings pride to the family...
- B** ...1 in 4 prefer if women in their households did not work at all
- C** 69% of key decision makers firmly believe that the main role of a woman is to take care of the home and children

3 Most families prefer entrepreneurship but, most women prefer jobs

- A** 3 in 4 decision makers in the family prefer that women work from home or start a business so they can also manage house work
- B** 2 of 3 aspiring-to-work women prefer jobs over entrepreneurship
- C** 93% women want fixed salaries over daily wages

4 11% of women are willing to use paid day care services

- A** Both women and key decision makers believe child care is primarily the mother's and families responsibility
- B** 51% of women are aware of paid day care services, 11% are willing to use services and only 1% have used the services
- C** Of the 15% women that cited lack of affordability as a reason for not using paid day-care services, ~50% are willing to use Anganwadi services¹

Note: Unless explicitly mentioned, 'women' in this document refers to women aged 15 and 59 years from households with low income (i.e. households having an average monthly household income of INR 18,000 or USD 240 and below) in urban India. Data source: FSG's interviews with 6,600 women and 550 key decision makers from urban households with low-income in 16 cities across 14 states in India. 1. Anganwadis are government-run child care and development centers set up under the Integrated Child Development Services Scheme of the Central Government of India. Provision of Anganwadi service is free.

Despite this, women in urban India want to work in jobs and are confident in their abilities to do these jobs

Primary insight

Supporting insights

5

1 in 2 women in urban India want to work in jobs

- A** Women in urban India want to be in jobs; 1 in 2 women are either working in a job or seeking one
- B** 88% of women believe a mother could work outside the house
- C** Women with children >6 years and those that know other working women are among the most likely to be in a job
- D** 72% of women strongly believe that they should not prioritize children and household over thinking about working

6

Women want to work to be self reliant and are confident in their abilities

- A** 64% of women strongly agree that for a woman to be self-reliant it is important to work
- B** Supporting own and family expenses is the key reason for >90% women to start seeking jobs
- C** 87% of women are optimistic about their ability to pick up new skills

7

Some women are willing to work in non-traditional and male dominated workplaces (e.g., warehouses)

- A** Some segments of women are more amenable to be in a job (e.g., women with low education levels, strong working culture and child >6 years are most willing to work in warehouses)
- B** 70% believe they would be comfortable talking to strangers (including men)
- C** 1 in 2 women are comfortable working in an environment that is 90% male

Note: Unless explicitly mentioned, 'women' in this document refers to women aged 15 and 59 years from households with low income (i.e. households having an average monthly household income of INR 18,000 or USD 240 and below) in urban India. Data source: FSG's interviews with 6,600 women and 550 key decision makers from urban households with low-income in 16 cities across 14 states in India.

~1m women can be brought into the workforce by increasing women's participation in high-growth industries from 8% to 24%

Last-mile delivery



Hyperlocal delivery agent⁴



Last-mile delivery agent

Warehousing



Warehouse packer



Warehouse sorter⁵

Flexi-staffing



Retail sales associate⁶

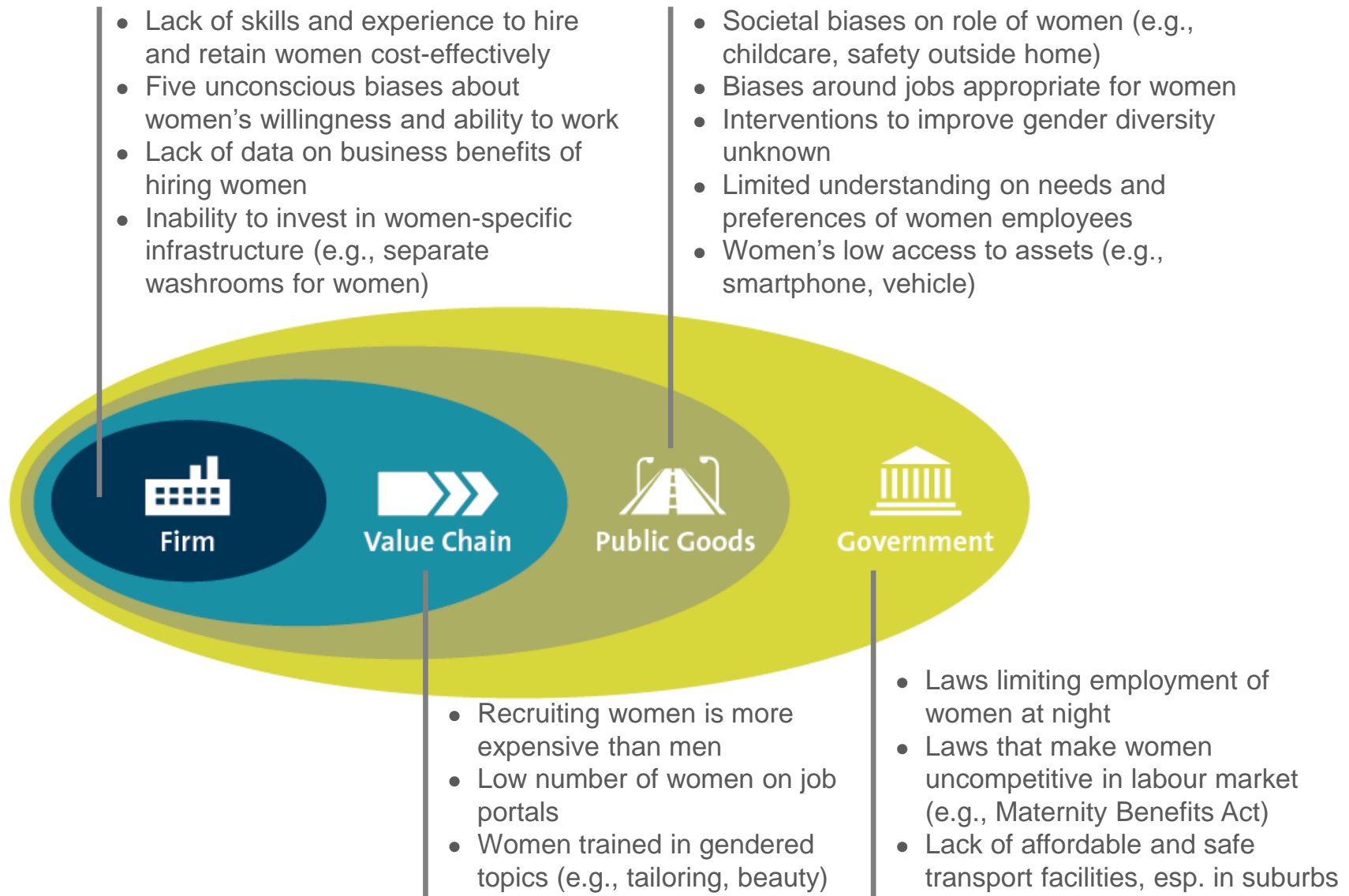


Tele calling agent⁷
and more...

- High-growth industries (e.g., Last-mile delivery, warehousing, and flexi-staffing) employed ~1.2 million workers in 2020, of which ~8% were women¹
- Many jobs (e.g., delivery agent, warehouse packer) in these industries need basic education (i.e., 10th grade completed) and on-the-job training²
- Increasing women's participation from 8% to 24% by 2030 can add 1m+ additional women in jobs³

1 – PLFS 2019-20, Indian Staffing Federation Report 2018 , 2020 and 2021 | 2 – Based on FSG's interviews with Logistics and Flexi-staffing companies | 3 – Assuming Logistics and Flexi-staffing industries could employ ~3.8 million workers by 2030 | 4-MONEY SHARMA / AFP via Getty Images | 5-Metamorworks/Shutterstock.com | 6- [IndianFaces/Shutterstock.com](#) | 7- moodboard/Brand X Pictures via Getty Images

Barriers preventing companies from increasing women's workforce participation



Most of these barriers cannot be addressed effectively by firms themselves

Firms will not address barriers because...

- **Insufficient risk-adjusted return** (e.g., lack of data on business benefits of hiring women, cost of research to understand women's needs and preferences when impact on gender diversity is unclear, cost of spending team's time when there is low confidence in returns)
- **Availability of lower cost alternatives** reduces willingness to try new strategies (e.g., cost of hiring women for delivery agent (DA) roles is 3x that for men)
- **Free rider problem** creates risks to investments in gender equity (e.g., risk of competitors poaching women from firms that invest in finding and recruiting women)
- **Competitive instinct** reduces willingness to co-operate to solve common issues (e.g., low willingness to cooperate to convince families that field roles are appropriate for women)

Firms cannot address barriers because...

- **Lack of capacity and capability** limit ability to adopt gender-equitable practices (GEPs) (e.g., designing GEPs, sequencing GEPs into a low-risk and low-cost roadmap, inability to invest in infrastructure)
- **Lack of networks** constrains ability to solve ecosystem issues (e.g., with impact investors, skilling organizations, clients willing to pay more for women)
- **Lack of neutrality** limits capability to influence stakeholders (e.g., government is less likely to change policy if firm petitions vs. if a neutral party like FSG explains the need to allow women in night shifts)
- **Biases** make it difficult to hire female talent (e.g., Societal biases on role of women or on jobs appropriate for women, five unconscious biases within firms about women's willingness and ability to work)

As an industry facilitator, GLOW is making it desirable, viable, and feasible for companies to improve gender diversity

GLOW's role

Details

1

Sign up companies

- Identify, convince and sign-up 18 companies as '*partners*'

2

Increase desirability

- Share data that women (a) want to take up jobs, (b) are comfortable working in an environment that is 90% male, (c) are willing to learn new skills in jobs

3

Increase viability

- Document and share business benefits of hiring women (e.g., higher accuracy, greater retention)

4

Increase feasibility

- Create public goods (e.g., roadmap to reduce effort, risk, and cost of implementing gender equitable practices)

5

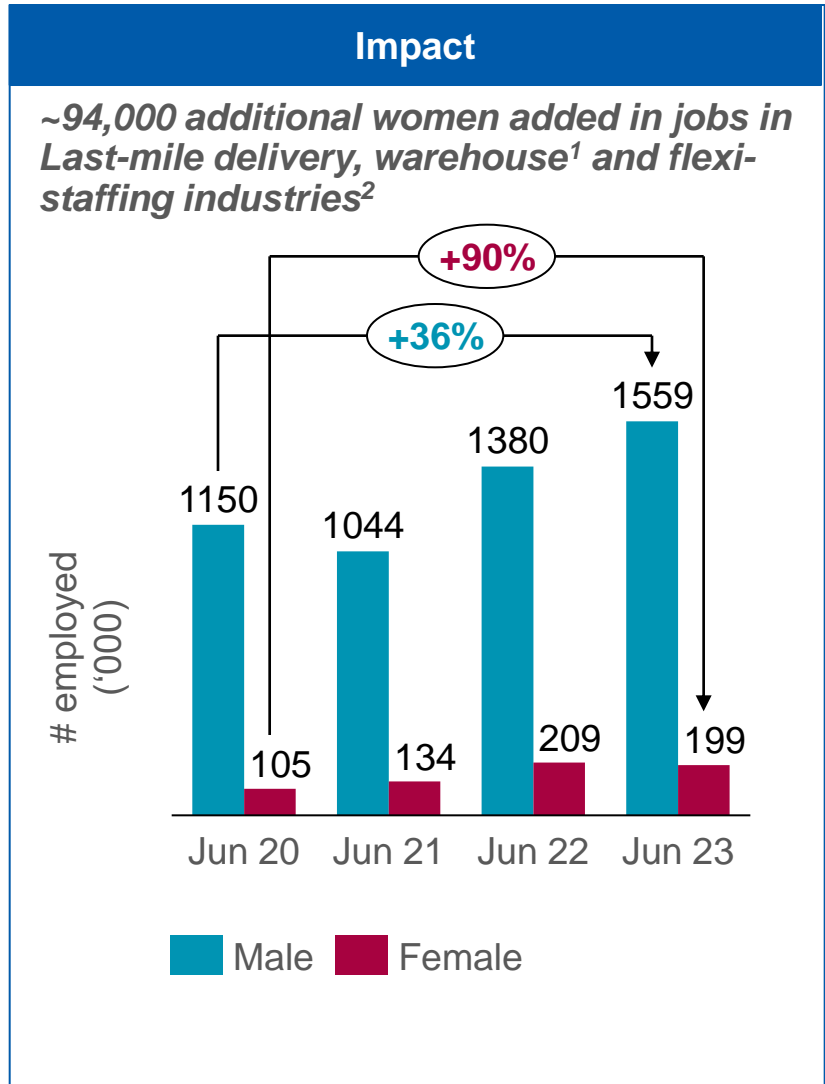
Create an enabling support system

- Develop policy suggestions to make it easier and cost-effective to employ women

Between 2020 and 2023, GLOW industries have nearly doubled the number of women in jobs from ~105K to ~200K

Partners signed up

At sign-up, partners employed ~500,000 people, and less than 1% were women



• 1- Logistics: PLFS report 2020,2021,2022 and 2023 | 2-Flexistaffing: Total workforce triangulated from ISF Annual Report- 2021, 2022 and 2023 | 3- Industries considered under Flexi-staffing: Retail, FMCG & FMCD, Logistics & E-Commerce, BFSI and Industrials



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