Recruiter training: lead generation

December 2023

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 so[1]
- **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 I 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 activities[1]
- **Women:** Unless explicitly mentioned, this refers to women aged 15 and 59 years from households with low income[2] in urban[3] 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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Objective of the training

Build the skills to move from an intermediate to an expert recruiter

Recruiters' journey

Beginner

- **Contact pool:** Small
- **Behaviors**
  - Post on job portal
  - Wide targeting of candidates (e.g., distributing pamphlets, attending job fairs)
- **Outcome:** 5-10 payrolls

Intermediate

- **Contact pool:** Large
- **Additional behaviors**
  - Chases candidates for jobs
  - Uses placement partners to fill one-time openings (e.g., colleges, skilling centers, NGOs)
  - Calls client only when candidates ready
- **Outcome:** 20-30 payrolls

Expert

- **Contact pool:** Large and additional network of placement partners
- **Additional behaviors**
  - Receives calls from candidates asking for jobs
  - Builds placement partners as an ongoing channel to get continuous leads
  - Proactively supports clients and receives mandates in advance
- **Outcome:** 40-50 payrolls

Top recruiters use similar channels but generate more payrolls

Channels used by recruiters

- Referrals
- Skilling centers
- Job consultancies
- NGOs
- Colleges
- Field channels (e.g., petrol pump, railway stations)
- Job portals
- … and more

Intermediate recruiters	Expert recruiters
• 20-30 payrolls	• 40-50 payrolls

What are top recruiters doing differently?

Intermediate recruiters		Expert recruiters
Only looking to fill one-time current openings • Message all candidates once for an opening • Call skilling centres only when there are leads • Receive mandates from client and fulfil	**V/S**	**Building ongoing channel to get continuous leads** • Convince candidates that they always have a large number of relevant jobs • Build trust with skilling partners and is first to get trainee leads • Receive new openings from clients proactively

Activity: Why will a candidate choose you when they are looking for a job?

- XX

Candidates choose a recruiter for 3 key reasons

- Recruiter has many job openings
- Recruiter gives the candidate relevant jobs (e.g., tele-calling role for a female graduate)
- Candidate feels confident that the recruiter will be able to place them

There are 3 ways recruiters give candidates confidence that they will get a job

"I have many jobs"	Communicate constantly • Share openings every 2 days • Ask candidates to refer their friends • State the number of openings (e.g., 10 openings this week for women and men)
"I have relevant jobs"	Sharing only relevant openings with candidates by creating specialized groups (e.g., graduates, 10th pass, female candidates, warehouse)
"I successfully place candidates"	Post and status congratulating recent joiners

Impact: Candidates a) share more references of friends and family members and b) reach out to you when they need a job

Activity: Why would a skilling centre select you as a ‘partner’?

- XX

Skilling partners prefer recruiters who can do 3 things for them

- Improves reputation of the skilling centre
- Actively engages with the centre manager
- Provides support after placement (e.g., payslips)

Top recruiters ensure a positive candidate experience and build trust with the skilling centre

Improves reputation of the skilling centre

- Shares correct information with candidates about jobs
- Gives letter of appreciation for placing candidates

Actively engages with the manager

- Communicates constantly (e.g., 1-2 messages a month, sharing openings between batches, messages on festivals / public holidays)
- Follows up near training completion dates

Provides support after placement

- Shares payslips of associates with the skilling centre

Impact: Skilling centres A) call recruiters first to place batch and B) share referrals proactively

Activity: What benefits can a good client relationship have?

- XX

Top recruiters proactively address the client's recruitment needs

Clients want….	Top recruiters….	Impact for the recruiter
• Reliable partner • Proactive partner	• Message every 2 days with number of ready-to-place candidates • Asks about upcoming openings • Shares a progress update on filling current openings	• Receives walk-in leads from the client • Receives information about upcoming openings in advance

Relevant for long-term clients (e.g., warehouse, delivery hubs, and retail clients)

5 key takeaways from today's training

- While most recruiters use channels to fill one-time openings, top recruiters build channels to get continuous leads
- There is competition for leads from other recruiters and you need to differentiate yourself
- Keep contacts engaged by regularly sharing openings. Candidates will start reaching out to you for jobs instead of you chasing the candidates.
- Training providers often earn money by submitting salary slips. They will prioritize partners who provide them with the documents and interact with them often.
- Clients can also be a source of leads for long-term staffing (e.g., warehouse, field sales)

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FSG Inclusive Markets (IM) aims to **improve opportunities, agency and choice for families with low- income** by working with companies to **serve these families as customers** (and not with non-profits to serve them as beneficiaries)

Through our programs, we **address key barriers that preventing companies from offering products, services, or practices** (e.g., housing, education, employment) that benefit families with low- income

We do this by:

- Talking to thousands of **families to understand their needs, aspirations and challenges**
- Talking to hundreds of **managers to understand the operational barriers** and to tens of **CXOs to understand the business, ecosystem, and regulatory barriers**
- Signing up and partnering with companies to **co-create interventions** to address barriers, pilot solutions, and profitably scale the much-needed product, service, or practice
- **Publishing and disseminating public goods** (e.g., women's employment aspirations, companies' barriers, best practices) to make it less risky for the industry to provide this product or service
- **Addressing ecosystem barriers** (e.g., making 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-income[1] in jobs **by shifting companies' mindset and practices**

Goals

In 6 years:

- **Place 100,000 women in jobs** across 2-3 high-growth industries
- **Increase women's workforce participation by 6%** across partners[2]
- **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 – Companies that are collaborating with GLOW to increase women's recruitment, retention, and promotion

Most women in urban India come from low-income and low-education backgrounds

- **83%** of women in urban India come from households with low-income[1]
- **85%** of women from households with low-income have not gone to college
- **>50%** of women from households with low-income have not completed Grade 10

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 services[1]

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 5% to 10%

Last-mile delivery

Hyperlocal delivery agent[4]

Last-mile delivery agent

Warehousing

Warehouse packer

Warehouse sorter[5]

Flexi-staffing

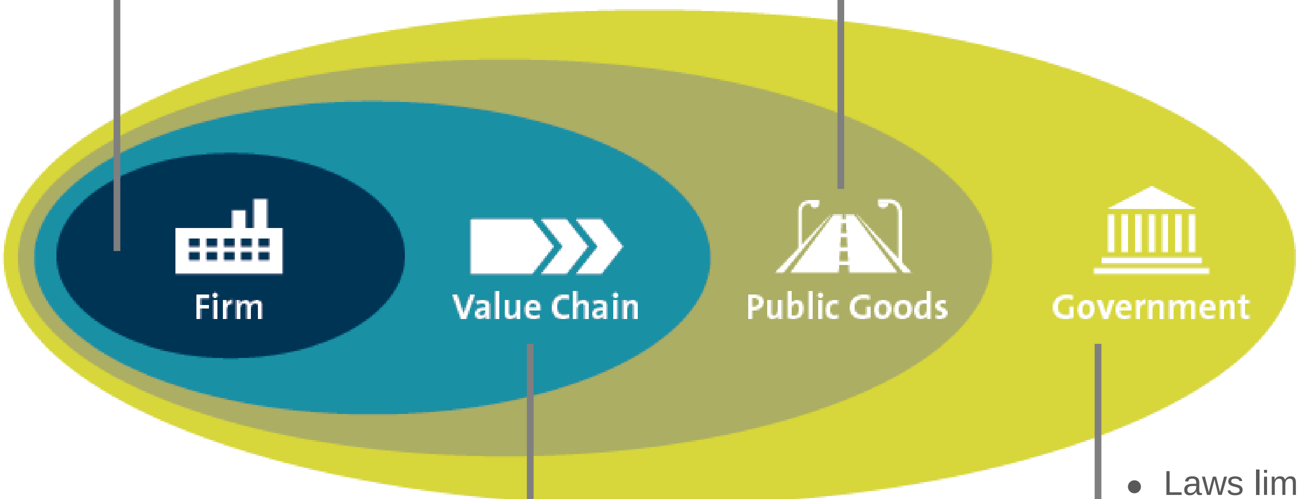
Retail sales associate[6]

Tele calling agent[7]
and more…

- Last-mile delivery, warehousing and flexi-staffing industries are growing rapidly and employed ~1.2 million workers in 2020, and less than 8% were women[1]
- Many jobs (e.g., delivery agent, warehouse packer) in these industries need basic education (i.e., 10th pass) and on-the-job training[2]
- Increasing women's participation from 8% to 24% by 2030, can add 1m+ additional women in jobs[3]

1 – PLFS 2019-20, Indian Staffing Federation Report 2018 and 2021 | 2 – Based on FSG's interviews with Logistics and Flexi-staffing companies | 3 – Assuming worker CAGR of 4% for Logistics and 8% for Flexi-staffing industry, Logistics and Flexi-staffing industries could employ ~15 million workers by 2030 | 4-*MONEY SHARMA / AFP via Getty Images* I 5-*Metamorworks/Shutterstock.com* I 6- *IndianFaces/Shutterstock.com* I7-*moodboard/Brand X Pictures via Getty Images*

Barriers preventing companies from increasing women's workforce participation



Firm

- Lack of skills and experience to hire and retain women cost-effectively
- Five unconscious biases about women's willingness and ability to work
- Lack of data on business benefits of hiring women
- Inability to invest in women-specific infrastructure (e.g., separate washrooms for women)

Public Goods

- Societal biases on role of women (e.g., childcare, safety outside home)
- Biases around jobs appropriate for women
- Interventions to improve gender diversity unknown
- Limited understanding on needs and preferences of women employees
- Women's low access to assets (e.g., smartphone, vehicle)

Value Chain

- Recruiting women is more expensive than men
- Low number of women on job portals
- Women trained in gendered topics (e.g., tailoring, beauty)

Government

- Laws limiting employment of women at night
- Laws that make women uncompetitive in labour market (e.g., Maternity Benefits Act)
- Lack of affordable and safe transport facilities, esp. in suburbs

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 addressing issues that prevent firms from solving barriers themselves

- Build a nuanced understanding of the problem by interviewing all key stakeholders (e.g., research with 6,600+ women, managers within firm)
- Improve risk-adjusted return for research by developing low-cost gender-equitable practices and disseminating to firms
- Make gender equity a priority for firm leadership and convince companies to embark on this journey (e.g., by sharing business benefits of hiring women, by offering support)
- Build and disseminate public goods (e.g., publishing gender-equity roadmap on website)
- Advocate to government on behalf of industry (e.g., reducing cost of employing women in night shifts, parental benefits as opposed to maternity benefits)

Till date, GLOW has signed-up 17 partners and these partners have added 3,600+ women in jobs through pilots

17 partners signed-up

Together, these partners currently employ ~600,000 people and less than 1% are women

DEPENDO Altruist Co.
Even
3POINT HUMAN CAPITAL
GRAB
UNH MANAGEMENT SERVICES PVT. LTD.
MOWO Moving women
SWIGGY
zomato
INDUCTUS
2COMS Recruitment • Staffing • Skill Development
G Group YOUR JOB, OUR WORK
FM LOGISTIC
adhaan solution Services at its best
labournet
INNOV YOUR PEOPLE PARTNER

And more…

Multiple pilots in-progress

- Use local influencers as mobilizers (e.g., *Mahila Mandal* president)
- Incentivize recruiters to hire women
- Create a pitch that is attractive for women
- Assign experienced female mentors to new female employees
- Share case studies of women doing work considered difficult for them
- … and more

Impact seen in ~2 years

- **~35 GEP (Gender equitable practices) piloted**
- **>100,000 additional jobs for women by logistics and FS industries**
- **>3,600 additional jobs** for women by partners
- Gender equitable policies and practices implemented. For example:
  - Recruitment channels optimized
  - Recruiter capability improved through training
  - … and more

REIMAGINING SOCIAL CHANGE

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