



**RETURN ON
INVESTMENT**

APPRENTICESHIPS



A White paper by



A Skilled Workforce Challenge or Dream?

In 1937, when Mahatma Gandhi spoke about education in India, he said that students should be provided with an education that not only allows them to earn more but also builds their character. His principal, Nai Talim, was based on the principle that knowledge and work are not separate. He emphasized on the dignity of labour and balancing the approach towards promoting, pursuing and rewarding vocational aspects of learning. Nai Talim introduced a holistic approach to learning. Learners were exposed to a curriculum that integrates intellectual, spiritual, social and physical learning and prepared them for a life in the real world.

The government's initiative to promote skill development and vocational training is based on the tenets of Nai Talim principal. Through linking industrial needs with curriculum, India is making learning more outcome-based and industry-relevant. The 10-20-70 learning model is one of the key components for scaling up the business ecosystem. As per the model, 70% of our knowledge is obtained from job experience and learning. 20% is from feedback and interaction with our peers and only about 10% is from formal education. Apprenticeship has proven the effectiveness of the 10-20-70 model by not only voicing the needs of the youth but also building a strategic and cohesive approach to transform the quality and productivity of the workforce.

Hiring skilled employees is a challenge faced by many organisations today. 80% of CEOs believe that learning alone is unable to drive employability. Even though the supply of labour has long since surpassed the labour demand in the market, organisations are finding it difficult to find the right talent to join their workforce. Even though they receive a hundred applications in a day, finding the perfect candidate for joining the company is a task. With the increase in the number of graduates every year, the working-age of people also increases and is set to rise to 96.5 million during 2021-31.

Additionally, the changes and development of technology have slowly led the global market towards the 4th Industrial Revolution. The introduction of AI, chatbox and various other new-age technologies has dramatically affected job creation. With robotics taking over every day mundane labour, there has been a shift from working in the primary and secondary sectors to the tertiary sector.

The education system in India is focused on formal learning instead of tangible skills development to drive employability. Informal job opportunities which form 80% of the job market often take a backseat to the formal economy. The

A few ground realities

54%

54% managers believe that employees are not day-1 productive

>50%

More than 50% of employers consider lack of skills and/or technical knowledge as a major challenge while hiring.

45%

Over 45% employers view compensation and wages as their top challenge

40%

40% employers feel challenged by losing talent to competition

25%

25% employers cite lack of brand awareness and the candidate's inability to connect with their brand

10%

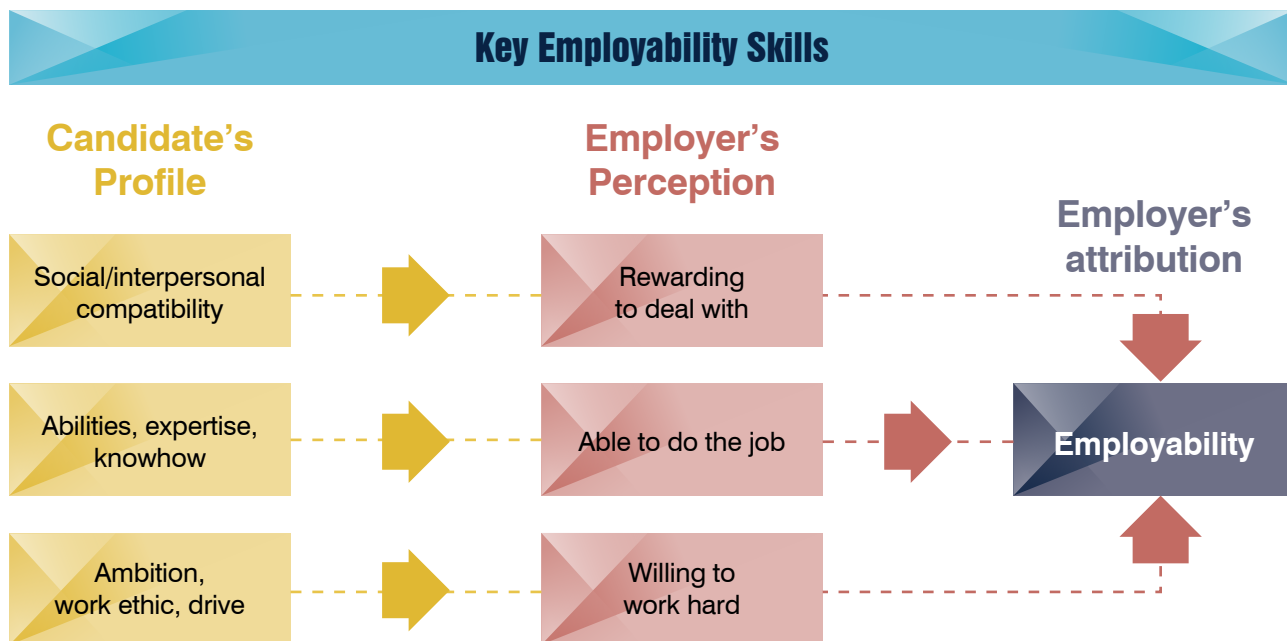
10% employers are concerned over high attrition rate

Source CIEL Works 2020: Latest Trends in Indian Talent Market 2020

learners, therefore, fail to learn the requisite skills that appeal to the employer. On the other end of the spectrum, employers often neglect their training programs in their bid to find talented workers. Instead of giving up on in-house training and development, employers need to

focus on recruiting raw talent and cultivating their skills.

By implementing apprenticeship programs, organisations can develop a skilled, loyal and productive workforce.



Identifying the Key Employability Skills: Evidence from Literature Review

A Global Context

Apprenticeship has been a part of almost every culture across the globe. In today's scenario, while a few countries have been able to successfully make it a part of their work culture, others are either struggling or using other methods to impart skills education.

The time spent to train the apprentices varies from one to several years depending on the industry, the kind of skills the apprenticeship offers, and the country they are working in. The age limit for joining the apprenticeship program also varies, while some allow only fresh graduates upto the age of 25, other countries like the UK keep the

apprenticeship programs open for young graduates and incumbent employees.

The duration of the apprenticeship program and the time spent on completion of productive and unproductive tasks plays an important role in assessing the apprentice's performance. Partnerships are undertaken with educational institutions to provide teaching to beginners with a suitable combination of college classes and on-site training. Apprentices in Germany spend an average of 77% time on productive tasks, while those in Norway, spend one year in training and one-year doing productive work.

The duration of apprenticeship programmes and how apprentices spend their time			
	Duration of the programme including the off-the-job period and work placement with the company	Time allocation in apprenticeship programmes	Workplace time spent in productive and non-productive tasks
Austria	2-4 years	66% - work place 20% - off-the-job education and training 14% - leave and sick days	83% - of the time with the company is spent on productive work
Denmark	3.5 - 4 years (typically)	Missing	Missing
England	Min 12 months - average around 18 months	At least 20% in off-the-job months education and training (sometimes in the workplace but outside productive work)	
Germany	2 - 3.5 years	56% - work place 29% -off-the-job education and training 14% - leave and sick days	77% time of the company is spent on productive work
Netherlands	2 - 4 years		
Norway	Mostly 4 years (shorter programs are available for disadvantaged students)	50% in the workplace (typically, the first two years are spent in school and last two years with the company)	1 year of training 1 year of productive work
Sweden	3 years	Apprentices spend equal time in school and in the workplace	Missing
Switzerland	3 - 4 years (2-year programs are available for disadvantaged students)	59% - work place 27% -off-the-job education and training 14% - leave and sick days	83% time of the company is spent on productive work

Case Study ROI study of Pepper

Financial company Pepper introduced apprenticeship program in 2015. Two years into the program they found that their apprentices are fully productive in 8 months, with an estimated 18 months' retention required to break even on the investment, including the cost of training.

This kind of expansive network means that age or designation or even existing skill-set does not limit the apprenticeship. According to a survey, 80% of employers, who employed apprentices, experienced a more productive workforce.

Case Study Siemens

The total cost to the Siemens USA apprenticeship program was USD 131,000 per apprentice. According to a research study conducted by the Case Western Reserve University and the U.S. Department of Commerce, the company experienced a 50% rate of return on the apprenticeship program compared to hiring a machinist off the street

The Indian Side of Things

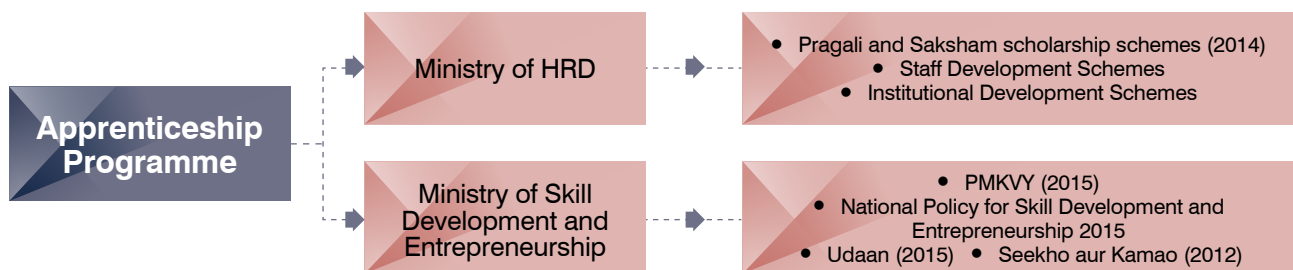
While the Apprenticeship Act was set up since 1961, the practice of training apprentices is age-old. Even with the laws in place, it took a while for the government to create a sound framework that benefits both the apprentice and the enterprise. Studies show that apprenticeship remained stagnant in India for over 14 years (2000 to 2014) due to lack of knowledge. Apprenticeships were viewed as low-cost labour options plagued by old provisional laws, and lack of compliance.

However, with the introduction of skill development and apprenticeship schemes, there has been a significant rise in apprentice engagement in the country. Various schemes like NAPS (National Apprenticeship Promotion Scheme) were introduced

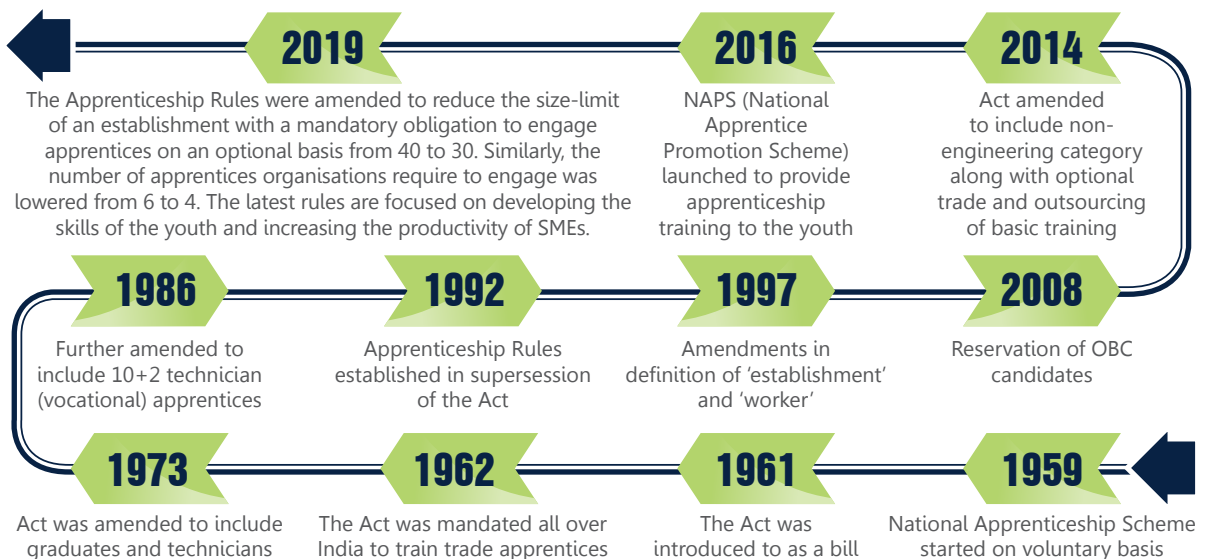
by the government to create awareness and encourage students and enterprise to join the program and develop a skilled workforce. With the reforms in the Apprenticeship Act post 2014, enterprises were allowed to include optional trade i.e. trades not listed as designated trades, to their apprenticeship program.

The Apprenticeship program is monitored by Ministry of Human Resource Development through BOAT (Boards of Apprenticeship Training). MHRD focuses on graduate and technician apprenticeship. Non-trade and technician (vocational) apprenticeships are managed by Ministry of Skill Development and Enterprise through Regional Directorate of Apprenticeship Training and Directorate General of Training (DGT).

The Structure of Apprenticeship Programs in India



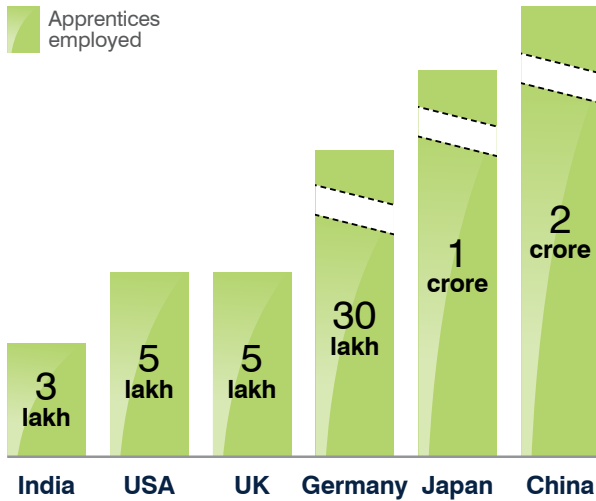
Progress of Apprenticeship Act in India



RETURN ON APPRENTICESHIPS

India vs. other countries

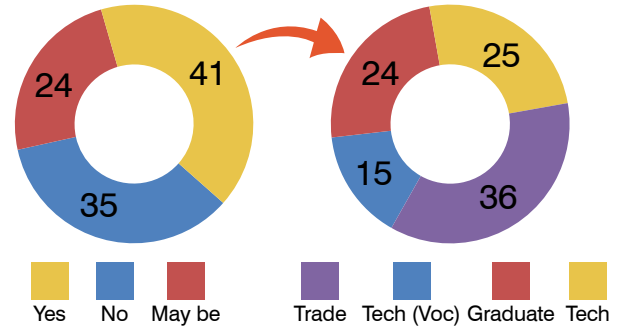
The apprentice race



Source: The Hindu

Sign of Economic Revival?

6-Month Projection Of Cos' Hiring Of Apprentices

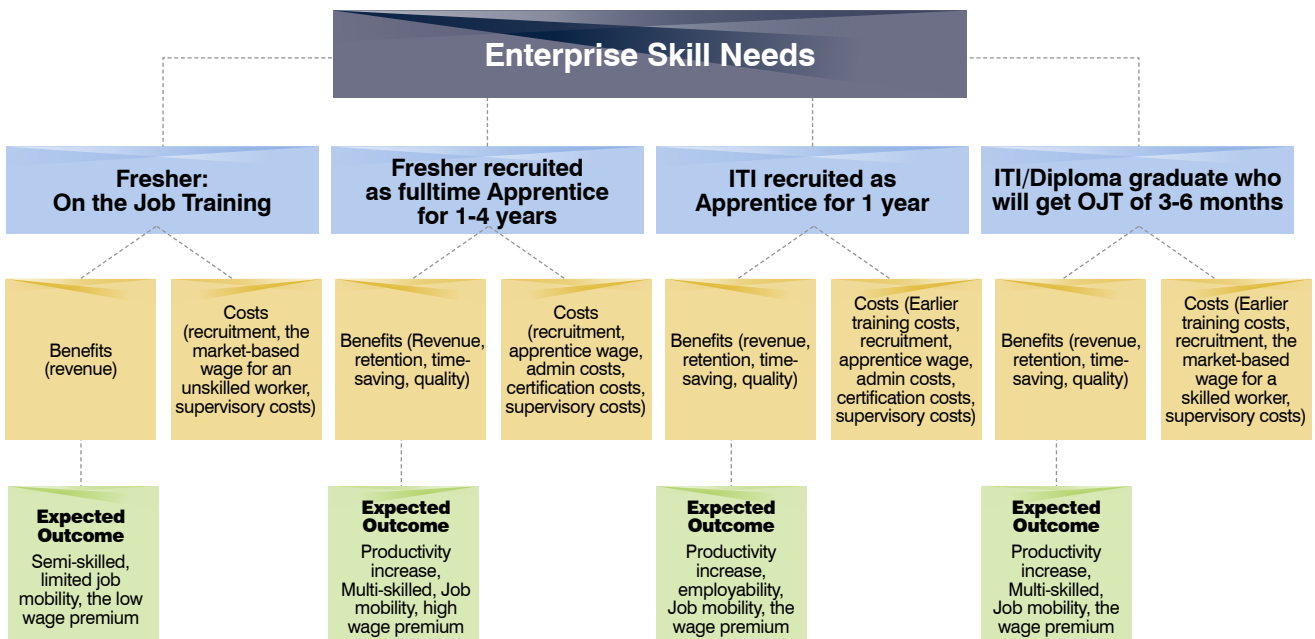


Source: Apprenticeship Outlook Report by NETAP

The 2019 amendments to the Act have made engagement flexible for the apprentices and enterprises. While 64% of companies are currently not hiring apprentices, 41% of employers are likely to recruit them.

Over the years apprenticeship has opened to a larger spectrum of people. Sectors like railway, apparel, retail, BFSI, aerospace, beauty and wellness, IT, and healthcare, among many others are turning towards vocational training to extract value from today's technology-driven market and create human intelligence that is on par with AI. (Infographic: Sectors engaged in apprenticeship). Various industries Third-Party Aggregator (TPA) are being assigned the task of reinforcing training and development while educating the importance of training to corporates and potential job seekers. Today, there are close to 2.43 Lakhs apprentices in India's workforce and 25,000 employers pan India who support apprenticeship programs.

Decision tree for enterprise to train and retain apprentices



Apprenticeship Models Maximising Growth of the Indian Workforce

The rising gap between the fast paced economic growth, increasing working-age population and lack of job creation can severely affect the development of the nation. With about 130 million skill deficits in Indian labour market and only 40% of the employers being able to meet their talent needs, cost of talent is forever rising. India requires a talent pool that has both quality formal education and vocational training. Therefore, apprenticeship needs to be at the core of recruitment strategy. There is a need to look at innovative methods to bring vocational training to school. India has the potential to take the lead and create an integrated workforce solution that can maximize growth of the economy.

Employers as Trendsetters

Employers can work with groups of other employers, providers and professional organizations to create new apprenticeship standards in their area of expertise.

Apprenticeship Challenges in Several Sectors

Hackathons and coding challenges are an extremely common way of bringing the best talent to the forth in the IT industry. Similar challenges, organized by trendsetters and supporting organizations, can be conducted in other sectors too, including health and manufacturing.

Apprenticeships in Offbeat Functions

With the growth in various industries, there are certain skill sets in media and communication like social media management, content development (across online and offline platforms), photography, digital art and animation that are applicable across



Image source: NETAP

sectors. Apprenticeship opportunities in these profiles make an individual employable across sectors because each sector requires these skill sets at one point or another (either in a full-time capacity or as gig projects).

Hub and Spoke Model for Apprenticeships

Educational institutions can facilitate live experiences at various points of the education program (hub) and in terms of on-the-job training (spoke) in secondary learning environments can be organized for students. Similarly, institutions can identify a network of employers from small establishments to large corporations in the local area for maximising internships, apprenticeships, on the job training opportunities for students. They can also become a centre of excellence for teacher training.

Degree Connectivity

Structured training programs like apprenticeships not only provide students with the opportunity to earn while they learn (reducing the burden of student loans), linking it to earning degree provides the added bonus of adding a qualification to the resume.

Return on Apprenticeships

Why Organisations Should Consider Adoption

According to research, India’s labour market has a skill deficit of about 130 million and with only 40% of the employers being able to meet their talent needs, the cost of talent is for ever-rising. Only 4% of the Indian labour force has received structured training which has resulted in lower productivity and industrial output. A well-executed apprenticeship program can overcome the labour marketing challenges and provide for an increased ROI that is higher than the hurdle rate of 12 to 15% used by the organisations to evaluate their capital expenditure proposals.

Studies on ROI on Apprenticeships demonstrate that

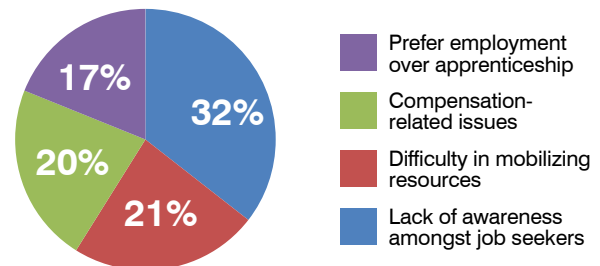
- Apprenticeships are an Investment
- Apprenticeships offer maximised returns
- Apprenticeships facilitate measurement of effectiveness of training
- Apprenticeships allows accountability for policies
- Apprenticeships help enterprises to optimise training process
- Apprenticeships help governments find optimal balance between training and apprenticeship outcome

With apprenticeships, businesses can avoid potential learning, productivity and attrition risks. The employer can manage and monitor the learning and distribution of work among the apprentices, thus ensuring skill development. By making efforts to put a regulated framework in place, the amendments in the Apprenticeship Act are looking for long term benefits and wider acceptability among formal and informal sectors.



Major Hiring Challenges

The awareness towards apprenticeship is growing, but the path is still not clear of challenges. As per a Apprenticeship Outlook Report by NETAP, 59% of the surveyed enterprises are facing issues in hiring apprentices. According to them, the major challenges in hiring are,



Calculating ROI for Apprenticeship

Employers are often challenged with putting a number to calculate the ROI for apprenticeship. However, by tying the quantifiable aspects such as productivity, attrition rate and improvement in process, they can give a value to the program. ROI is the net benefits received during the apprenticeship training period.

The standard formula for calculating apprenticeship is $ROI = [(Monetary\ Benefits - Training\ Cost) / Training\ Cost] \times 100$

ROI on apprenticeship can be calculated on the assumption that

- Average training cost per trainee per month Rs. 12000
- Cost of external hire with 2 years’ experience is Rs. 15000 – 20000 (vary with job role and industry)
- Attrition rate in the first six months of employment is 70%
- Settling down period of new hire made through external sources is around 45- 60 days, leading to productivity lost.
- Saving calculated on basis of 100 employees

Apprenticeship Linked Productivity Enhancement Model				
on	0-6 Months	6- 12 Months	12 - 24 Months	24-36 Months
Challenges	Skill Shortage Talent Acquisition Cost Mobilization of Workforce High Attrition (70%)	Talent Retention 30% Attrition High replacement cost Productivity Loss due to lost man-hours	Talent Retention 30% Attrition High replacement cost High talent acquisition cost Productivity Loss due to lost man-hours	
Talent Creation	Blended Learning Process - 220 hrs per month OJT (200) + Online Learning (16hrs) + Classroom Learning (4 hrs) Focus on entry-level Qualification Pacs Focus on Soft Skills	Blended Learning Process - 220 hrs per month OJT (200) + Online Learning (4 hrs) + Classroom Learning (16 hrs) High-level functional Qualification Pacs	Higher Education Connectivity OJT (200) + Online Learning (16hrs) + Classroom Learning (4 hrs)	Higher Education Connectivity OJT (200) + Online Learning (16hrs) + Classroom Learning (4 hrs)
Qualification	Certification from TeamLease Skills University or its partners	Diploma	Associate Degree/ Advanced Diploma	Degree
Investment	Rs . 12000 p.m	Rs . 12000 p.m	Rs. 16000 p.m	Rs. 16000 p.m
Cost per Hour	Rs. 54 per hour per trainee	Rs. 54 per Hour per trainee	Rs. 73 per Hour per trainee	Rs. 73 per Hour per trainee
Skill Upgradation	NSQF Level 3 to 4	NSQF Level 4 to 5	NSQF Level 5 to 6	NSQF Level 7
Expected OutCome	Overcoming Skill shortage Creating pool of productive workforce Finding right talent cost-effectively Reduction in hiring cost Reduction in hiring time	Improving retention by 10% Real-time talent availability Individual productivity enhancement Improvement in quality of output Break-even learning cost Reduction in cost of rehiring Reduction in lost man hours Reduction in business disruption	Improving retention by 25% Reduction in talent acquisition cost by 50% Enhanced business productivity 3 times on learning investment Total Benefits: 400000* (*Cost saved if hired externally + output loss through manpower + productivity sustenance through internal absorption of trainees)	Controlled attrition rate Enhanced business and individual productivity Controlled hiring cost Building Human Capital

Reduced Hiring Costs and Attrition

Through apprenticeship, employers can get a direct financial return on the up-front investment they make in training and staffing cost. Savings can be gained on lower recruitment costs and lower salaries. KPIs of apprentices during apprenticeship would provide a fair understanding of the current and future gains to the

business. The cost of hiring and retaining an apprentice is lower than direct hire. Apprenticeships are paid lower salaries than regular employees which in turn will increase the overall savings of the enterprise. Therefore, with investment in apprenticeship, the enterprise can reap the highest returns in terms of financial and qualitative human capital.

Cost of Hiring: New Employee

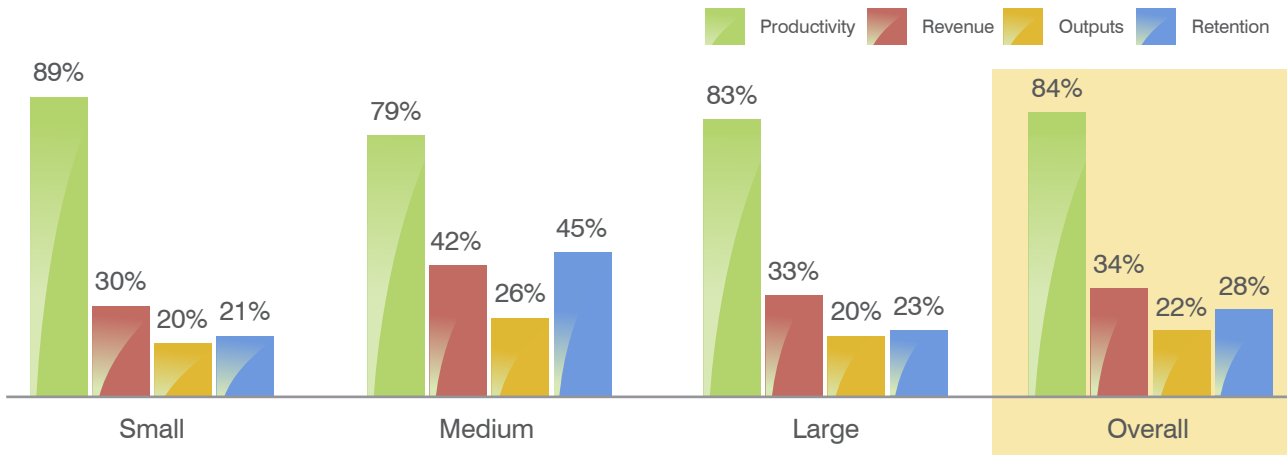
- Recruiting and paying salary to the recruiter or HR team
- Pay for advertisement on career boards and social media
- Provide training to the employee
- Candidate is paid salary and incentives
- Employer bears the cost of hiring

Cost of Hiring: Apprentice

- No HR required
- Apprentice requirements posted on official portals
- Training cost reimbursed by government
- Apprentice is only paid stipend (INR 5000 to INR 9000)
- Aggregate cost of hiring divided between Employer, educational institute, government, apprentice and non-profit organization

Benefits for All Enterprises

Benefiting from Apprenticeship Program in core performance of Sector/Industry (Size-wise)



Source: Implementation of Apprenticeship in India: A Study by FICCI

The traditional formula of cost - expenditure is not enough to realise the actual returns on investment when it comes to an apprenticeship. Factors such as productivity, engagement, retention (and impact of attrition), and time-saving quality play an important role in calculating the true value of investing in an apprentice. The cost benefits achieved from investing in apprenticeship may differ based on the time spent on the job training.

Corporate Insight Genpact

Genpact is a professional services firm that delivers digital transformation. Over the years, Genpact has had a great integration and performance track record of hiring and absorbing apprentices. Ritu Bhatia - Vice President of Human Resources shares insights on Genpact's apprenticeship model.

- There is a convulsion of increasing apprentice learning and skills with the availability of increasingly skilled work.
- Apprentices bring new energy, ideas and enthusiasm to the workplace, which has a positive effect on other employees. This boosts the performance and has increased productivity across Genpact.
- Genpact has been a pioneer in successfully launching the apprenticeship program and providing fruitful social and commercial ROI through the program.
- We did have a few challenges in the beginning while incorporating the model, mainly due to lack of knowledge and complicated platform experience.
- However, by creating awareness about the apprenticeship program and using a much simpler program, user experience can be made more successful.

Corporate Insight Vikas Group

Manasi Das, the Chief Human Resource Officer of Vikas Groups provides inputs on apprenticeship and the ROI model:

- The Apprenticeship model aims at improving the skills of the new workforce and making them employable in various industry segments.
- Through this model, apprentices have the wonderful opportunity to "Learn & Earn" simultaneously by getting Industry exposure and learning new skills.
- The scheme is equally advantageous for the employer as there is no employment liability for recruiting apprentices. Only those apprentices who are found to be good, both in terms of attitude and skill can be considered for absorption.
- However, the high attrition rate and lack of motivation to learn amongst the apprentices can deter the industry from achieving full ROI from the program.
- It is only through redefining the scope of activities of all the stakeholders - industry bodies, apprentices, trainers - that the organizations can achieve the real ROI.

Improved Productivity

Productivity is an important attribute when it comes to measuring ROI on apprenticeship. Recruiting apprentices as opposed to direct hires with specific skill sets is a long term solution to enhance productivity and yield returns in the long run. Majority companies in India believe that apprenticeship is productive for their enterprise.

Studies show that the enterprise can reach the breakeven point and make profit before the start of 2nd year in apprenticeship. Employer motivation plays a crucial role in increasing apprentice productivity. The idea here is to increase skill acquisition without compromising on the quality of teaching.



Apprentice Productivity

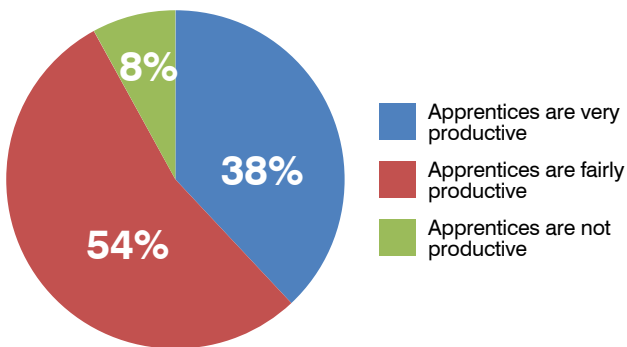


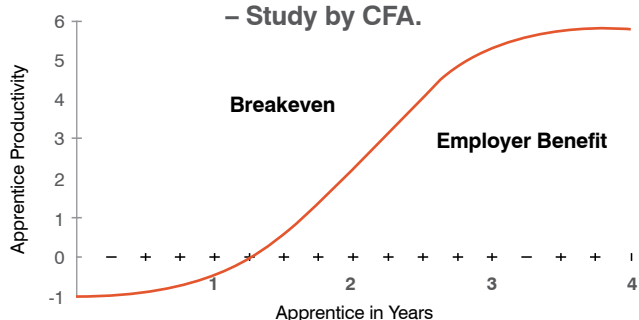
Image source: NETAP

Bühler India – Finding the Key to ROI

At Bühler India, the typical Apprenticeship Training System (ATS) apprentice earns about INR 42,000 per annum, while a CSR apprentice and SIVET apprentice earns INR 68,000 for the first year. In contrast, an experienced and skilled technician in Bühler earns app. INR 40,000 per month. The company spends an average INR 163,509 for each ATS apprentice per annum. While during the first 6 months, the contribution of the apprentices is minimal with 10% of the productivity of an average skilled employee within Bühler, the apprentice’s contribution in comparison to a skilled worker increases to 30% during the second half of the year. During the second 6 months, the enterprise gets a clear benefit from apprentices who contribute INR 154,364 and therefore, is able to recover the entire investments made into the apprentice during the apprenticeship period itself for ATS apprentices. As there are drop out cases, there are additional costs that occur from the investments into the apprentices who leave the enterprise. During the ATS year, Bühler generates for each INR invested INR 1.08 returns.

The Productivity Curve

‘Employers feel that “homegrown” experienced workers are on average, 29.0% more productive than an externally recruited skilled employee.’
– Study by CFA.

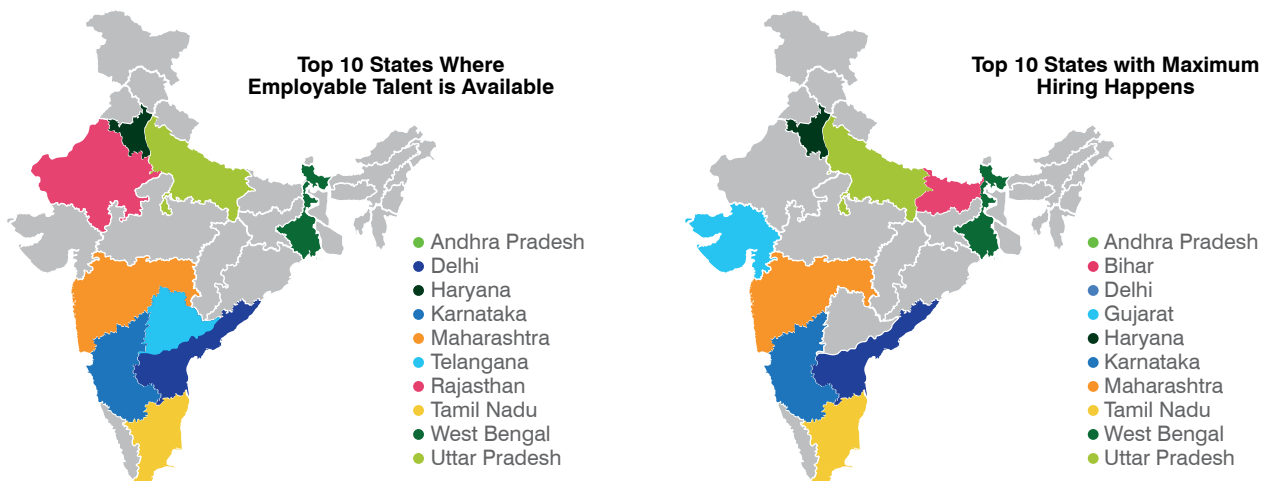


Source: ResearchGate: ‘S-Curve’ of apprenticeship productivity over time

Uplifting the Economy Skilling the Ecosystem Through Apprenticeships

For a population as vast as ours, with tremendous disparities in income, talent availability and opportunity, apprenticeships can help bridge that divides that education and learning have been unable to. Apprenticeships in India has the political support in the form of financial benefits to organisations that hire apprentices or even the quota system encouraging organisations to build a skillful workforce by hiring a certain percentage as apprentices annually, as also sharing costs of basic training.

States - Talent Availability and Job Demand



Source: India Skills Report 2019, AICTE India

Role of Educational Institutions

What can be encouraged is an introduction and promotion of the benefits of apprenticeship at the school and college level, to quell any doubts that youngsters may have about what an apprenticeship exactly entails. The skill development sector is made up of organizations that have greatly benefited from their work in apprenticeship. Engaging with educational institutions has helped create new initiatives and collaborations and simultaneously created a healthy workforce that benefits both the organisation and the economy. Apprenticeship needs to go beyond the formal economy as skilled workers are now the need of the hour in every sector.

Development of Transferable Skills

However, breaking through class and bureaucratic

barriers is not half as easy as providing apprenticeships to young people, who are able to transition from the classroom to a professional setting with relative ease. Even with all the progress made in recent years, when you compare with our international counterparts, the apprenticeship industry in India is sorely underutilized. Training needs to be extensive and not task-specific, and have the potential to be transferable to other work contexts and occupations.

Grassroots Efforts

Research shows that diversity is one of the important driving factors towards growing in the economy and outperforming the competition. The current labour rate of women is a mere 25%, far lesser than some of the well-established nations. 60% Indians are rural residents



with limited or no access to the latest training, skills or technology. The Government has several incentives in place to enhance the skilling ecosystem in the form of developing public institutions and skill-development centres in rural areas, pursuing skill delivery through local municipal bodies like panchayats and working towards increasing female involvement through vocational program.

NETAP making Apprenticeships Successful

NETAP (National Employability through Apprenticeship Program) is India's fastest growing blended apprenticeship training program. The program aims to help organizations develop a qualified, robust and sustainable workforce and a productive human supply chain. Set up in 2014 as a 100% employer-funded Public-Private

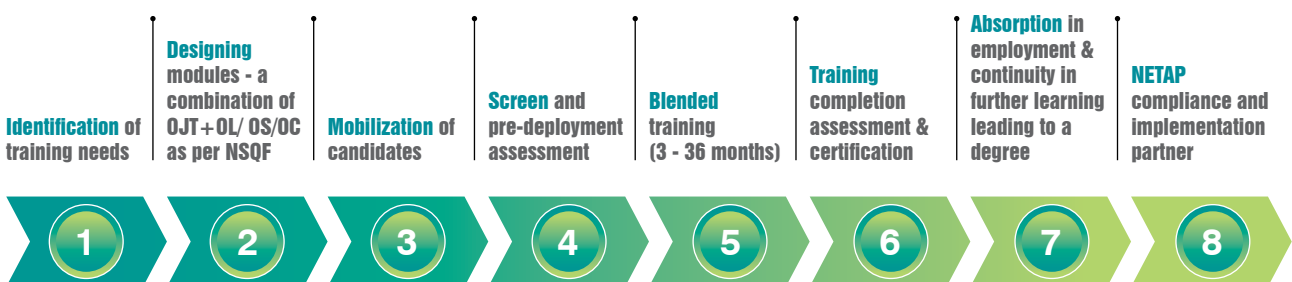
Partnership (PPP), its stakeholders currently includes TeamLease Skills University, Schoolguru, CII and Ministry of Skill Development.

The program has opened new channels for the employer-people supply chain in creating a talent pipeline, improve productivity, and ensuring a low attrition rate. Since inception, NETAP has successfully empowered to 2 lakh youth by enabling 'learning while earning' and 'learning by doing' with over 700 employers in 24 industries across all our 29 states.

With the vision of putting India to work, NETAP offers flexible and efficient learning modules and assists the organisation in developing, managing and monitoring their apprenticeship program. It is a one-stop solution for all apprenticeship related issues.

Business Growth Through Apprenticeship

Research has suggested that 4% of employees leave their organization after the very first day, which is a loss on investment. However, with apprenticeship programs, organizations have a chance to benefit not just with reduced attrition and hiring costs. They can also benefit from enhanced brand image, create a talent pool capable of generating new ideas and contribute to the development of the nation's workforce on a whole.



Apprenticeships A Smart Investment in Talent Creation

For a fresh graduate or a school/college dropout, making the transition to the job market is tough. They need to go beyond their formal learning experience and get real-life exposure to their chosen industry. This is where apprenticeship comes in. Apprenticeship is a Skill Training program, the person is engaged by a company as an apprentice and gains classroom and on-the-job training. It is often linked to vocational training and imparts job-specific skills as well as general skills to the potential talent.

For the enterprise, they want their prospective workforce to remain engaged to the workplace and avoid early attrition. They are also concerned about brand loyalty. A survey showed that 47% employees are focusing on retaining talent compared to 22% in 2017. Implementing the apprenticeship program is especially important for enterprises to stay afloat in the age of AI and be part of the competitive market. It allows them to nurture a workforce that is not only technically skilled but has digital and soft skills. While the actual rate of returns may differ between industries, organisation size and the number of employees; higher productivity, lower attrition, longer retention and minimum hire cost are key to maximising ROI.



Investment and Returns from Apprenticeship Program			
		Costs	Benefits
Enterprises	During the Quality Apprenticeship	<ul style="list-style-type: none"> • Wage/stipend • Social security contributions • Time for in-company mentors • Costs for training materials, space, equipment • Costs for recruitment and administration 	<ul style="list-style-type: none"> • Contribution to the production of goods and services • Subsidies and incentives • Payments from training funds • Improvements in reputations, through participation in reputation, through participation in apprenticeship training
	After the Quality Apprenticeship		<ul style="list-style-type: none"> • Savings in recruitment and initial training costs • Higher productivity and quality • More loyal workforce • Savings from reduced labour turnover • Innovation • Wage stability
Apprentices	During the Quality Apprenticeship	<ul style="list-style-type: none"> • Opportunity cost of working in an unskilled job 	<ul style="list-style-type: none"> • Wage/stipend • Social security coverage • No fees to be paid for learning to acquire a qualification • Higher quality and relevance of training compared to school-based training
	After the Quality Apprenticeship		<ul style="list-style-type: none"> • Enhanced employability • Higher wages • Enhanced job satisfaction

Source: *Measuring Cost and Benefits of Apprenticeship Training*

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NETAP



Log on to www.teamleaseuniversity.ac.in | www.apprentices.in for more details

