

Generation

INDIA

Private Sector Contribution to Outcomes Based Skilling in India

Leadership Roundtable: Analysis and Lessons Learned

Date and Venue

24th March 2023, India Islamic Cultural Centre (IICC)

The roundtable discussion was organized by Generation India Foundation with the objective to explore the crucial role and significance of the private sector in the skilling ecosystem. The aim was to exchange insights from practitioners in CSR and philanthropy, identify best practices for PPPs in skilling, develop recommendations for policymakers and stakeholders, and discuss the role of employers in skilling.

PANELISTS

- **Anurag Chandra** - Admiral, Delhi People Services Team
- **Arunesh Singh** - CEO, Generation India Foundation
- **Bharat Visweswariah** - British Asian Trust, Executive Director, India
- **Dhruvi Shah** - Executive Trustee and Chief Executive Officer, Axis Bank Foundation
- **Prateek Agarwal** - Senior Program Manager - AWS re/Start, APAC
- **Ramit Tyagi** - Director, Talent Acquisition-India | UKG
- **Ravijot Singh** - Regional HR Head - North, Trent Limited
- **Renu Pal** - BlackRock Social Impact, Managing Director
- **Sharmeen Kutky** - Head of India Corporate Citizenship and Foundations, Credit Suisse
- **Shriya Sethi** - Senior Expert AP and Director, McKinsey Center for Social Impact
- **Sourabh Anand** - JP Morgan India Ltd., Head, CSR India
- **Sunil Dahiya** - Executive VP, Wadhvani Foundation

MODERATOR

- **Vivek Pandit** - COO, Generation India Foundation

OUTCOMES AND LEARNINGS FROM THE DISCUSSION

1. Link between Education and Skill Development Ministries should start early in the learning journey

There are very close linkages between Ministry of Education and Ministry of Skill Development and Entrepreneurship as they both work towards the creation of high skilled personnel and thus there should be **greater co-ordination and learnings between these two ministries**. It is essential to **turn around education on its head, making it more practical and application based** so that experiential learning and mindset shift can be brought about. There is a need for mainstreaming all vocations into the academic system. It is critical to provide support in terms of **career counselling for students in schools** so that the transition for them is smooth and mismatch in aspirations can be avoided.

2. Skilling should be more inclusive and industry needs to invest equally

❑ **Skilling can be made more inclusive - Industry needs to invest** equally if they wish to see the investment of the individuals- they need to find the various ways to create **favourable opportunities for the rise of skilled individuals** within their organizations as well as creating a safe working environment for them. Skilling means different things to different sets of people and thus one way of looking at it is to talk about the **number of people employed and the rise in their incomes and consequent impact in their livelihoods**. It is important to enable people to **access the existing infrastructure in the existing ecosystem**. From the point of view of gender perspective, **women in skilling should be valued** and their timings during skilling as well as in their jobs should be made flexible to suit their needs. Even if their acquisition cost is high, it is worth it. There are programmes started by organizations where **disabled individuals are skilled**- individuals with ICTs and those with physical disabilities. It is of utmost importance to **create an emotional touch and connect with the employees**- involving them as volunteers in skilling programmes.

❑ **Skilling and Industry** - Industry should come early, before skilling, in schools and **address the need of the classrooms**- assist them with labs for practical application of learnings. Private sector and industry should ensure there are **more domain agnostic, generic, and specialized tools for the selection of right candidates in different job roles**. They should also help in increasing retention rates through institutionalizing practices like making the learners watch **daily life videos/week zero, involving parents of learners in decision making and post-skilling mentorship**. Industry should ensure long-term commitment in skilling. A new form of public-private partnership is emerging where more industry players are coming together to create a strong skilling ecosystem. The private sector is also contributing through CSR in **employability skills, technical skills, self-employment skills and entrepreneurship skills**. Industry needs to contribute by **giving time**- a practice

of spending two to three hours every month with the learners- where someone from a particular industry should **engage with the learners** and explain how that industry works and what are its challenges and concerns.

3. Importance of understanding nuances of outcome-based skilling, its importance, and its measurement through matrix

Firstly, it is important to **define outcomes**. Outcomes can mean very different things, placements, certifications, enrollments etc. **Secondly**, to get into the nitty-gritty of how we **measure outcomes** - who sets the benchmarks and standards? There is a need to bring **evidence-based success** on the table which has been verified by third party assessments. It can also be seen from the lens of **scale vs income increase** - is skilling more individuals important or raising their incomes by a higher margin? It was discussed if the definition of outcome-based skilling could be tweaked to ensure that the **quality of the skilling programmes stay intact**. The need is to **analyse the data of the matrix** and use it to bring about incremental changes in skilling. Success of any skilling programme is a success of the skilled individuals. The possibility of **having psychometric tests** to see if individuals are being skilled in the right direction as a means of moving away from percentage placements to measure impact. Input and **output matrix should learn parallel to each other**.

4. Ecosystem to re-calibrate its understanding and management of individuals shifting jobs

It is important to undertake research and understand the reasons for today's youth shifting jobs. The youth feel that it is the only way they would grow, and this should be considered as an **accepted reality**. People have a **choice**, and they go through multiple skilling programmes even in non-funded programmes to finally find the right job for themselves. Skilling should be seen as helping them later in their lives. **Retention should be seen as an important factor** to understand what the programme has not been able to achieve and what can be done to put the right candidates into the right bucket, to enable the learners to reach where they want to. The "**silent finishing line**", of believing that the individuals are going to stick to their jobs after being placed, requires to be crossed. There is need for us to **focus more on people who stay back** and not those who leave us. This will enable us to understand what is important and needs to be done to retain people. Corporates should create an **ecosystem which operates with people moving in and moving out**.