



Webinar  
September 2019

A KNOWLEDGE COMMUNITY PLATFORM

# MAXIMIZING PLACEMENTS





## PLACEMENTS: CHALLENGES

**F**ocused training for skill development must prepare a candidate for work, so that once trained, the candidate is employable, depending on the people requirements of the industry / employer. This however does not always happen successfully.

In India there are significant demand - supply mismatches, with supply outmatching the people demanded by industry. Often the candidate doesn't meet the skill requirements by the employer. Sometimes

expectations of the candidate have not been managed and are not in sync with what the job requirements are. It is often assumed that once a person is skilled, s/he is ready to move to another location to work. However sustainable salaries are required in different cities that may vary significantly and employers are often unwilling to pay them. The job may be outside the geography where the person has been skilled, and s/he may not agree to move for the job.

## THE WEBINAR

**G**iven these challenges, the first web-based seminar in the series - "Maximizing Placements" - was organised in September 2019. A total of 60 partners were connected through Microsoft Teams, an online communication portal that allows participants to connect virtually and share their knowledge and experience from across different geographical locations.

Key officials from three training partners shared their experiences in

running scaled training programs with successful placement strategies and good placement ratios. The presentations focused on the "how" of the placement strategies of these partners.

The presenters included Heraud Training and Education, ANUDIP Foundation and ICA Edu Skills.

Anudip Foundation  
<https://www.anudip.org/>

Heraud  
<http://www.heraudinc.org/>

ICA Edu Skills <https://www.icajobguarantee.com/company-profile.php>





## GOOD PRACTICES AND RECOMMENDATIONS FOR MAXIMIZING PLACEMENTS

### Mobilization and Candidate Selection

- **Mobilization** at grass roots level and engaging parents and grass root communities in mobilization activities have helped in selecting the appropriate candidates who are serious about the training program being offered.
- **Pre-screening of candidates** must be a mandate for training partners. Pre-screening should be based on the talent hygiene specifications prescribed by industry partners, like eligibility criteria, qualification, basic skills, age, location, specifics of job, etc.
- **Technology platforms** have helped to systematically measure and track student lifecycle starting from enrolment, to attendance in training programs to placements and retention in the job.

### Pedagogy and Course Content Design

- **Course Curriculum Design** should be done in close collaboration with industry partners, so that the trainings offered cater to job skills as per industry requirements.
- **Focus on Soft Skills** targeting language and behavioural skills, with a fair balance of domain skills helps in training “complete” candidates.
- **On the Job Training:** Some partners found providing a few training sessions on the job useful in skilling trainees and getting them acquainted with the required job skills.

### Placement Strategy and Delivery

- **Understanding the audience:** Training partners should consider the dynamic industry demands that are hard to forecast. Regular contact with industry partners will help ensure that training programs address the current job needs and skills being demanded by industry partners. Training partners also need to take into consideration the changing aspirations of students. Sometimes student demands could be unreasonable and could be addressed by proper counseling (managing student expectations).
- **Reversing the traditional placement strategy:** Some training partners found that it worked better to first identify the placement opportunity from industry partners, based on which the training course got developed and delivered so that the trainee was assured a job at the end of the training.

This model seemed to work better, rather than the traditional model where candidates are first mobilized and trained, and then subsequently placed, provided there is a job available.

- **Synergy between placement team and operation team:** Continuous communication between placement and operations teams, especially through monthly huddles to share vacancies available and selection ratios ensure that placement ratios are maximized.

### Student Support Services

- **Counseling:** Corporate Relations team could use detailed roaster plans during their center visits to counsel students on job roles along with expectation management.
- **Student relocation for jobs:** A dedicated team could be allotted for facilitating and coordinating student placement, especially for jobs outside of current geography. They could help in arranging accommodation, coordinating tickets and trainee follow-ups.
- **Setting up Migration Centers** to provide handholding support to students has been a success. The centres support trainees who are relocating from their hometown. These centres help trainees in ensuring smooth transition and settlement in new cities, thus increasing retention.

They also provide feedback to employers about the placed trainee so that corrective measures can be taken to address the concerns.

### Monitoring for Impact and Effectiveness

- **Tracking of Placed Candidates:** A dedicated monitoring team can help track the impact and effectiveness of placements by collecting data on candidates post placement to provide feedback and dialogue with students beyond job performance.





## SUMMARY

Ensuring good placement ratios would mean training partners focus on the entire training cycle, from student mobilization, to training pedagogy, trainer quality, industry engagement and understanding needs of the employers. It is a good idea to engage the industry partner / employer at all stages, especially while designing the training content so that there is no mismatch in expectations.

## WEBINARS

Webinars are an easy and effective way to connect training partners across different geographies. NSDC has initiated a webinar series that will:

- Surface and disseminate good practices among training partners
- Encourage peer learning and knowledge sharing to address critical knowledge needs
- Ensure sustainable sharing of tacit knowledge of partners from implementation experiences and lessons in running training programs at scale
- Initiate generation of new ideas for efficient delivery of training programs



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## SKILL INSIGHTS

National Skill Development Corporation (NSDC) aims to promote skill development by catalyzing the creation of large, quality and for-profit vocational institutions. In its effort to achieve the objective of skilling / up-skilling 150 million people in the country, NSDC has built a robust ecosystem of over 300 training partners, who collectively run more than 6000 training centres across 567 districts in the country. \*

NSDC is institutionalizing a capacity building program that will support the systematic dissemination, exchange and transfer of good practices and knowledge between peer training partners. It is proposed that the development of a knowledge-driven and experience-exchange engagement with training partners would enable the delivery of efficient, effective and quality training programs at scale.

SkillInsights is a medium that connects training partners to share and learn about the operational nuts and bolts of skilling. It will support capacity enhancements for training partners by sharing and learning from peers, in a structured and systematic manner. Besides disseminating knowledge products to share lessons and good practices in skill ecosystem, the aim is to extend support through webinars, training partner (TP) meets, knowledge exchanges and twinning arrangements to further strengthen capacities.

\*Data as on September 2019