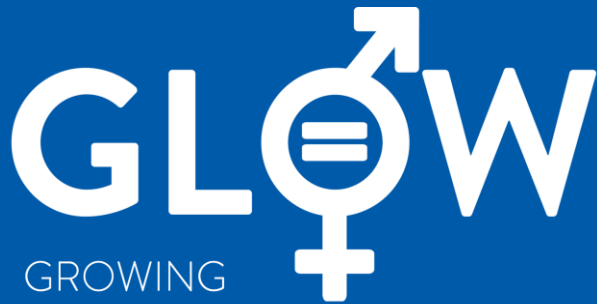




REIMAGINING SOCIAL CHANGE



GROWING
LIVELIHOOD OPPORTUNITIES
FOR WOMEN

Recruiter training: Minimising candidate drop-offs

January 2025

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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

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
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After the candidate joins

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7. **Commute concerns:** Candidates have concerns due to the commute requirements of the job
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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

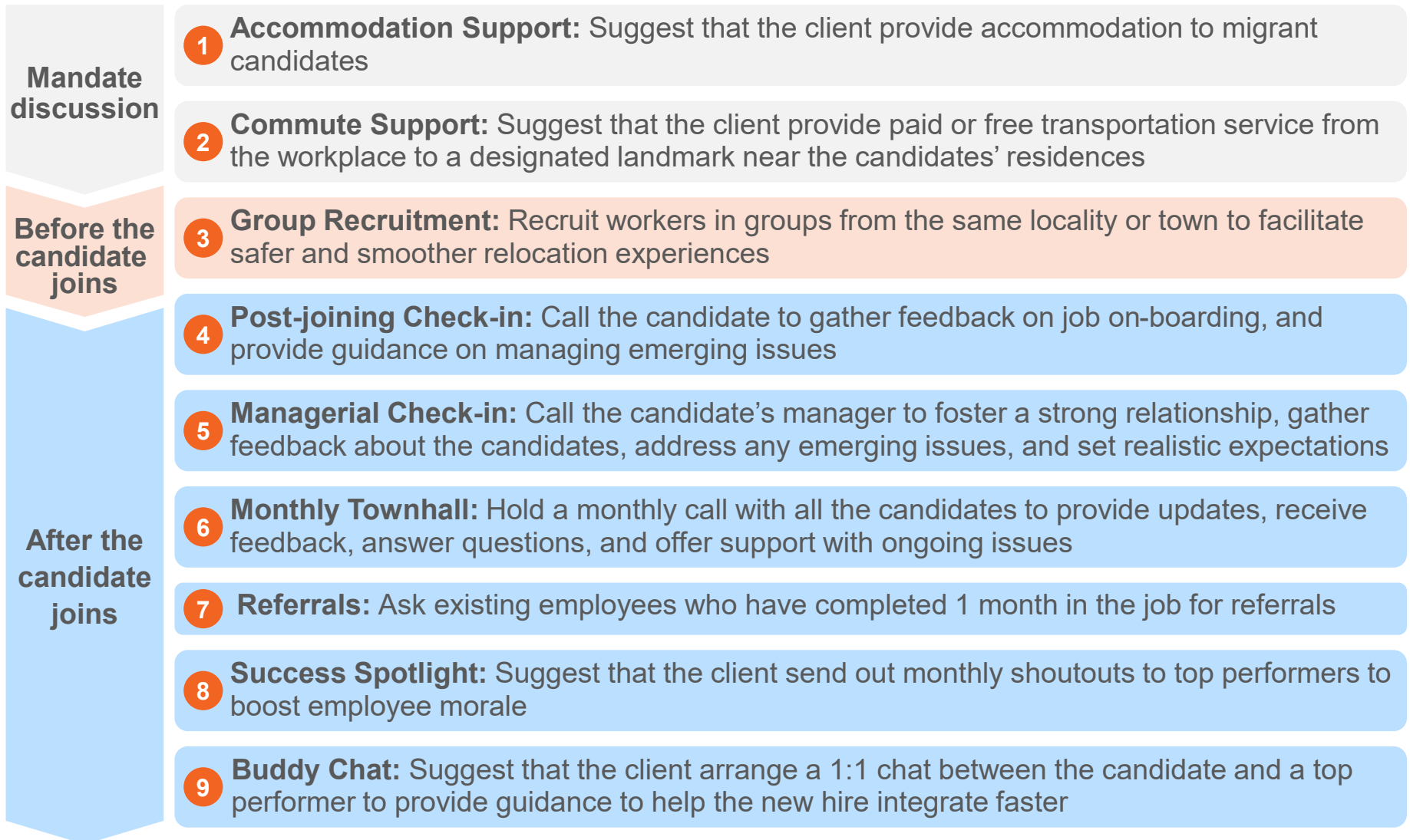


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Instructions for post-joining check-in call between the recruiter and the candidate

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

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

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

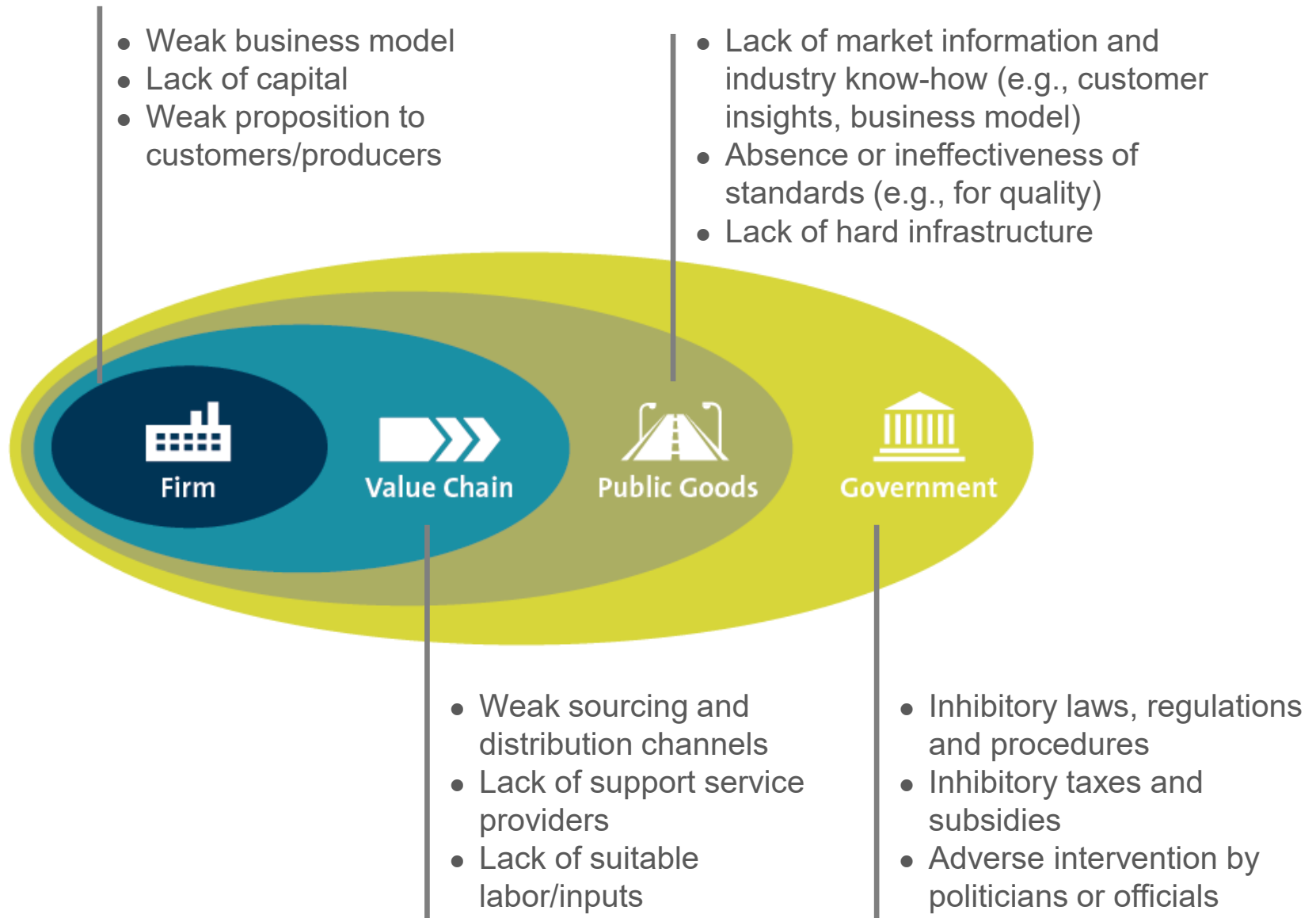
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FSG aims to create sustainable impact by demonstrating the profitability of offering inclusive products, services, or practices

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	<ul style="list-style-type: none">• 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

There are multiple barriers that prevent the scaling of industries serving low-income families



FSG's multi-year programs have helped address these barriers and scale 3 inclusive industries

Ownership Housing (2006-2016)



- As of Mar 2024, the assets under management (AUM) by **Affordable Housing finance (AFCs)** stood at **~USD 12.8 billion**¹
- **>30,500 affordable housing units built across 130+ projects in 23 cities** between Jun 2011-Jan 2013

Early Childhood Education (2015-2025)



- 9 activity-based learning providers signed-up
- Partners serving **>1,100 schools** and providing **>170,000 children** from low-income families access to ABL
- **~33% improvement in learning outcomes** since 2018 for children in PIPE schools

Women's livelihoods (2020-ongoing)



Image source: [Flickr](#)

- 20+ partners signed-up
- **Partners increased women's participation by 6 percentage points** in jobs in ~4 years
- **2 industries** (i.e., Flexi-staffing and logistics) **doubled the # of women in jobs from ~121K women to ~274K between 2020 and 2024**²

1- <https://www.livemint.com/companies/former-hdfc-employees-set-up-affordable-housing-finance-firm-weaver-services-11722340563630.html>

2- Based on PLFS and ISF reports. Industries considered under Flexi-staffing: Retail, FMCG & FMCD, Logistics & E-Commerce, BFSI and Industrials

Since 2006, the IM team has worked to build the low-income housing (LIH) industry

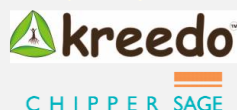
	Housing market in 2006	What we did	Housing market in 2018
Industry status	<ul style="list-style-type: none"> • Very few developers building LIH • No housing finance companies (HFCs) lending to informal¹, low-income customers 	<ul style="list-style-type: none"> • Incubated 2 HFCs to serve informal, low- income customers • Signed up 4 developers to pilot LIH 	<ul style="list-style-type: none"> • 130+ LIH projects in 23 cities (as of 2013) • 22 HFCs lent USD 4.1b in loans to 250,000+ LIFs
Knowledge gaps	<ul style="list-style-type: none"> • Credit assessment of informal customers • Demand for LIH • Designing, marketing and identifying land parcels for LIH • Only government banks invited to lend for government housing 	<ul style="list-style-type: none"> • Conducted research across the LIH value chain • Developed and piloted new business model 	<ul style="list-style-type: none"> • Business model for informal customers established • Business model for LIH established • HFCs invited to lend to big government housing projects • <i>"We know income bands for various informal jobs"</i> – HFC managers
Mindset barriers	<ul style="list-style-type: none"> • Low-income families (LIFs): <ul style="list-style-type: none"> – Don't want small flats – Won't pay maintenance – Have irregular incomes – Inflate incomes • Buildings will become vertical slums 	<ul style="list-style-type: none"> • Conducted 3000+ customer interviews to understand needs, aspirations, willingness to pay and challenges to home ownership 	<ul style="list-style-type: none"> • LIFs: <ul style="list-style-type: none"> – Investing in flats: <i>"My flat is an asset for my children"</i> – Are responsible, credit worthy customers, as indicated through low NPAs² • Government providing 5% interest subvention to boost demand

1. No income proof | 2- Non performing assets

As a result of PIPE¹, children across 1100+ APSs² have access to ABL³ and have shown a 33% improvement in learning outcomes

Activities

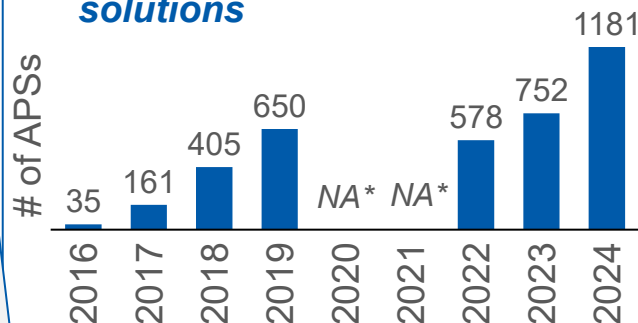
- Identified, convinced and **signed up 9 partners** to serve the APS market



- Developed a **profitable business model** for the APS market
- Published tools, best practices, reports as open-source resources** at www.fsg.org/pipe

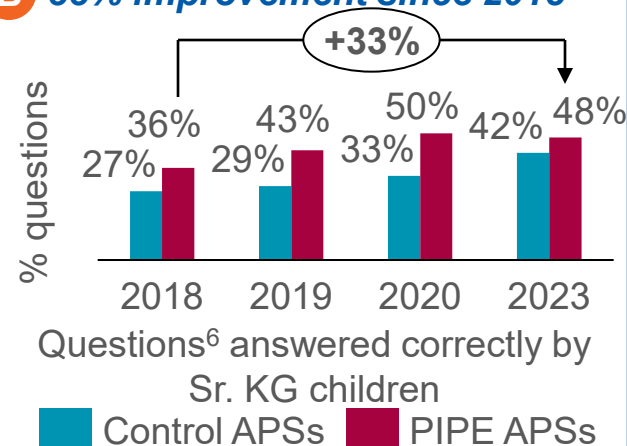
Impact to date

A APSs using PIPE partner solutions



*schools closed due to COVID⁴

B 33% improvement since 2018⁵



C Collateral developed



D Raised awareness with 180+ organizations

Influenced funders (listed below) to support the APS market



CENTRAL SQUARE FOUNDATION

1. Program to Improve Private Early Education | 2. Affordable Private Schools | 3. Activity based learning | 4. Schools were physically shut due to COVID-19, and only remote learning products were offered by the partners to APSs during academic years 2020-21 and 2021-22. The PIPE team has been unable to verify children's extent of engagement with these remote learning products due to school closures and COVID travel restrictions | 5 Assessment was conducted by an independent 3rd party | 6. Represent 4 questions that were assessed in 2018, 2019, 2020 and 2023 – a. Can you read the word 'PIN'? b. Can you identify the largest number from a group of numbers? c. Can you count and give 12 sticks out of 20? d. Can you name any 6 animals? Sample sizes: PIPE 2018 (190 children), PIPE 2019 (636 children), PIPE 2020 (492 children) PIPE 2023 (378 children)

Since 2020, GLOW¹ worked with 2 fast-growing industries to double the number of women in jobs from ~121K to ~274K

Private sector engagement

Partnered with 20+ companies

DELHIVERY

QUESS
WINNING TOGETHER

zomato

labournet

FM LOGISTIC

2COMS
Recruitment • Staffing • Skill Development

PROMPT PERSONNEL
PRIVATE LIMITED

25 YEARS OF GROWTH
SINCE 1997

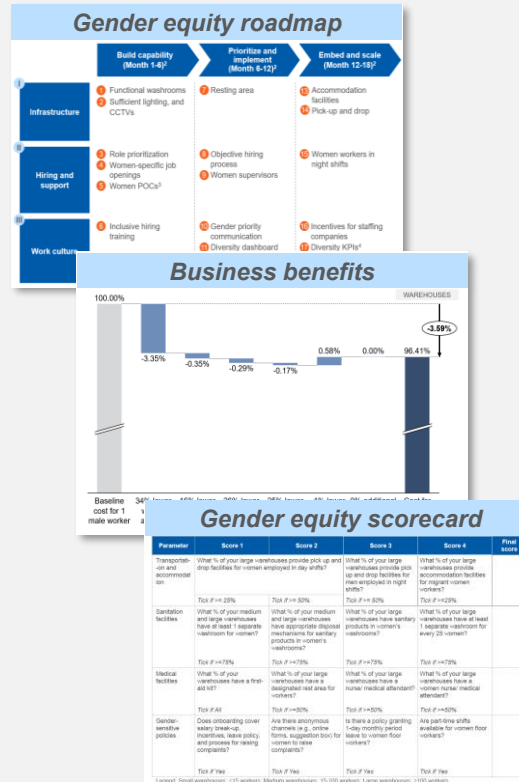


and more...

Addressed challenges by..

- Demonstrating business benefits of gender diversity (e.g., higher retention)
- Shifting manager's mindset (through data, pilots etc.)
- Upskilling managers to hire and retain women
- Helping leaders set realistic targets
- ...

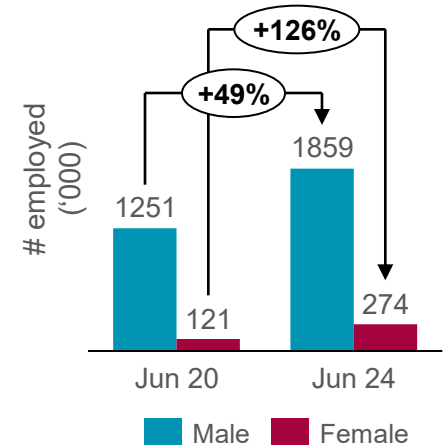
Industry-specific toolkits



and more...

Impact

- **153k addition women in jobs in 2 target industries** (logistics, flexi-staffing)^{2,3}



- **~20k additional women in jobs across 10+ partner companies**

1- Growing Livelihood Opportunities for Women, 2-Logistics: 1) PLFS report 2020,2021,2022, 2023 and 2024, 2) Industries considered under logistics-warehousing & storage, courier activities and retail sale via mail order houses or via internet | 3-Flexistaffing: 1) Total workforce triangulated from ISF Annual Report- 2021, 2022, 2023 and 2024, 2) Industries considered under Flexi-staffing: Retail, FMCG & FMCD, Logistics & E-Commerce, BFSI, Industrials



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