An Alumni Tracer Study

A CROSS SECTIONAL STUDY OF GROW ALUMNI WHO HAVE COMPLETED ONE YEAR POST TRAINING

GROW
BETTER SKILLS. BETTER JOBS

Abbreviations Used

- **NEET:** Not in Education, Employment or Training
- **NSSO:** National Sample Survey Office
- **OECD:** Organization for Economic Cooperation & Development
- **MSDE:** Ministry of Skill Development & Entrepreneurship
- **NSDC:** National Skill Development Corporation
- **DRF:** Dr. Reddy's Foundation
- **ToT:** Training of Trainers

5% of India's workforce is formally skilled. 70% of 15 million Indian youth who enter the workforce each year are not job-ready.

Current Status

- India's unemployment rate is 45-year high at 6.1 per cent in 2017, according NSSO survey
- Half of India's working-age population (15 years and above), is not contributing to any economic activity, according to NSSO
- More than 30% of India's youth are NEET as per OECD Study
- Roughly 70 million workers entering the workforce between 2018 and 2022 will need to be skilled for a 21st century economy if India is to keep pace with technological changes
- Less than 5% of 450 million workforce (15-45 age) have undergone any formal skilling
- Poor quality delivery of vocational & skilling programs

Opportunities And The Efforts So Far

- During the next 20 years the labour force in the industrialized world is expected to decline by 4%, while in India it will increase by 32%
- In 2020, the average age of an Indian will be 29 years, compared to 37 for China and 48 for Japan
- National Policy for Skill Development & Entrepreneurship 2015 and MSDE's Vision 2025 in Making
- Create job opportunities in 25 sectors and ensure skilled workforce to match the demand under Make in India and Skill India Missions.
- NSDC and various State and Central Schemes for Skilling in PPPs mode to ensure delivery of high quality skilling projects, funding, market linkages and networks
- Education Sector Reform in pipeline

GROW is designed as a model for quality skilling on industry aligned Core Employability Skills at scale, in a cost effective manner

The 5 key issues that hinder delivery of quality skilling as defined by DRF

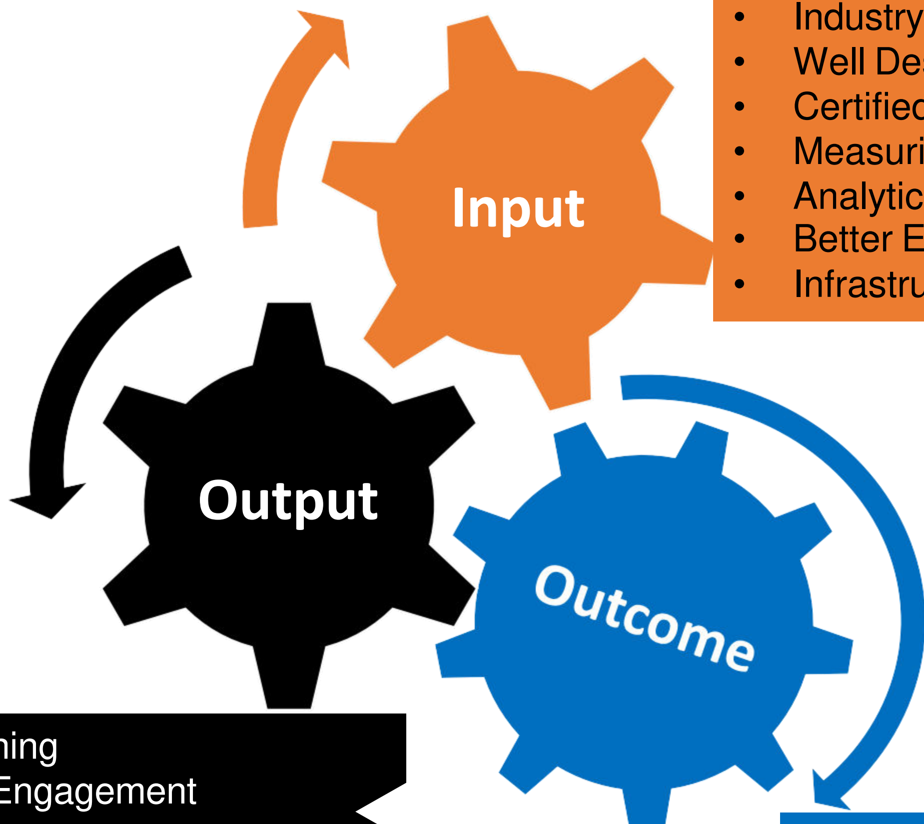
- Lack of industry aligned skills and training content
- Poor quality of training in class
- Low engagement of youth (as their aspirations are not being addressed)
- Poor placement quality in terms of monthly salary they get
- Absence of models that can provide affordable skilling for youth and are also cost-effective for donors

The 5 key differentiators of GROW program

- Industry aligned core employability skills, which are domain agnostic and meet the job requirements of multiple sectors
- Certified trainers having competency standards to deliver quality training
- Focus on learning outcomes by measuring skill shift in youth through pre and post assessments
- An IT platform that maps the entire life cycle of youth and has matchmaking engine that helps in placing youth as per their aspirations and competencies
- Differential fee system, based on the paying capacity of the youth, which ensures that it is affordable across all economic sections and helps in effective resource utilization of donors

GROW **"Theory of Change"** is defined at three levels

- Industry Aligned "Core Employability Skills"
- Well Designed ToT
- Certified Trainers
- Measuring Learning Outcomes – Pre & Post Training
- Analytics Enabled Matchmaking
- Better Employer Connect
- Infrastructure – To Create Right Learning Environment



- Quality Training
- Classroom Engagement
- Skill-Shift
- Placement Based on Matchmaking

- Better Skills Lead To Better Jobs - Average Monthly Salary More Than INR 10,000

Background & Objective

Background & Objective of the Study

Background:

- DRF has been working on skilling for past 19 years and impacted more than 3.8 lakh youth through its various placement linked skilling programs.
- GROW program is the new model which is being implemented in more than 17 States since Jan 2017.
- After training & placement completion students are tracked for 3 months to provide initial handholding.
- There was a need to track and know what is happening in their careers after one year of training. In this context this “Tracer Study of GROW Alumni” is being conducted.

Objectives of the Study is to know the following:

- Progress made by GROW Alumni in their careers who have completed one year of GROW training
- Impact of GROW training on their jobs and careers
- Reasons for attrition
- Any upskilling requirement

Study Design & Approach

Study Design

Population

- All GROW Alumni who have completed one year of GROW training.
- [Timeframe: Alumni completed one year of training between April 2018 to March 2019].

Sampling Method

- Study used the stratified & random sampling methods. In the first step all GROW centres which are spread across 15 States were grouped in three clusters and then equal numbers of samples will be drawn from all three clusters using computer based random sampling method. This is to ensure that samples selected are representative of the population.

500

Sample Size

- Total sample size of the study is 500, to ensure 95% confidence interval and margin of error within 5%.

Areas of Inquiry

- Alumni current employment status?
- Impact of GROW training?
- Did they get any increment in the past one year?
- Do they have any upskilling requirement?
- Reasons for attrition?
- If they are not in the job, what are they doing now?

Approach of the Study

Study Design

- Defining Population
- Sampling Method
- Sample Size
- Area of Inquiry

Designing the Tool

- Deigning questionnaire
- Testing Questionnaire
- Interviewers' Orientation
- Translating Questionnaire in Local Language
- Running a Pilot Interview
- Finalizing Questionnaire

Data Collection

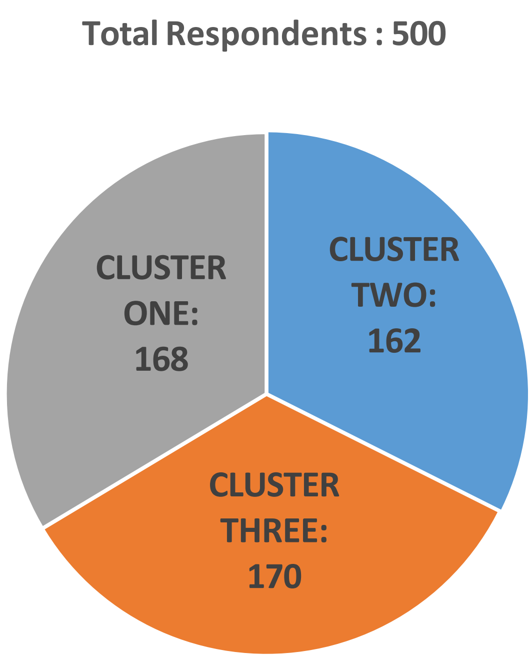
- Data Collection (using hard copy, through telephonic discussion)
- Recording all the calls
- Monitoring the quality of calls
- Data Cleaning

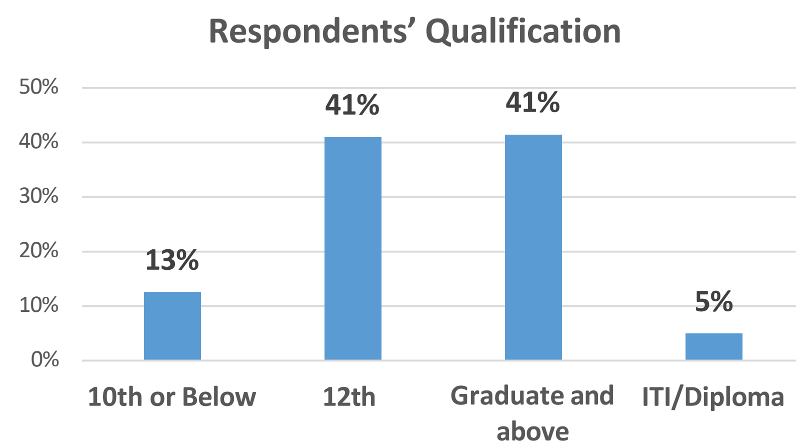
Data Analysis and Reporting

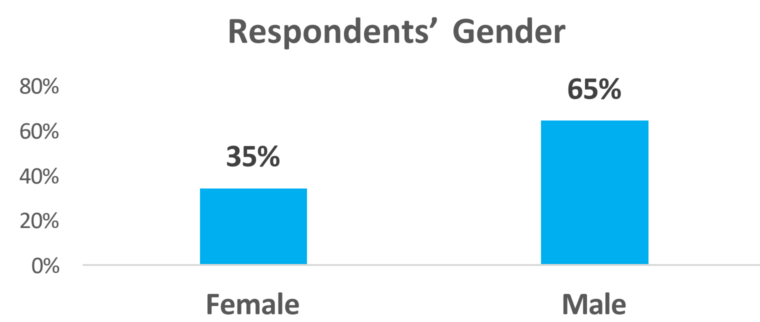
Finding will be captured in the following format

- How the journey started after training – placed, not placed, If not placed reasons for the same
- What they are doing after 1 year
- Relevance of GROW training – aspirants' voice
- Impact of "Core Employability Skills" on aspirants' salary
- Reasons for attrition
- Any upskilling requirement
- Any other key insights which may emerge from data
- Key takeaways

Demographic Profile of Respondents







Note:

- In the GROW Program we have 18 %-10th Pass, 49%-12th Pass, 4%-ITI & Diploma and 29% Graduates
- Male-Female ratio in GROW program is 62:38

Limitations & Strengths of the study

Limitations of the study

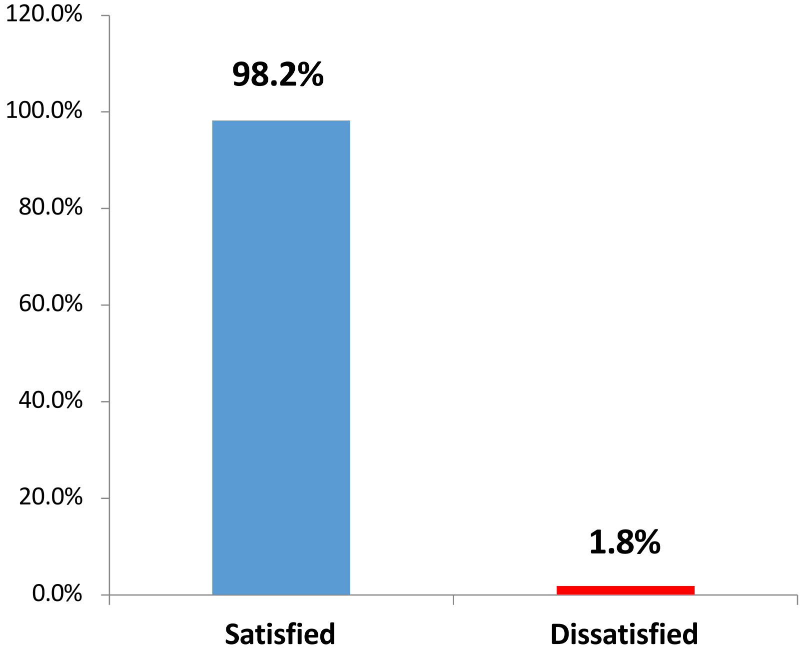
- Due to its spread in 15 states arranging members from all vernacular languages was difficult, in those cases English was used as common language. We had members from Hindi, Telugu, Kannada, Tamil & Bengali in the team.
- The time available may have been insufficient to capture some qualitative changes GROW program brought in alumni's lives.

Strengths of the study

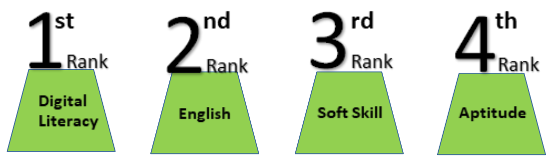
- Stratified and Random sampling to ensure samples selected are representative of the population
- All calls were recorded for future reference

Key Findings

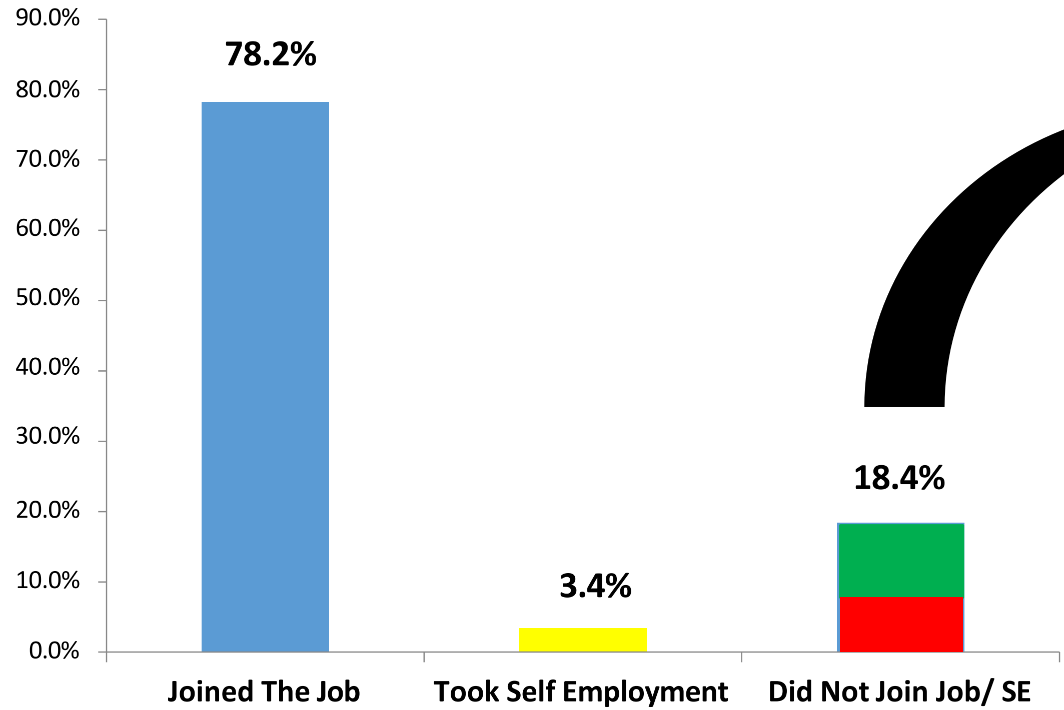
98% respondents found GROW training helpful



- 98.2% respondents found GROW training helpful
- 1.8% did not find training helpful; as they have not got the job as per their aspiration
- Based on the usefulness of courses in their work, respondents have ranked them as follows:

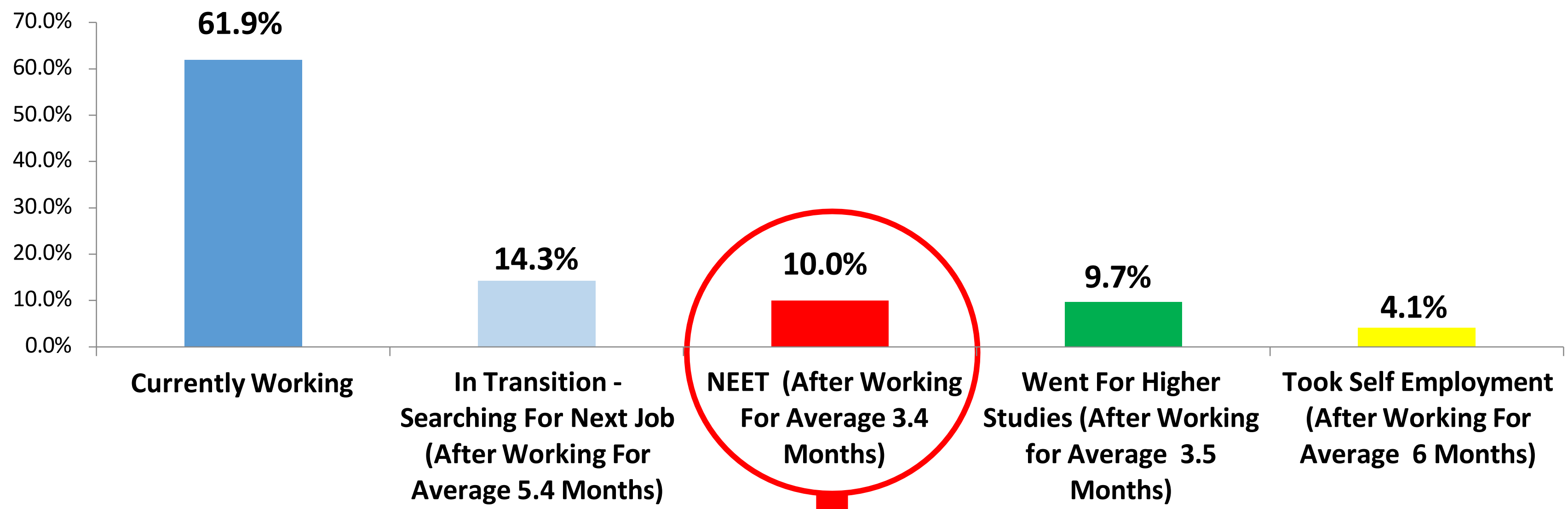


78% respondents joined the job



18.4%	**Did Not Join Job**
10.6%	Went For Higher Studies
7.8%	NEET • Personal Reasons : Health, Marriage, Lack of Family Support • Job Related: Centre could not offer job as per aspiration

78% who joined job; 62% of them are working; 14% are searching for next jobs after working for average 5.4 months



Key Reasons For Attrition		Areas of Improvement
5.4%	**Personal Issues:** Marriage, Health, Lack of Family Support [**86% are Females]**	Acceptable
4.6%	**Job Related:** Salary, Work Pressure, Distance, Not Able To Achieve Target Etc.	Need to Improve
Note: Those who left jobs due to personal issues; **86%** are Females**.** In study sample M:F ratio is 65:35 and in GROW Program M:F ratio is 62:38		

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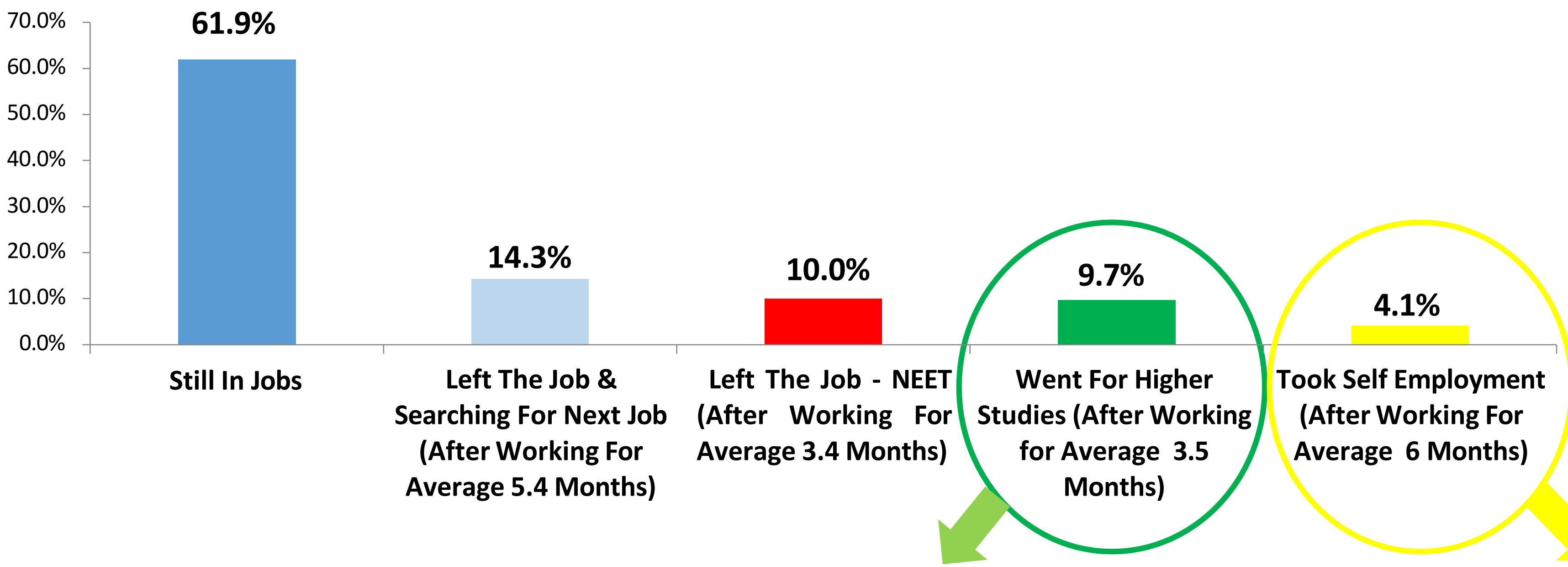
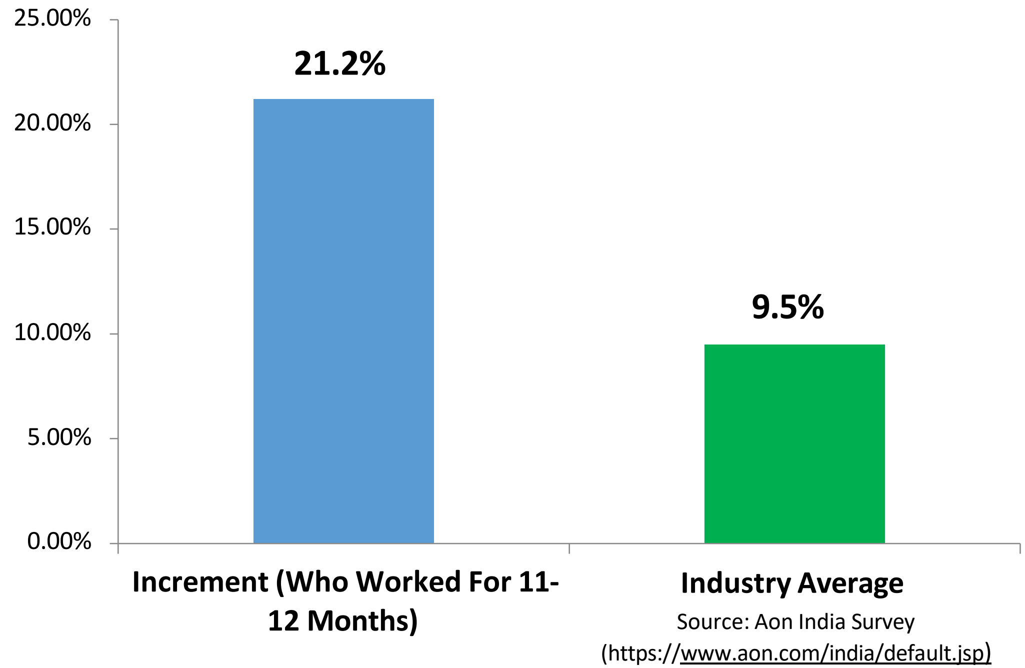


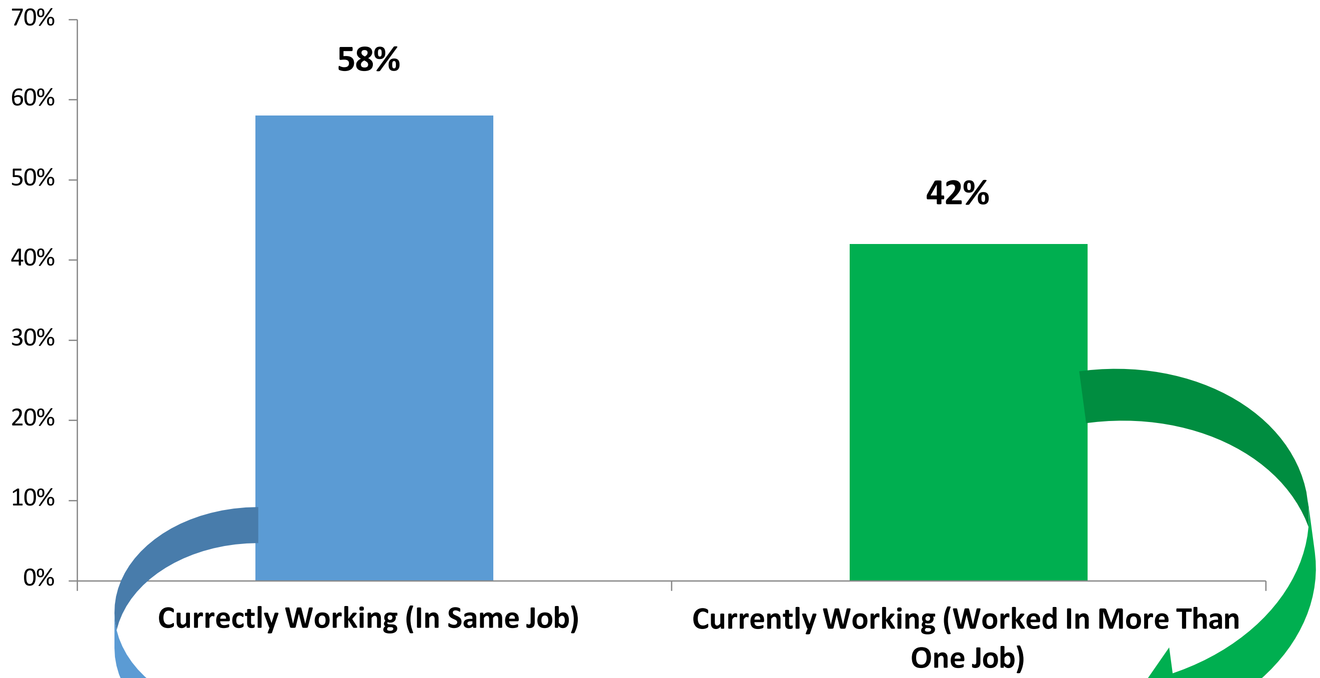
Nature of Higher Studies	
Academics (12th, Graduation, B. Ed Etc.)	7.9%
Preparing For Govt. Job	1.8%

Nature of Self Employment	
Services	2.8%
Manufacturing	0.8%
Trading	0.3%
Agri Related	0.3%

There is an average salary increment of 21.2%, compared to industry average of 9.5% for those who worked for 11-12 months



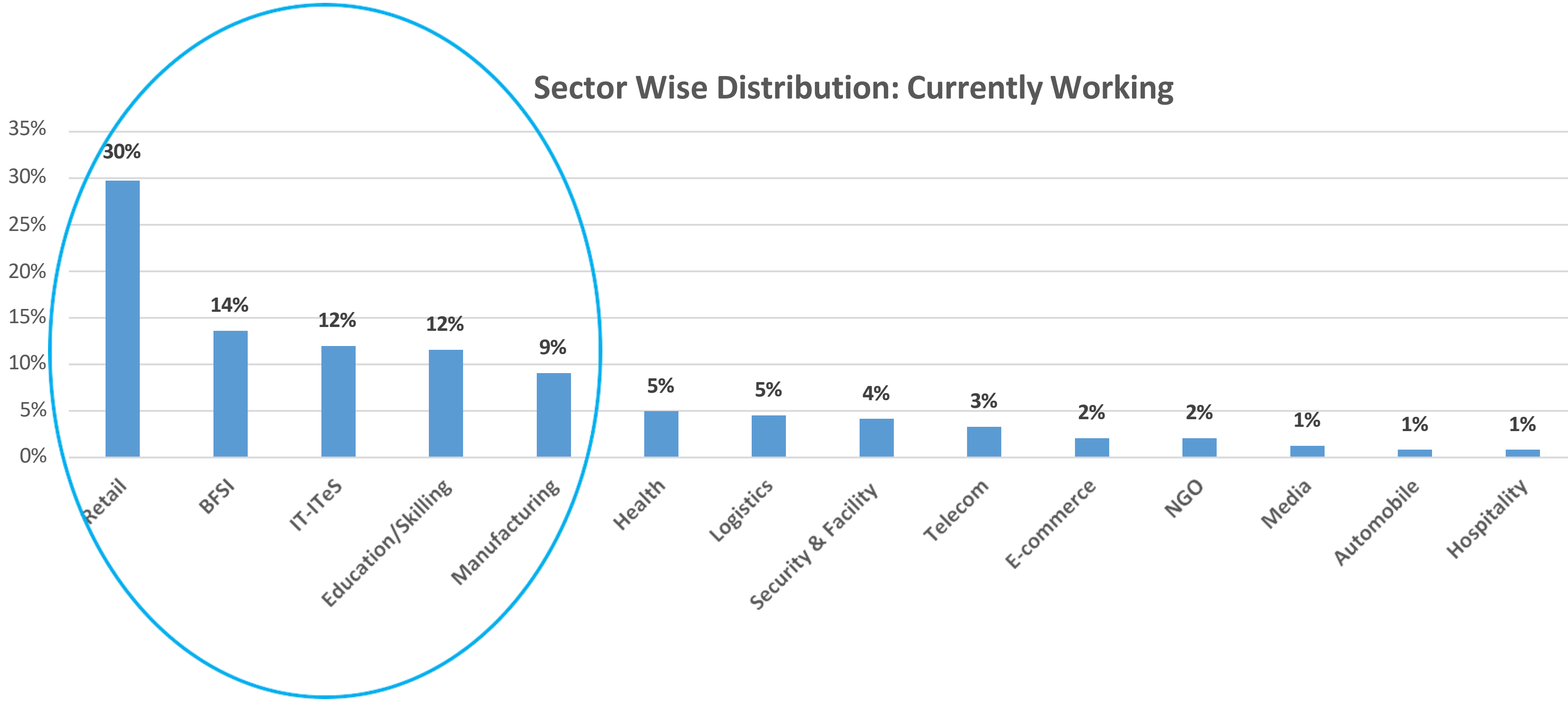
Of total currently working respondents, 58% are working in the same job; 42% have worked in more than one job (and currently working)



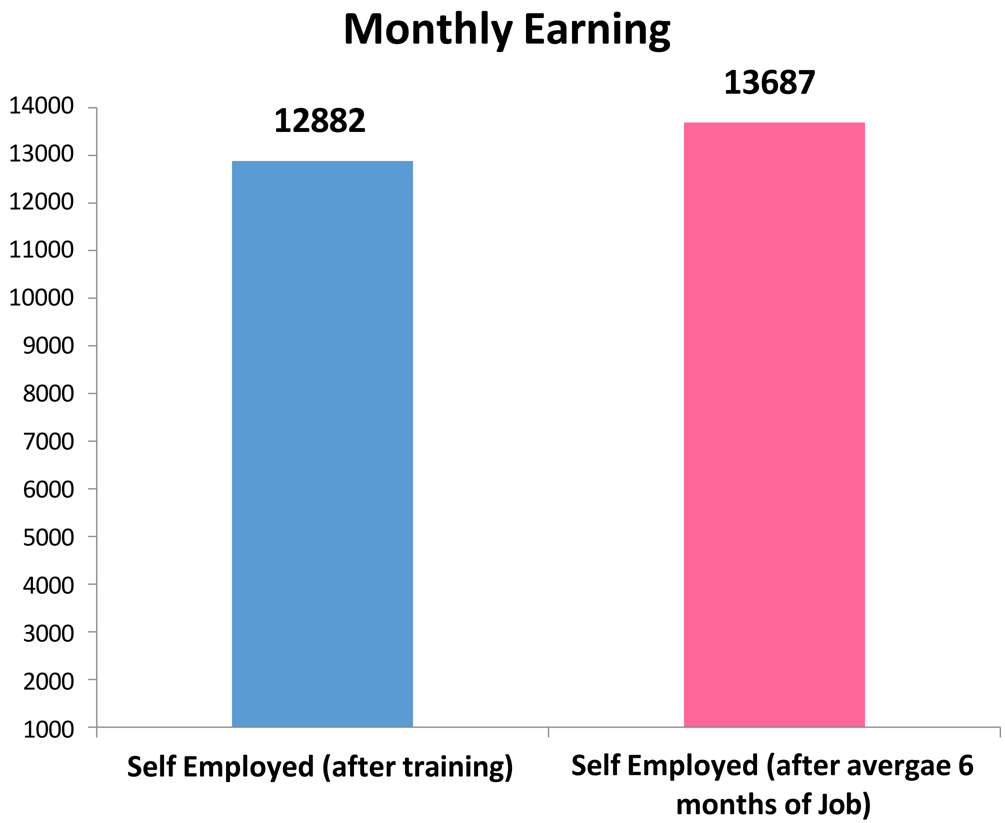
- 36% (of 58% who are working in the same job) completed 1 year and got an average increment of 18.5% (INR1802)
- Their salary increased from INR 9738 to INR 11540
- Others' appraisal are due

- 42% who have worked in more than one job and are currently working increased / negotiated their salary by 20.2% (INR 2025).
- Their average salary increased from INR 10196 to INR 12250.
- They have worked for average 10.6 months

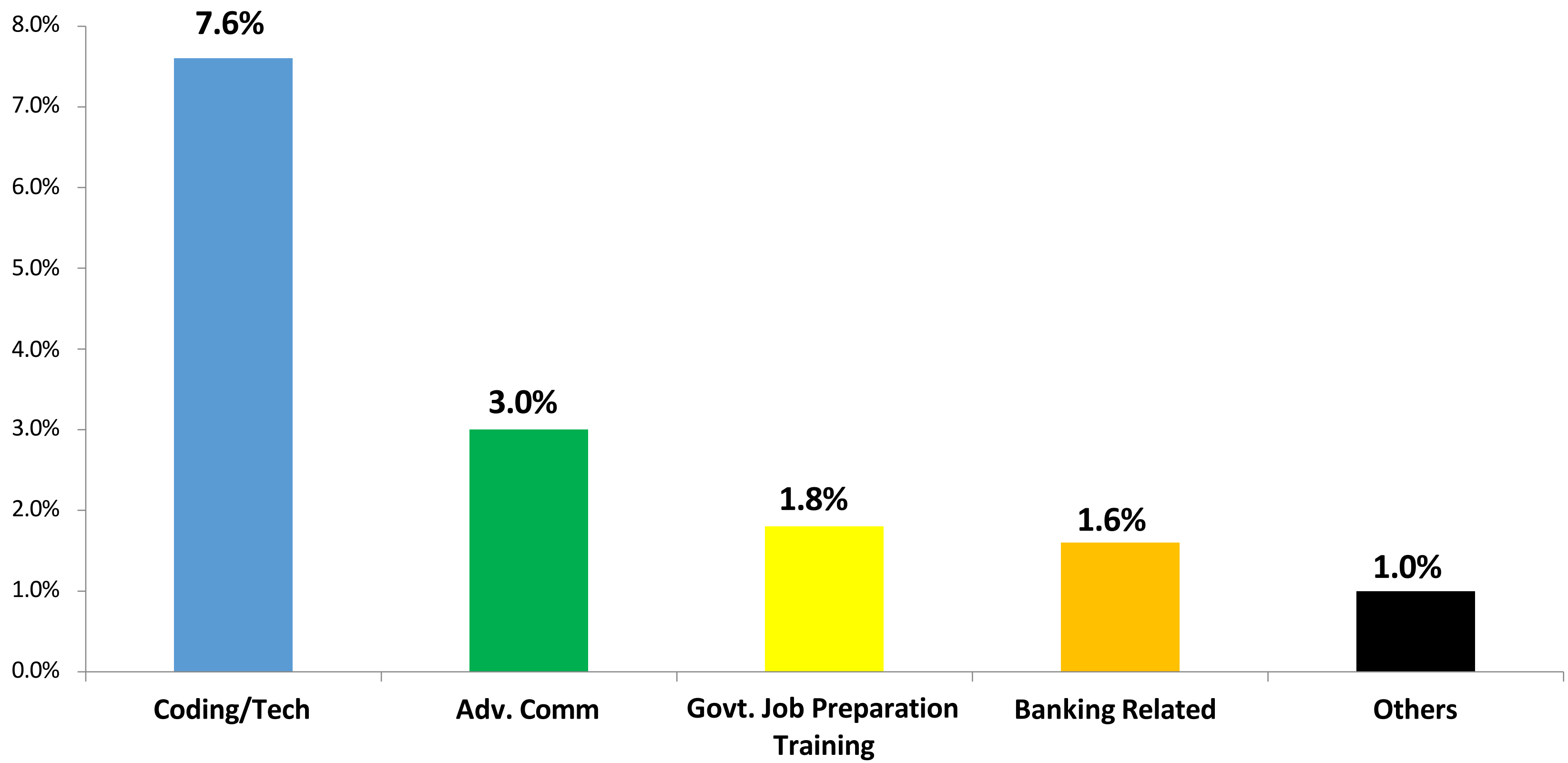
Majority (77%) of currently working respondents are from 5 sectors



Those who opted for Self Employment after training are earning INR 12882; those who took Self Employment after working for average 6 months are earning INR 13687



15% of total respondents are looking for upskilling



Key Takeaways

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Communicate Impact of "Core Employability Skills" on Salary of Youth

- To Community/Target Group during outreach and counselling
- Sharing with eco-system, NSDC by publishing papers/articles
- Searching for similar studies so that GROW program can be benchmarked with those programs

Reduce non-serious candidates who remains NEET even after training

- There is scope to reduce non-serious students further by screening such candidates during admission counselling
- Counselling parents (during Parents' Meet) - specially parents of female aspirant
- Explore how female participation can be improved – minimum 50%

Work on Job Related Attrition

- Study observed that there are personal reasons and job related reasons for attrition. Program can focus on reducing job related attrition by strengthening post placement handholding/ counselling and job fair events (to re-place interested aspirants)

Introduce Module on Self-Employment

- Study found that total 6.6% respondents took self employment. One module on Entrepreneurship can be introduced in the GROW program, just to give them some basic information (it can be optional)

Upskilling Pilot

- Though 15% respondents showed interest for upskilling, 50% of them are looking for coding/high end technical courses. DRF is already doing one such pilot in its PwD Program, those learnings can be used for youth program as well.

The Way Forward

- Study was presented to JPM Team (Maneesha Chadha, Head CSR and Shashanka Sharma, MD & CFO, Global Service Centre)
- They have appreciated the study design and the key takeaways

The Way Forward:

1. Explore to get study insight published in the print media
2. Share key insights through social media (JPM will also repost it)
3. .Share the study with NSDC (under our knowledge partnership) and other partners
4. Publish one paper/article

Dr. Reddy's Foundation was founded in 1996, to enhance the dignity and well-being of socially and economically vulnerable people. DRF develops and tests innovative solutions to address complex social problems and leverage partnerships to scale up impact. They work with Children, Youth (including Persons with Disabilities) Women and Households across 20 states in India.

DRF has been working on skilling for the past 18 years and has impacted more than 3.7-lakh youth through its flagship skilling programs. DRF worked with more than 58 Govt. and Pvt. Partners till date to create impact at scale. GROW program is currently present in 18 States and supported by DRL, JPM, Accenture & AMM.

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