

DESIGNING A ROBUST SYSTEM OF SKILLING OF
YOUNG WORKFORCE FROM INDIA TO ENHANCE
THE OVERSEAS MIGRATION OUTCOMES

“DISSERTATION DEFENSE”

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SELF-DECLARATION CERTIFICATE

I hereby declare that this EFPM thesis dissertation is my original work and I have written it in its entirety.

I have duly acknowledged all the sources of information that have been used in this dissertation.

This dissertation has not previously been submitted for any degree at any university.

A handwritten signature in blue ink, appearing to read 'Sandeep Singh Kaura', with a long horizontal stroke extending to the right.

Sandeep Singh Kaura

ABSTRACT

DESIGNING A ROBUST SYSTEM FOR SKILLING YOUNG WORKFORCE FROM INDIA TO ENHANCE OVERSEAS MIGRATION OUTCOMES

According to a study by Korn Ferry, the world will likely face a labour deficit of 6% and 11% in 2025 and 2030, respectively. This study also reports that the unrealised output value due to the labour deficit will likely be \$8.9 trillion in 2030. Many countries worldwide will face labour deficits due to an ageing population and a lack of skilled professionals. Contrary to this, India has the highest population at approximately 1.437 billion, 17.76% of the global population. According to the information published by the External Affairs Ministry Government of India, with the world's largest working-age population, India will have a labour surplus of 245 million workers by 2030, half of the global need.

A robust model of skilling in the Country of Origin (COO) with a surplus workforce focusing on the requirements of the Country of Destination (COD) with a deficit workforce can enhance global workforce mobility's migration outcomes to match demand and supply.

The current migration process from India (Country of Origin) to the Country of Destination (COD) is complex and influenced by irregularities. The resultant cost of migration (for study or jobs overseas) through remittances of foreign currencies, both legal and illegal (often due to the involvement of scrupulous agents), is very high.

The major motivation of the study was to critically analyse the current process of migration and devise a robust system for skilling and overseas migration of young workforce from India to:

- a) Reduce the 'Cost' and
- b) Reduce the 'Lead time' (LT) of the skilling and migration process.
- c) Maximise the 'Yield' (Y) (% of trainees/skilled professionals getting jobs overseas).
- d) Minimise the 'Risk' (R) (not getting employed after migration, underemployment after migration, and fraud by unscrupulous agents, etc.).
- e) Minimise the "Illegal migration."

During the pandemic, we realised the importance of the role of the healthcare workforce in lifesaving and the need to create a global supply chain of skilled healthcare professionals. In

this research, an in-depth analysis has been carried out to understand the demand and supply side requirements of the healthcare workforce at the global level.

As a part of this research, both qualitative and quantitative data have been collected through roundtables involving international training partners/ certification agencies, ambassadors, policymakers, Government to Government (G2G) connect at the Provincial and Federal levels with potential Countries of Destination (COD), Authorised Recruiting Agents from foreign countries and India, Principals and Students of colleges and universities across India including working professionals. To understand the risk associated with the current migration model, we also studied the impact of the closure of three colleges in Canada on the students who moved from India, primarily through agents and middlemen. This exercise was done through the collection of primary data.

We collected qualitative and quantitative data through the following exercises:

- 1) Roundtable on Designing a robust system of skilling workforce from India to enhance overseas migration outcomes: We had four sessions focussing on the following:
 - a. Macro-level perspective of overseas migration (UK, Canada & GCC)
 - b. Recruiting Agents for overseas migration through work permit, study visa, and permanent resident status
 - c. International Training Partners, Foreign Employers, Accreditation Agencies & India International Skill Centres (IISCs)
 - d. Regulated Immigration Consultants of Canada/UK/GCC
- 2) Interactive sessions with the Indian students in Canada adversely impacted due to the closure of three colleges- To understand the risk associated with the current migration model, we also studied the impact of the closure of three colleges in Canada on the students who moved from India, primarily through agents and middlemen. This exercise was done through the collection of primary data.
- 3) Exporting Skilled Healthcare Workforce from India to Overseas for Meeting Global Skill Shortages: We conducted the roundtables in three time zones. The first time zone covered Japan, Australia and Singapore. In the 2nd time zone, we covered the UK and Germany; in the third time zone, we covered the US and Canada. We involved policymakers, employers, training agencies, certification and accreditation

bodies, principals, faculty of medical / nursing / paramedical institutes, and faculty of skill development centres.

- 4) Primary data was also collected from 6673 Uttar Pradesh nurses/students and 1664 faculty/principals.
- 5) Primary data was also collected with the help of the Indian Nursing Council (INC), the regulator of Healthcare Institutions, particularly Nursing and Allied Healthcare, a Statutory Body Under the Ministry of Health and Family Welfare. A link to the survey was made available on the website of the Indian Nursing Council (INC) to have a pan-India reach. Over 1000 responses were received on ISB's research platform through this process.

The proposed model was also tested by collecting quantitative data under the “As is” and “As should be” models using scientific tools to draw inferences.

The findings of our research have significant implications:

- 1) The International Organization for Migration (IOM, United Nations) will be able to leverage the findings in developing a mechanism for the free movement of people from countries with surplus manpower to countries with deficient workforces.
- 2) The governments in India, both at the Centre and State, can restructure and redesign the existing skill development scheme to improve migration outcomes to make India as the “Skill Capital of the World.”
- 3) The findings of this research will help in reducing illegal migration and outward remittance.
- 4) The young workforce from India aspiring to work overseas will find a legal pathway.
- 5) Inward remittances would increase with the gainful employment of the surplus workforce.
- 6) Developing a feeder state approach model wherein different states and UTs in India can be potential feeders for different countries at global level.

- 7) Our research findings will help in implementing a G2G (Government to Government) skilling model (where the demand and supply gaps are matched by understanding the skill requirements of the “Country of Destination” and providing focussed skilling opportunities in the “Country of Origin” (India).

We have received special appreciation from the NSDCI (National Skill Development Corporation International), under the aegis of the Ministry of Skill Development and Entrepreneurship, Government of India, for our approach to developing a robust skilling model for the healthcare workforce for overseas migration.

DEDICATION

In profound gratitude and love, I dedicate this dissertation to my cherished parents, my loving wife Dr. Parvinder Kaur and my beloved sons Mahijith Singh Kaura and Hayraj Singh Kaura. Their boundless affection, unwavering support and countless sacrifices have been the guiding light throughout my academic journey.

Blessings of my parents have fuelled my drive to contribute meaningfully to society. Your unwavering support and belief in me have empowered me to surmount obstacles and pursue my aspirations tirelessly.

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This achievement is not mine alone; it is a testament to the collective effort and sacrifices of my family. I am eternally grateful for their boundless love, patience, unwavering support and contribution.

With deepest love and gratitude

Sandeep Singh Kaura

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TABLE OF CONTENTS

Chapters	Title	Page No.
	Title	I
	Self - Declaration Certificate	II
	Abstract	III-VI
	Dedication	VII
	Acknowledgement	VIII-IX
	Table of Contents	X-XI
	List of Tables	XII-XIV
	List of Figures	XV-XX
	List of Abbreviations	XXI-XXV
Chapter-1	Introduction 1.1 Skilling 1.2 Migration 1.3 Scope of the study 1.4 Significance of study 1.5 Motivation for the research 1.6 Objectives of our research 1.7 Major Research Questions (RQ) 1.8 Hypotheses 1.9 Research Techniques 1.10 The Breadth and Depth of Primary Data Collection 1.11 Statistical Tools used for Research	1-15
Chapter-2	Perspective of Skill Shortages and Talent Mobility	16-22
Chapter-3	Review of Literature 3.1 Studies related to overseas migration of skilled workforce 3.2 Studies related to the migration of the healthcare workforce 3.3 Studies related to migration from developing to developed countries 3.4 Studies related to the skilling of the young workforce 3.5 Studies related to migration from India to other countries 3.6 Gaps in the Literature Review- Category wise	23-112

Chapter-4	Puzzle of mismatch in demand and supply chain of skilled professionals 4.1 Reducing the skill gap in the supply chain 4.2 Upskilling and Ongoing Education 4.3 Form Partnerships 4.4 Demand Forecasting 4.5 Enhanced Supply Chain Visibility	113-115
Chapter-5	Existing vs Proposed Overseas Migration Model (“AS IS” vs “TO BE”) 5.1 Existing Overseas migration model of employment in Canada 5.2 Existing Overseas Migration model of Employment in UK (United Kindom) 5.3 Proposed Model of Skilling in India for enhancing the Overseas Migration Outcomes	116-149
Chapter-6	Data Collection and Analysis 6.1 Analysis of data collected in the first Roundtable 6.2 Analysis of Qualitative data collected through Roundtable on the Healthcare workforce Migration 6.3.1 Understanding risk in the Migration Process: insights from Canada 6.3.2 Designing a robust system for skilling to enhance overseas migration outcomes: insights from the Healthcare workforce	150-287
Chapter-7	Validation of Proposed Model of Overseas Migration 7.1 Data Analysis of “As Is” & “To Be” Model	288-293
Chapter-8	Major Findings	294-301
Chapter-9	Conclusions, Implications and Further Scope of Study 9.1 Conclusion 9.2 Implications 9.3 Scope of Further Study	302-304
	References	305-335
	Annexures	336-414

LIST OF TABLES

S. No.	Title	Page No.
Table 2.1	Sector-wise demand by 2030 for Indian migrants: GCC	17
Table 2.2	Sector-wise demand by 2030 for Indian migrants: EU	18
Table 2.3	Sector-wise demand by 2030 for Indian migrants: Countries with mature migration systems	18
Table 3.1	Summary of research papers reviewed in the category overseas migration of skilled workforce	23
Table 3.2	Summary of research papers reviewed in the category migration of the healthcare workforce	48
Table 3.3	Summary of research papers reviewed migration from developing to developed countries	72
Table 3.4	Summary of research papers reviewed skilling of the young workforce	92
Table 3.5	Summary of research papers reviewed migration from India to other countries	103
Table 5.1	Domain and Language proficiency requirements for recruitment of Healthcare Workforce, preferably Nurses in India	137
Table 5.2	Supply of Healthcare Workforce in India	139
Table 6.1	Success Range of Visa issuance	186
Table 6.2	Success rate of obtaining visa after skilling and certification	187
Table 6.3	Schedule of Roundtable Discussion	192
Table 6.4	List of Guests of the Inaugural Session	193
Table 6.5	Speakers of technical session -1(Australia, Japan and Singapore)	194-195
Table 6.6	Speakers of technical session -2 (United Kingdom and Germany)	196
Table 6.7	Speakers of technical session -3 (Canada)	197
Table 6.8	Willingness for permanent or temporary relocation	251
Table 6.9	T-test between permanent and temporary groups along with Cohen's d	251
Table 6.10	Ranked T-test between permanent and temporary groups along with Cohen's d	252
Table 6.11	Chi-squared test between OET band groups along with Cramer's V	253
Table 6.12	Chi-squared test between permanent and temporary OET band groups along with Cramer's V	254

Table 6.13	Sample size for permanent and temporary migrants	254
Table 6.14	Chi-squared test between permanent and temporary groups along with Cramer's V	255
Table 6.15	Willingness for permanent or temporary migration	272
Table 6.16	T-test between permanent or temporary groups along with Cohen's d	272
Table 6.17	Ranked T-test between permanent or temporary groups along with Cohen's d	272
Table 6.18	Willingness for permanent or temporary migration	273
Table 6.19	T-test between permanent or temporary groups along with Cohen's d	274
Table 6.20	Ranked T-test between permanent or temporary groups along with Cohen's d	274
Table 6.21	Willingness for permanent or temporary migration	275
Table 6.22	T-test between permanent or temporary groups along with Cohen's d	275
Table 6.23	Ranked T-test between permanent and temporary groups along with Cohen's d	275
Table 6.24	Distribution of respondents on basis of qualification	276
Table 6.25	Chi-squared test between permanent or temporary groups for reasons for migration along with Cramer's V	277
Table 6.26	Distribution of respondents willing for temporary or permanent migration	278
Table 6.27	T-test between permanent or temporary groups along with Cohen's d	278
Table 6.28	Ranked T-test between permanent and temporary groups along with Cohen's d	278
Table 6.29	Distribution of respondents willingness for permanent or temporary migration	279
Table 6.30	T-test between permanent or temporary groups along with Cohen's d	279
Table 6.31	Ranked T-test between permanent or temporary groups along with Cohen's d	280
Table 6.32	Distribution of respondents willingness for permanent or temporary migration	280
Table 6.33	T-test between permanent or temporary groups along with Cohen's d	281
Table 6.34	Ranked T-test between permanent and temporary groups along with Cohen's d	281
Table 6.35	Distribution of respondents as per willingness for permanent or temporary migration	282
Table 6.36	T-test between permanent or temporary groups along with Cohen's d	282

Table 6.37	Ranked T-test between permanent and temporary groups along with Cohen's d	283
Table 6.38	T-test between permanent and temporary groups along with Cohen's d	284
Table 6.39	Ranked T-test between permanent and temporary groups along with Cohen's d	284
Table 6.40	Preferred COD: UP and Punjab Principal's Perspective	286
Table 7.1	Process Metric for "As Is" Model Trade	288
Table 7.2	Process Metric for "To Be" Model Trade	289

LIST OF FIGURES

Figure No.	Title	Page No.
Figure 1.1	Framework designed by the Ministry of Skill Development and Entrepreneurship (Government of India).	4
Figure 1.2	Objectives of Skill India Mission	5
Figure 1.3	Key milestones achieved by NSDC International	6
Figure 1.4	India can meet labour needs by 2030	8
Figure 2.1	Shortlisted categories for different countries	17
Figure 5.1	Decision tree for Canada migrants	117
Figure 5.2	Existing Overseas Migration Model for Employment in Canada	118
Figure 5.3	Decision tree for UK migrants	126
Figure 5.4	Existing Overseas Migration Model for Employment in United Kingdom	126
Figure 5.5	Proposed Model of Skilling in India for enhancing the Overseas Migration Outcomes	133
Figure 5.6	Proposed Model of Overseas Migration of Health Care Workforce through Skill Training and Recognition	134
Figure 5.7	Shortlisted categories for different countries	136
Figure 5.8	Information about SIICs	138
Figure 5.9	Information on NSDC International Language Centres	138
Figure 6.1	World map for Longitudinal and Latitudinal data of respondents	1.54
Figure 6.2	Offices of Regulatory Canadian immigration consultants in India	155
Figure 6.3	Requirement of skills for immigration	156
Figure 6.4	English language competency level of migrants from Punjab	157
Figure 6.5	Regulatory Canadian Immigration Consultants Response Regarding Skilling Initiative Model	158
Figure 6.6	Possibility of Collaboration of universities, colleges, and even schools under the government-to-government model	160
Figure 6.7	Sources of Funds for Skilling	162

Figure 6.8	World map for Longitudinal and Latitudinal data of respondents	163
Figure 6.9	Offices of Regulatory Canadian immigration consultants in India	164
Figure 6.10	Measures for Preventing anti- fraud activities	165
Figure 6.11	Skilling for Overseas Migration	165
Figure 6.12	English language competency level of migrants from Punjab	166
Figure 6.13	Challenges for Global Migration	167
Figure 6.14	Challenges faced by Indian youth during migration to foreign countries for study	168
Figure 6.15	Plans for attracting a skilled workforce from India to other country	169
Figure 6.16	Government of origin to Government of destination skilling initiative model	170
Figure 6.17	Developing a regulatory framework for immigration consultants in India.	171
Figure 6.18	Government-to-Government, Country-to-Country, Province-to-Province, and City-to-City relationships	171
Figure 6.19	Collaboration between universities, colleges, and schools under the Government to Government model	172
Figure 6.20	Social, Economic, and Political dynamics in COO and COD influence migration	173
Figure 6.21	Assessment and Certification for Visa Procedure	174
Figure 6.22	Effective means to get a work visa in COD	175
Figure 6.23	Sources of Funds for Skilling	176
Figure 6.24	Job Sectors in COD	177
Figure 6.25	Requirements of IELTS for Migration	177
Figure 6.26	World map of Longitudinal and Latitudinal data of respondents	178
Figure 6.27	World map of Longitudinal and Latitudinal data of respondents	185
Figure 6.28	Success Range of Visa	187
Figure 6.29	Success rate of obtaining visa after skilling	188
Figure 6.30	Increase in Probability of visa after skilling	189
Figure 6.31	World map of Longitudinal and Latitudinal data of respondents	199

Figure 6.32	Scarcity of competent health workers	200
Figure 6.33	Data about Healthcare Labour deficit	200
Figure 6.34	Disparity between country's need and supply	202
Figure 6.35	Requirement of foreign language skills	202
Figure 6.36	Investment from foreign countries	203
Figure 6.37	World map of Longitudinal and Latitudinal data of respondents	204
Figure 6.38	Recognition of Indian courses for overseas employment	206
Figure 6.39	Demand for bridge courses for overcoming the overseas migration gap	207
Figure 6.40	Expected enrolment for Bridging programmes	207
Figure 6.41	Affordable fee for aspirant students	212
Figure 6.42	Expected enrolment for visa clearance	213
Figure 6.43	World map of Longitudinal and Latitudinal data of respondents	213
Figure 6.44	Category of students who completed the survey	214
Figure 6.45	Student enrolment in various courses	215
Figure 6.46	Expected affordable cost of healthcare skilling programme	220
Figure 6.47	Student choice for less time-consuming courses	221
Figure 6.48	The location of Indian students adversely impacted due to the closure of three colleges in Canada	223
Figure 6.49	Gender distribution of Indian students impacted by the closure of colleges in Canada	224
Figure 6.50	Distribution of Indian students in the three colleges in Canada	224
Figure 6.51	Distribution of courses Indian students were going through in Canada	226
Figure 6.52	Distribution of courses Indian students were going through in Canada	226
Figure 6.53	What is your current status concerning the three colleges - M College, CED College, and CCSQ College- that recently shut down in Canada?	227
Figure 6.54	Indian students' sources of funds/ Financial support for studying in Canada	228

Figure 6.55	What are your grievances concerning the recent shutdown of the colleges: M College, CED College, and CCSQ College in Canada?	229
Figure 6.56	Locations of the participants at the time of responding to the survey	233
Figure 6.57	Distribution of respondents according to Gender	234
Figure 6.58	Number of family members in the respondents' family	235
Figure 6.59	Educational qualifications of respondents' in the field of nursing	236
Figure 6.60	Number of specialised nurses in various fields	236
Figure 6.61	Current qualification status of respondents	237
Figure 6.62	Prior experience of respondents in the healthcare industry	237
Figure 6.63	Prior experience of respondents in the healthcare industry through a pie chart	238
Figure 6.64	Current employment status of respondents	238
Figure 6.65	Current salary withdrawn by the respondents	239
Figure 6.66	Clinical specialty of respondent	239
Figure 6.67	Future plan of respondents regarding aspiration for migration	240
Figure 6.68	Temporary or permanent migration aspiration of respondents	241
Figure 6.69	Respondents' preferred countries of destination	241
Figure 6.70	Pie chart showing respondents' preferred countries of destination	242
Figure 6.71	Percentage of Respondents Worked Abroad	242
Figure 6.72	Countries where Respondents already worked	243
Figure 6.73	Pie Chart showing Countries where respondents already worked	243
Figure 6.74	Percentage of respondents returned from India to COD	244
Figure 6.75	Reasons of leaving COD	244
Figure 6.76	Number of respondents already language proficiency tests	245
Figure 6.77	Pie Chart showing number of respondents already language proficiency tests	245

Figure 6.78	Bands in the IELTS test given by the respondents	246
Figure 6.79	Bar graph showing bands in the IELTS test given by the respondents	246
Figure 6.80	Bands taken by the respondents in OET exam	247
Figure 6.81	Reasons of respondents for choosing COD	247
Figure 6.82	Challenges faced by the respondents while migrating to COD	248
Figure 6.83	Readiness of respondents to invest in healthcare skilling programme in India	249
Figure 6.84	Choice of online and offline programs	249
Figure 6.85	Choice for source of funds to join skilling program	250
Figure 6.86	Choice for foreign language	250
Figure 6.87	Geographical distribution of the UP healthcare students in survey	257
Figure 6.88	Geographical distribution of the respondents of all five surveys on map	258
Figure 6.89	Gender distribution among respondents	258
Figure 6.90	Courses taken by the respondents	259
Figure 6.91	Educational qualification of respondents	260
Figure 6.92	Future plan of regarding job or higher study	260
Figure 6.93	Pursing career in COO or COD	261
Figure 6.94	Aspiration for permanent or temporary migration	261
Figure 6.95	Choice of respondents regarding COD	262
Figure 6.96	Choice of respondents regarding type of visa	262
Figure 6.97	Work experience in COD	263
Figure 6.98	Current employment status	264
Figure 6.99	Language proficiency tests given by respondents	264
Figure 6.100	Reasons for choosing preferred destination	265
Figure 6.101	Challenges faced during migration	266

Figure 6.102	Time advised by respondents to reach COD	267
Figure 6.103	Readiness of respondents to invest in healthcare skilling programme in COO	267
Figure 6.104	Approximate cost for migration	268
Figure 6.105	Source of funds for skilling programme	268
Figure 6.106	Pie chart showing source of funds for skilling programme	269
Figure 6.107	Affordability through “Skill loan by NSDC”	269
Figure 6.108	Preferences for less time consuming skill courses	270
Figure 6.109	Language preferred for migration	271
Figure 6.110	Preferred COD: UP and Punjab Principal's Perspective	287
Figure 7.1	Comparison of Cost for “As Is” and “To Be” Model	289
Figure 7.2	Comparison of Leadtime for “As Is” and “To Be” Model	290
Figure 7.3	Comparison of Yield for “As Is” and “To Be” Model	290

LIST OF ABBREVIATIONS

S.No.	Abbreviation	Expanded Form
1	ISR	India Skills Report
2	MSDE	Ministry Of Skill Development & Entrepreneurship
3	IISC	India International Skill Centre
4	NSDC	National Skill Development Corporation
5	PMKVY	Pradhan Mantri Kaushal Vikas Yojana
6	PDOT	Pre-Departure Orientation Training
7	ITI	Industrial Training Institutes
8	NSDA	National Skill Development Agency
9	NSDF	National Skill Development Fund
10	NPSDE	National Policy On Skill Development and Entrepreneurship
11	CTS	Craftsmen Training Scheme
12	CITS	Crafts Instructor Training Scheme
13	JSS	Jan Shikshan Sansthan
14	DDU-GKY	Deen Dayal Upadhyaya - Grameen Kaushalya Yojana
15	NeGD	National E-Governance Division
16	C-DAC	Centre For Development Of Advanced Computing
17	SSM	State Skill Mission
18	AI	Artificial Intelligence
19	IOT	Internet of Things
20	COO	Country Of Origin
21	COD	Country Of Destination
22	US	United States
23	UAE	United Arab Emirates
24	GCC	Gulf Cooperation Council
25	IOM	International Organisationfor Migration
26	GDP	Gross Domestic Product
27	UK	United Kingdom
28	G2G	Government-To-Government
29	ADB	Asian Development Bank
30	IMF	International Monetary Fund
31	C	Cost
32	LT	Leadtime
33	Y	Yield
34	R	Risk
35	RQ	Research Questions
36	EU	European Union

37	ICT	Information Communications Technology
38	STEM	Science And Technology, Engineering, and Mathematics
39	GOI	Government Of India
40	EPS	Employee Pension Scheme
41	UAN	Universal Account Number
42	NCS	National Career Service
43	MoC	Memorandum Of Cooperation
44	TITP	Technical Intern Training Programme
45	NOS	National Occupational Standards
46	FISSS	Federation Of Industry Sector Skills And Standards
47	UKIERI	UK-India Education And Research Initiative
48	MOHRE	Ministry Of Human Resources AndEmiratisation
49	PDOT	Pre-Departure Orientation Training
50	SIIC	Skill India International Centre
51	HVAC	Heating Ventilation and Air Conditioning
52	NAPS	The National Apprenticeship Promotion Scheme
53	PM-YUVA	Pradhan Mantri Yuva Yojana
54	OECD	Organization For Economic Cooperation And Development
55	CoC	Certificate Of Coverage
56	HRM	Human Resource Management
57	SMs	Skilled Migrants
58	MGI	Mckinsey Global Institute
59	SDS	Student Direct Stream
60	TM	Talent Management
61	DKNs	Diaspora Knowledge Networks
62	NESBs	Non-English-Speaking Backgrounds
63	PA	Performance Appraisal
64	EIP	Employee Involvement And Participation
65	SET	Social Exchange Theory
66	LMST	Labour Market Segmentation Theory
67	STEMM	Science, Technology, Engineering, And Medicine
68	CDS	Cultural Diversity Strategy
69	NWSM	Non-Western Skilled Migrants
70	OECD	Organization For Economic Co-Operation And Development
71	SEM	Structural Equation Modelling
72	COVID-19	Coronavirus Disease
73	SPRH	Small Property Rights Housing
74	HIV	Human Immunodeficiency Virus
75	AIDS	Acquired immunodeficiency syndrome

76	S&E	Science And Engineering
77	WHO	World Health Organization
78	E.G.	Exempli gratia
79	IENs	Internationally Educated Nurses
80	GATS	General Agreement On Trade In Services
81	G to G	Government to Government
82	ITP	International training providers
83	DLI	Designated Learning Institution
84	NSW	New South Wales
85	GPE	Global Political Economy
86	UHC	Universal Health Coverage
87	SDGs	Sustainable Development Goals
88	MoH	Ministry Of Health
89	HWF	Healthcare Workforce
90	ToT	Training of Trainers
91	GHP	Global Health Partnerships
92	GPs	General Practitioners
93	PPE	Personal Protective Equipment
94	KPMG	Klynveld Peat Marwick Goerdeler
95	NHWA	National Health Workforce Account
96	PLFS	Periodic Labour Force Survey
97	NSSO	National Sample Survey Office Were Also Examined
98	HRH	Human Resources For Health
99	CHWs	Community Health Workers
100	LMICs	In Low- And Middle-Income Countries
101	SDGs	Sustainable Development Goals
102	EUPHA's	European Public Health Associations
103	AHP	Analytic Hierarchy Process
104	NHS	National Health Service
105	IT	Information Technology
106	OECD	Organization For Economic Cooperation And Development
107	STEM	Science, Technology, Engineering And Mathematics
108	ISM	International Student Migration
109	EFTA	European Free Trade Association
110	ICT	Information And Communication Technology
111	MRA	Mutual Recognition Agreements
112	DTA	Decision Theory Analysis
113	NSSO	National Sample Survey Office
114	HRSDC	Human Resources And Skills Development Canada

115	ECR	The Emigration Clearance Required
116	VET	Vocational Education And Training
117	CII	Confederation of Indian Industry
118	CEO	Chief Executive Officer
119	GSCs	Global Supply Chains
120	IDEFO	Integrated Definition for Function Modeling
121	CANADIM	Canadian Immigration law firm
122	DLIs	Designated Learning Institutions
123	IRCC	Immigration, Refugees, and Citizenship Canada
124	IELTS	International English Language Testing System
125	TOEFL	Test of English as a Foreign language
126	VFS	Visa Facilitation Services Global
127	FSWP	Federal Skill Worker Program
128	ECA	Educational Credential Assessment
129	NOC	National Occupational Classification
130	FSTP	Federal Skill Trade Program
131	CAD	Canadian Dollar
132	CRS	Comprehensive Ranking System
133	NOC	National occupational classification
134	PR	Permanent Resident
135	RA	Recruiting Agencies
136	ILO	International Labour Organisation
137	GLMM	Gulf Labour Markets, Migration and Population
138	HSMP	Highly Skilled Migrant Programme
139	CoS	Certificate of Sponsorship
140	UCAS	Universities and Colleges Admissions Service
141	CELP	Canadian English Language Proficiency Index Program
142	Ph.D.	Doctor of Philosophy
143	ILR	Indefinite Leave to remain
144	PSDM	Punjab Skill Development Mission
145	SPOC	Single Point of contact
146	DBEE	District Bureau of Employment and Enterprises
147	IOM	International Organization for Migration
148	INR	Indian Rupee
149	GBP	Great British Pound
150	ICCRC	Immigration consultants of Canada Regulatory Council
151	IRCC	Immigration, Refugees and Citizenship Canada
152	ILO	Indian Labour Organisation
153	ADB	Asian Development Bank

154	IMF	International Monetary Fund
155	AED	Arab Emirates Dirham
156	PMKK	Pradhan Mantri Kaushal Kendras
157	ISB	Indian School of Business
158	RPC	Remote Procedure Call
159	NULM	National Urban Livelihood Mission
160	IBM	International Business Machines
161	AIIMS	All India Institute of Medical Sciences
162	GeSS	Australia Based Education Provider
163	TESS	Australia Based Training Provider
164	GNM	General Nursing and Midwifery
165	SSC	Sector Skill Council
166	NSDM	National Skill Development Mission
167	SSDM	State Skill Development Mission
168	NCVET	National Council for Vocational Education and Training
169	NCVT	National Council for Vocational Training
170	NSDCI	National Skill Development Corporation International
171	OET	Occupational English Test
172	IISC	India International Skill Centre
173	INC	Indian Nursing Council
174	OSCE	Objective Structure Clinical Examination
175	NCLEX	National Council Licensure Examination
176	QP	Qualification Packs
177	NSQF	National Skill Qualification Framework
178	NSQC	National Skill Qualification Committee
179	LMIA	Labour Market Impact Assessment
180	PTE	Pearson Test of English
181	AHPRA	Australian Health Practitioner Regulation Authority
182	NCNZ	Nursing Council of New Zealand
183	SNB	Singapore Nursing Board
184	RN	Registered Nurse
185	PN	Practical/Vocational Nurse
186	NMC	Nursing and Midwifery Council
187	NMBA	Nursing and Midwifery Board of Australia
188	SSW	Specified Skilled Worker
189	PMKVY	Prime Minister Kaushal Vikas Yojana
190	SANKALP	Skill Acquisition and Knowledge Awareness for Livelihood Promotion

Chapter-1

Introduction

1.1 Skilling

“Today, India not only has the potential to become the knowledge centre of the world but also the skill capital. Our youth have skills, values, and the necessary passion and honesty to work. This skill capital of India can become the engine of development of the world.”

The Hon'ble Prime Minister Narendra Modi shared this vision for India at the 17th Pravasi Bhartiya Convention “To Make India the Skill Capital of the World.”

Source: 17th Pravasi Bhartiya Divas Convention in 2023

The current world population is 8.1 billion (URL: [World Population Clock: 8.1 Billion People \(LIVE, 2024\) - Worldometer \(worldometers.info\)](#)), predicted to be 9.47 billion by 2045 (URL: [World Population Projections - Worldometer \(worldometers.info\)](#)), whereas India's population is 4.1 billion (URL: [World Population Clock: 8.1 Billion People \(LIVE, 2024\) - Worldometer \(worldometers.info\)](#)) accounting for 17.76% of the worldwide population and expected to be 1.69 billion (URL: <https://www.livepopulation.com/population-projections/world-2045.html>) by 2045. Fuelling India's ascent as the world's skill capital is “The Energy and Potential of the Country's Youth” In a world characterised by demographic shifts, India harnesses a transformative opportunity with over 54% of its population below 25 years and a robust 62% in the working age group, positioning its youthful energy as a reservoir of potential. India's demographic edge is evident in the young workforce, with a mean age of 28.2 years, contrasting sharply with a more mature population in countries like the US and the USA. Australia, Japan, Germany etc (Ferry, 2018).

To allow the Indian workforce to lead development worldwide, the Government of India, through its Ministry of Skill Development and Entrepreneurship and National Skill Development Corporation, orchestrates nationwide efforts to bridge the skills gap while envisioning and building a future-ready skill ecosystem in India.

By 2030 the global talent shortage could reach over 85.2 million people. This gap, potentially impacting annual revenues by \$8.452 trillion, positions India to meet this demand and capitalise on the emerging global need for skilled talent (Ferry, 2018).

The Prime Minister of India, Shri Narendra Modi, used the word “Amrit Kaal” in 2021 for the Indian Youth for their role in the next 25 years. In the 2023-24 Union Budget, the Union Minister of Finance and Corporate Affairs, Smt. Nirmala Sitharaman outlined “Amrit Kaal's” vision for an empowered and inclusive economy, particularly for youth. The objective of “Amrit Kaal” prioritises three areas: providing adequate chances for individuals, particularly young, to realise their dreams, giving a solid push for growth and job creation, and strengthening macroeconomic stability (Press Investigation Bureau, 2023).

The National Policy on Skill Development and Entrepreneurship (2015) estimates that in India, only 4.69% of the total young workforce is skill-trained compared with the UK, Germany, the USA, Japan, and South Korea. The skill-training process completed in the UK, Germany, USA, Japan, and South Korea is 68%, 75%, 52%, 80%, and 96%, respectively. Nevertheless, the arguments on exact figures will be continued, it will remain a challenge for 5 formidable proportions (National Policy on Skill Development and Entrepreneurship, 2015).

India faces a twofold challenge: a shortage of highly skilled workers and the inability of substantial segments of traditionally educated individuals to find jobs because of a lack of employability skills. The Ministry for Skill Development and Entrepreneurship (previously the Department of Skill Development and Entrepreneurship, notified in July 2014) was established in November 2014 to give new impetus to the Skill India agenda and contribute to developing a suitable environment that allows transferring productive abilities to its growing workforce over the next few decades (National Skill Development Mission: A Framework for Implementation).

India can produce skilled labour to cover the predicted gap in the developed world's ageing population. Recognising the critical need for talent development, the National Talent Development Policy was made in 2009. In addition, to develop a skill ecosystem, the Government of India established the National Skill Development Corporation (NSDC) in July 2008 as the principal architect of the skill ecosystem in India under Public – Private Partnership Model to encourage private sector engagement through new funding approaches. NSDC also funded and fostered 36 Sector Skills Councils (SSCs) to allow much-needed sector engagement and ownership to provide needs-based training initiatives. The National Skills Development Agency (NSDA) was established in June 2013 to work closely with state governments to revitalise and synergise skilling activities in the states. These initiatives draw on the heritage career education architecture of Industrial Training Institutes (National Skill

Development Mission: A Framework for Implementation), which have already increased in size to nearly 15,000 (NITI Aayog, 2023).

The National Policy for Skill Development and Entrepreneurship 2015 replaced the 2009 policy. This policy's fundamental goal was to tackle the issue of skilling at scale with rapidity, standardisation (quality), and sustainability (National Skill Development Mission: A Framework for Implementation).

Various Central Government Ministries/Departments/Agencies undertook skill development initiatives with varying regulations in terms of eligibility criteria, training length, maximum training amount, results, monitoring and tracking method, and so on. This variety of criteria and metrics causes needless implementation issues and makes it impossible to objectively evaluate the achievement of skill development projects under the National Skill Development Mission hence “Ministry of Skill Development and Entrepreneurship (MSDE) was established to coordinate skill development activities across the country and would provide uniform criteria for the rationalisation of Central Government Skill Development Schemes.

The Ministry of Skill Development and Entrepreneurship (formerly the Department of Skill Development and Entrepreneurship, established in July 2014) was established in November 2014 to drive the 'Skill India' agenda in a 'Mission Mode' to consolidate current vocational training programmes and combine scale and quality of skilling efforts with speed. As a result, the Ministry recommends launching the National Skill Development Mission (NMSD, sometimes known as the Mission), which will offer a broad institutional framework for swiftly implementing and scaling up skill development operations across India.

While the Prime Minister of India heads the National Skill Development Mission (NSDM), the Chief Ministers of states lead State Skill Development Missions (SSDMs) to implement and monitor different skill development programmes, such as the Deen Dayal Upadhaya Kaushal Vikas Yojna, Pradhan Mantri Kaushal Vikas Yojna, and so on.

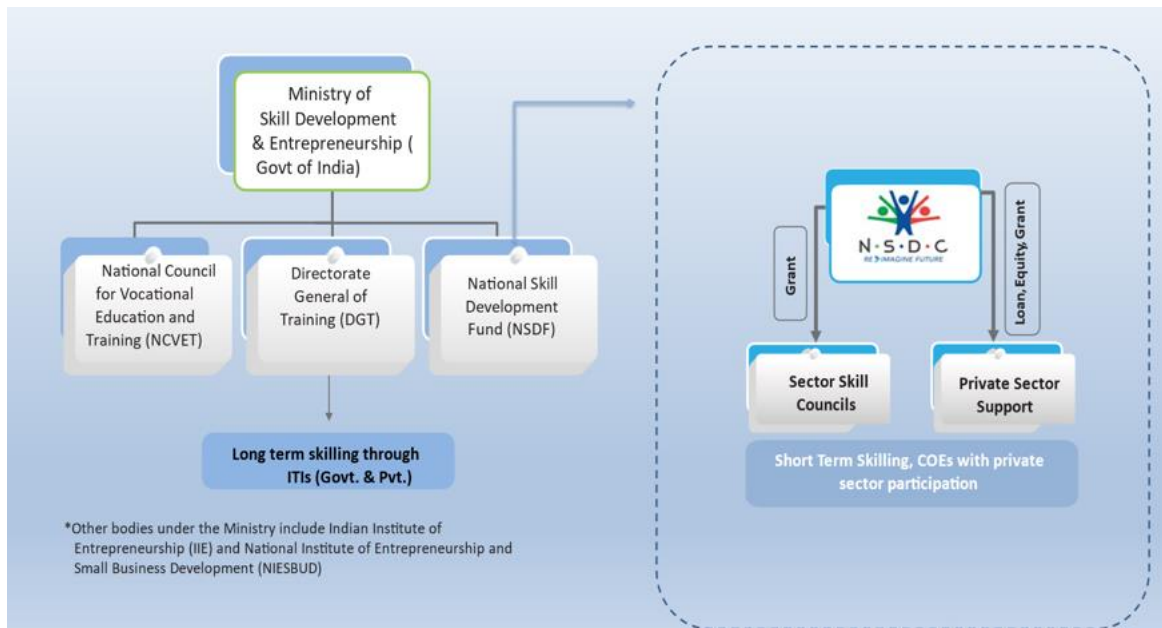


Figure 1.1 Framework designed by the Ministry of Skill Development and Entrepreneurship (Government of India).

Source: NSDC International (Skill India Mission)

The NCVET was created in December 2018 by incorporating the functions and obligations of the National Skill Development Agency (NSDA) and the National Council for Vocational Training (NCVT). NCVET has been fully functioning since 1st August 2020. It acts as a supreme national regulator for fixing standards and creating complete career education, training, and skilling ecosystem regulations for refining quality and productivity. It has been delegated with the enhancement, qualitative enhancement and regulation of vocational education bodies involved in both long and short-term professional education and training while determining minimum standards for their operations. The NCVET thus strives to integrate a disjointed regulatory system and pervade quality assurance across the entire career education, training and skilling value chain. This leads to the accessibility of a higher-level skilled workforce for better employability and quicker growth of the Indian economy. ([Home | Ministry of Skill Development and Entrepreneurship | Government Of India \(msde.gov.in\)](https://msde.gov.in/))

1.1.1 Skill India Mission and its Objectives

The Skill India Mission, launched by the Government of India in 2015, aims to create a skilled workforce of 500 million people by 2023. The mission has set forth the following objectives, as shown in Figure 1.2 as follows:



Figure 1.2: Objectives of Skill India Mission

Source: (URL: [Skill Financing: Empowering India's Workforce | IBEF](#)).

Under Skill India Mission, MSDE has launched various flagship schemes implemented by NSDC, such as PMKVY, SANKALP, PM Vishwakarma etc. A total of 30 million candidates have been trained (out of which 13 million were females, six million had special abilities, and 4.5 million were from socioeconomically disadvantaged groups). Nine million have been placed in around 27,000 skilling centres located in 750 districts in India by on boarding 30,000 employers (Skill India Mission, NSDC International).

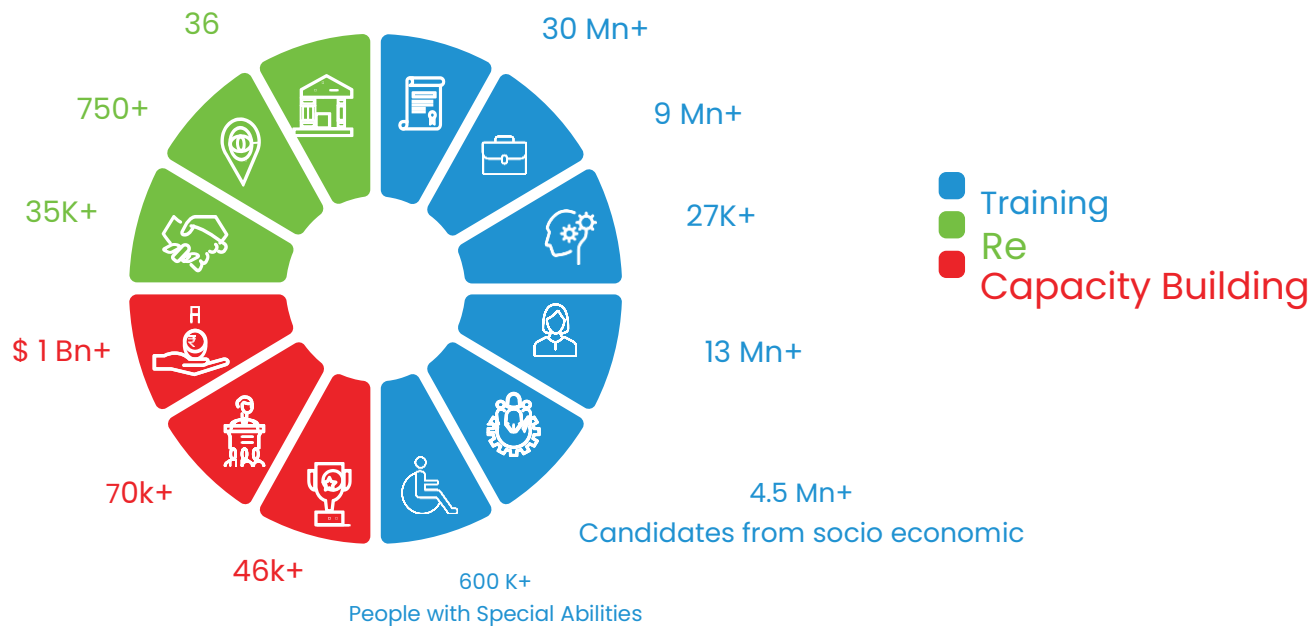


Figure 1.3: Key milestones achieved by NSDC International

Source: NSDC International

1.1.2 Skill India International Mission and its Objectives

The Skill India International Mission set up in 2022 led by the Hon'ble Prime Minister of India aims to make “India as the Skill Capital of the World.”

The target is to set 30 Skill India International Centres (SIICs) and 100 NSDC International Language Training Centres across all states in India, focusing on creating a supply line of skilled workforce to be deployed in foreign countries. Two SIICs and 12 NSDCI Language Training Centres are already operational in India.

The objectives of Skill India International Centres (SIICs) are as follows:

1) Holistic Training Ecosystem

These Centers Serve as Comprehensive Training Grounds, Offering:

- Counselling
- Domain Skills Assessment
- Domain Skills Training
- Soft Skills
- Cultural orientation

- Language training
- Migration support

2) **One-Stop Solution for Global Mobility**

SIICs provide a one-stop physical and digital access point for complete immigration services, streamlining the process for aspirants and reducing complexities.

3) **Tailored Global Readiness**

SIICs deliver tailored Pre-Departure Orientation Training (PDOT) and PDOT++ for 16 target countries, ensuring candidates are well-prepared with essential knowledge and skills suited to each nation's specific cultural and professional requirements.

4) **Outcome-Focused Initiatives**

The results-oriented framework of SIICs aims at maximizing employment success rates, thereby contributing to the international reputation of the Indian workforce.

1.1.3 NSDC International Language Training Centres Under Skill India International Mission

Focus on broadening language skills throughout India, preparing talent for the international job market and playing a key role in capacity creation. NSDCI Language centers are instrumental in the holistic development of candidates, creating a talent pool capable of contributing effectively to global destinations via Global Communication Skills and Cultural Competence. Language Centres currently caters to English, German, Japanese, and Finnish.

1.2 Migration

According to the information published by the External Affairs Ministry Government of India, with the world's largest working-age population, India will have a labour surplus of 245 million workers by 2030, half of the global need.

In India, people are migrating on their own. Payment towards fee INR 135,540 crore (approximately \$19 billion) annually. Boarding and lodging per student is INR 30 lakhs yearly (for 7,53,000 students, this amount is approximately INR 225900 crore (\$ 32 billion). The total amount of outward remittances for legally migrated students is INR 361,440 crore (\$ 51 billion) towards fees, boarding, and lodging (World Bank Report, 2018). The young population from different parts of the country are also using illegal routes for migration, which is causing the loss of precious lives, as reported in different tragedies like the Malta

Boat tragedy, wherein 250 youths were drowned (Dionis & Dearden) and the Panama Boat tragedy with the loss of 25 lives (Hindustan Times, 2016) etc.

Thus, there is a need to design a scientifically tested ecosystem of skilling and migration for the free flow of population migration from Country of Origin (COO) with surplus workforce to Country of Destination (COD) facing severe shortages of skilled young workforce due to ageing population. For the safeguard of migrants, most UN Member states have endorsed the Global Compact for Safe, Orderly and Regular Migration. The Global Compact for Safe, Orderly and Regular Migration was also adopted by the United Nations General Assembly in 2018 (Ministry of External Affairs, 2022). Figure 1.5 describes that India will be the only country which can support the supply of a skilled young workforce after meeting its requirements by 2030.

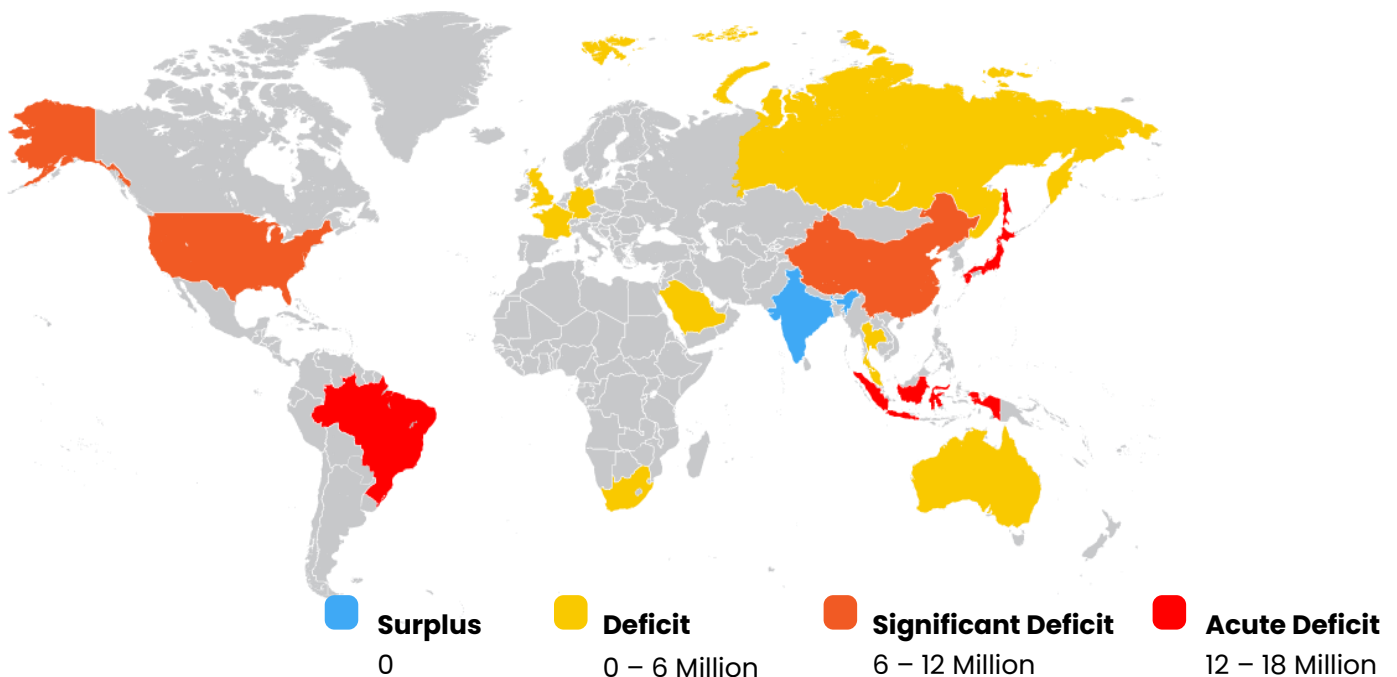


Figure 1.4 India can meet labour needs by 2030

Source: Korn Ferry (2018)

1.3 Scope of Study

As evident from the Korn Ferry Report 2018, India is the only country that can fulfil the global need for skills with its surplus workforce after meeting its requirements. Thus, there was a need to design a robust skilling ecosystem in India. This need led the researcher to focus on developing a new delivery model for the supply of young skilled workforce to

foreign countries by “Designing a Robust system for skilling young workforce from India to enhance overseas migration overcomes.”

During the pandemic, everyone realized the importance of the healthcare workforce in lifesaving and the need to create a global supply chain of skilled healthcare professionals. Hence, this study focuses on the Healthcare Sector. The scope of our study was as follows:

- Study the Existing Overseas Migration Model for Employment in Canada
- Study the Existing Overseas Migration Model for Employment in the United Kingdom
- Understand the risk associated with the current migration model
- Understanding the demand side of the Country of Destination (COD)
- Study the aspirations of the healthcare workforce
- Study the existing “talent supply chain” ecosystem in the Country of Origin (COO), India
- Devise a robust model for skilling the young healthcare workforce in India to enhance the outcome of overseas migration
- Develop a model to build a supply pool of a “skilled workforce” for meeting the global skill deficit
- Implement the pilot model through SIIC (Skill India International Centres) and NSDCI Centres and impact assessment

1.4 Significance of study

The world is witnessing an unprecedented demand for healthcare services, propelled by demographic shifts, technological advancements, and, more recently, global health crises and a chronic shortage of workers to fill roles. Against this backdrop, the movement of healthcare workers across borders has become a pivotal issue, laden with ethical, economic, and practical implications. The current landscape of healthcare workforce mobility is primarily driven by satisfying the demand for workers, which often overshadows the ethical dimensions of recruitment. An essential benefit of these partnerships is the concept of reverse brain drain, where the global movement of healthcare professionals can also contribute positively to their country of origin (OET Report, 2023).

1.5 Motivation for the research

It is important to understand the following aspects before articulating the motivation of our research:

1. To design a strong model of a robust system of skilling young healthcare workforce from India to enhance overseas migration outcomes.
2. Currently, there is no model for structured migration of skilled healthcare professionals to the country of destination (COD).
3. No funding mechanism for “skilling and overseas migration” outcomes is available.
4. International funding agencies such as the World Bank, Asian Development Bank (ADB), International Monetary Fund (IMF), etc., may be encouraged to invest in creating a scientific global labour migration process.
5. Different countries are designing different models without clarity on the outcomes.
6. Eligibility for a visa is not linked with ‘skilling.’
7. Discussions with embassies, training partners, potential employers, accrediting agencies, and policymakers are needed to understand the need for a “skill requirement” in the country of destination (COD) (GCC, UK & Canada).
8. International training partners, industry partners (foreign employers) and accrediting agencies will have free access to the skilled workforce and will be able to create viable business models.
9. Domestic training partners in India will be able to create a focused healthcareskilling program that meets the skill shortages in the countries of destination (COD). Then, their business model will be more viable by increasing the employability of their trainees.
10. To understand how India’s skilled healthcareworkforce creates economic value for destination countries.
11. To ensure that India’s migrant healthcareworkforce does not become a liability but an asset to the “Countries of Destination”.

Based on the above aspects, the major motivation of the study was to critically analyse the current process of migration and devise a robust system for skilling and overseas migration of young workforce from India to:

- Reduce the ‘Cost’ (C) of the skilling and migration process
- Reduce the ‘Leadtime’ (LT) of the skilling and migration process
- Maximise the ‘Yield’ (Y) (% of trainees/skilled professionals getting jobs overseas)
- Minimise the ‘Risk’ (R) (not getting employed after migration, underemployment after migration, fraud by unscrupulous agents, etc.)
- Minimise the “Illegal migration

1.6 Objectives of our research

The objectives of our research are as follows:

1. Design a robust system for skilling young workforce
2. Enhance the outcome of overseas migration through “international talent mobility.”
3. Minimize the potential risk involved in overseas migration

1.7 Major Research Questions (RQ)

How can we design an effective system for skilling the young workforce from India to maximize the yield (percentage of employment), reduce the lead time, minimize risk, and reduce the cost of overseas migration?

RQ1: How to design an effective system for skilling young healthcare workforce from India to maximise the ‘Yield’ (Percentage of Employment) in overseas migration.

RQ2: How to design an effective system for skilling young healthcare workforce from India to reduce the ‘cost’ of overseas migration.

RQ3: How to design an effective system for skilling young healthcare workforce from India to reduce the ‘lead time’ in overseas migration.

RQ4: How to design an effective system for skilling young healthcare workforce from India to minimise ‘risk’ in overseas migration.

1.8 Hypotheses

1.8.1 Null Hypotheses

1. H₀1: The proposed model will not increase the 'Yield' (Y) of migration (overseas employment).
2. H₀2: The proposed model will not reduce the 'Leadtime' (LT) of migration (overseas employment).
3. H₀3: The proposed model will not reduce the 'Cost' (C) of migration (overseas employment).
4. H₀4: The proposed model will not minimise the 'Risk' (R) of migration (overseas employment).

Certain general perceptions exist about the supply pool of the healthcare workforce in the COO (in our study, India). We have captured five such perceptions, considered null hypotheses in this study.

H5 (Null Hypotheses): The aspiration of the healthcare workforce in different states regarding their preferred COD for employment varies from state to state

H5A: Keralites prefer GCC countries

H5B: Nurses from Punjab prefer Canada

H5C: UP workforce prefers domestic migration

H5D: Nurses from Gujarat prefer the US

H5E: Maharashtra and Tamil Nadu nurses prefer Germany and other European countries.

1.8.2 Alternate Hypotheses

1. H_A1: The proposed model will increase the 'Yield' (Y) of migration (overseas employment).
2. H_A2: The proposed model will reduce the 'Leadtime' (LT) of migration (overseas employment).

3. H_{A3}: The proposed model will reduce the 'Cost' (C) of migration (overseas employment).
4. H_{A4}: The proposed model will minimise the 'Risk' (R) of migration outcomes (overseas employment).

1.9 Research Techniques

Demand-side study: We conducted qualitative research through focus group discussions/roundtables involving government officials, officials of high commissions in foreign countries, international training providers, certification and awarding bodies, financial institutions, potential foreign recruiters, etc. We conducted both qualitative (focus group discussion through roundtables) and quantitative research (surveys)

Supply-side study: We conducted quantitative research by collecting data from the institutions, including principals, faculty, students, and healthcare working professionals. Data was also collected from NSDCI Centres for validating the proposed model framework of the overseas migration model to assess the impact (data of "trained" and "placed") on overseas employment outcomes. We conducted both qualitative (roundtables/focused group discussion) and quantitative research (administering survey tools for exploratory research, analysing primary data)

1.10 The breadth and depth of primary data collection

We have collected data from 10404 stakeholders. Here is a broad category of data we collected during our research:

1. Qualitative data: interactive multi-state and multi-country roundtables (virtual sessions from ISB studio)
2. Quantitative data (survey administered on the Qualtrics platform)
3. Quantitative data for validation of the proposed model (field data)

In this research, both qualitative and quantitative data have been collected through roundtables involving international training partners/ certification agencies, ambassadors, policymakers, government-to-government (G2G) connect at the Provincial and Federal levels with potential Countries of Destination (COD), Authorised Recruiting Agents from foreign countries and India, Principals and Students of colleges and universities across India including working professionals. To understand the risk associated with the current migration

model, the impact of the closure of three colleges in Canada on the students who moved from India, primarily through agents and middlemen, was also studied. This exercise was done through the collection of primary data.

The data was collected quantitatively and qualitatively through the following exercises:

- 1) Roundtable on Designing a robust system of skilling workforce from India to enhance overseas migration outcomes: We had four sessions focussing on the following:
 - a. Macro-level perspective of overseas migration (UK, Canada & GCC)- 4
 - b. Recruiting Agents for overseas migration through work permits, study visas, and permanent resident status, there were 88 respondents.
 - c. International Training Partners, Foreign Employers, Accreditation Agencies & India International Skill Centres (IISCs) had 68 respondents.
 - d. Regulated Immigration Consultants of Canada/UK/GCC, there were 66 respondents.
- 2) Interactive sessions with Indian students in Canada adversely impacted by the closure of three colleges—To understand the risk associated with the current migration model, we also studied the impact of the closure of three colleges in Canada on the students who moved from India, primarily through agents and middlemen. This exercise was done through the collection of primary data from 177 respondents.
- 3) Exporting Skilled Healthcare Workforce from India to Overseas to Meeting Global Skill Shortages: The researcher conducted the roundtable on March 8th, 2022, in three time zones. The first time zone covered Japan, Australia and Singapore. In the second time zone, the researcher covered the UK and Germany; in the third time zone, we covered the US and Canada. The researcher involved policymakers, employers, training agencies, certification and accreditation bodies, principals, faculty, and students of nursing institutions in Punjab. The researcher collected responses from 269 respondents.
 - a. Healthcare Workforce: Survey among the Principal/Faculty in Punjab: The data was collected from 26 April 2022 to 21 July 2022, and 82 responses were received.
 - b. Healthcare Workforce: Survey among the Students in Punjab: The data was collected from 26 April 2022 to 3 June 2022 and received 181 responses.
- 4) Healthcare Workforce: Survey among the Principal/Faculty in Uttar Pradesh: The data was collected from 5th May 2023 to 19th August 2023 and received 1664 responses.

- 5) Healthcare Workforce: Survey among the Students in Uttar Pradesh: The data was collected from 5 May 2023 to 17 February 2024 and received 6673 responses.
- 6) Healthcare Workforce: Survey among the Principal/Faculty in Punjab: The data was collected from 21st March 2024 to 26th March 2024 and received 75 responses.
- 7) Primary data was collected from 6673 Uttar Pradesh nurses/students and 1664 faculty/principals.
- 8) Primary data was also collected with the help of the Indian Nursing Council (INC), the regulator of Healthcare Institutions, particularly Nursing and Allied Healthcare, a Statutory Body Under the Ministry of Health and Family Welfare. A link to the survey was made available on the website of the Indian Nursing Council (INC) to have a pan-India reach. Over 1171 responses were received on ISB's research platform through this process.
- 9) The proposed model was also tested by collecting quantitative data under the “As is” and “As should be” models using scientific tools to draw inferences.

1.11 Statistical Tools Used for Research

1. IDEF0 for process mapping.
2. Model validation using statistical tools like
 - a. T-test (Effect size has also been calculated using Cohen's d)
 - b. Ranked T-test (Effect size has also been calculated using Cohen's d)
 - c. Chi-Squared Test (Effect size has also been calculated using Cramer's V)
3. Qualtrics is used for statistical analysis

Chapter - 2

Perspective on Skill Shortages and Talent Mobility

Global Talent Mobility has intensified in recent years. There are multiple reasons for labour movement from Country of Origin (COO) to Country of Destination (COD), including monetary rewards, higher living standards, restricted employment and growth prospects in COO, and other benefits to both nations. These migrants increase a country's output, send remittances home, and facilitate the worldwide transfer of local knowledge and technology.

The NSDC's Global Talent Gap Study identifies 15 nations that need in-depth research. Gulf Cooperation Council (GCC) Countries where skilled Indian workers can relocate. Each country has undergone a thorough investigation to understand better the influence of socioeconomic and sector-specific variables on employment and international migration. The research outlines major industries and vocations in which migrants may be absorbed, and it suggests solutions and international discourse to encourage migration. The primary basis for categorisation is the Global Migration Attractiveness Index (Global Skill Gap Report by NSDC, 2020).

These shortlisted nations are divided into three slabs:

- (1) European countries (EU), including Germany, the Netherlands, and Sweden, were shortlisted out of Austria, Belgium, Bulgaria, Croatia, the Republic of Cyprus, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, and Sweden.
- (2) Qatar, Saudi Arabia and the United Arab Emirates were shortlisted among Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates under Gulf Cooperation Council (GCC) countries (Global Skill Gap Report by NSDC, 2020.,
- (3) Countries with mature migration systems are the United States, UK, Singapore, Canada, Australia, Malaysia, New Zealand and Japan (Global Skill Gap Report by NSDC, 2020).

These categories are shown in Figure 2.1:

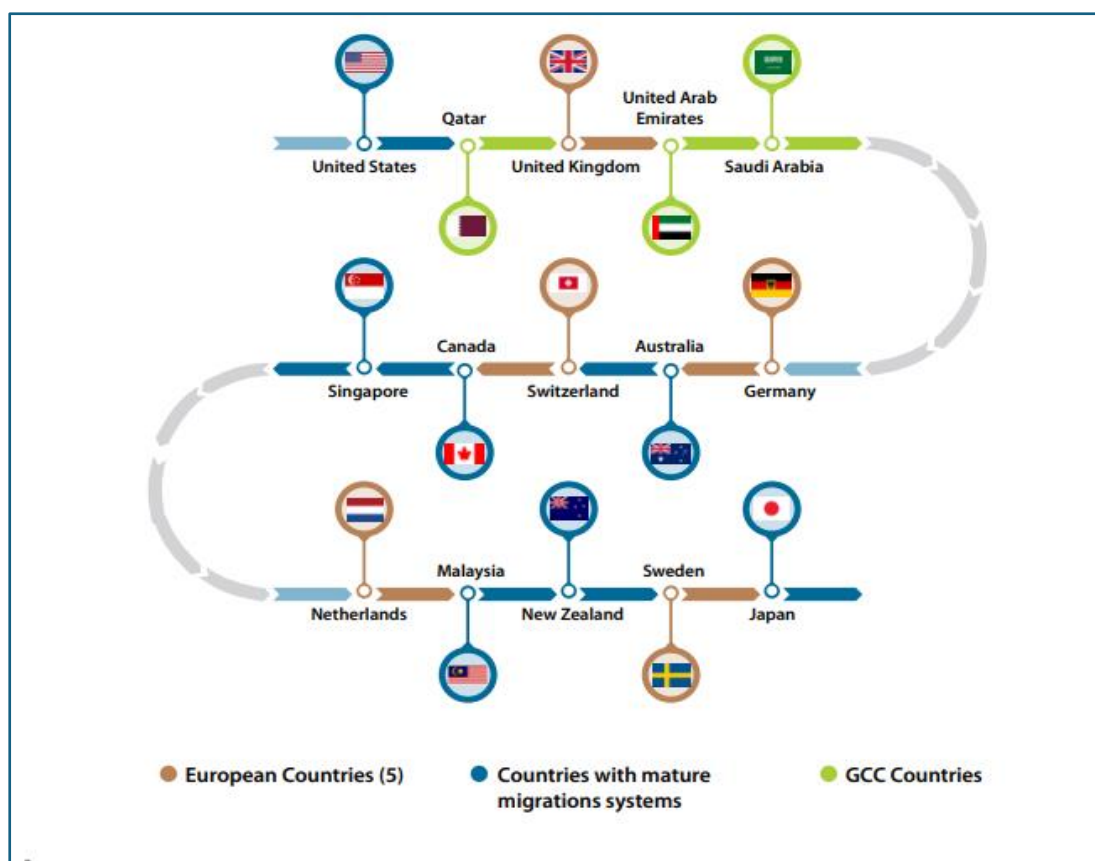


Figure 2.1: Shortlisted categories for different countries

Source: Global Skill Gap Report by NSDC (2020)

These three categories of countries have different types of demands for skills which can be depicted in Table 2.1, 2.2 and 2.3, respectively:










Table 2.1: Sector-wise demand by 2030 for Indian migrants: GCC

	Sector	Potential Replacement & New Jobs for Indians, GCC (3 Countries) ('000)
	Construction	1170
	Wholesale & Retail Trade, Repair of Motor Vehicles & Motorcycles	423
	Real Estate, Rental & Business Services	283
	Transport Storage & Communication	274
	Financial & Insurance Activities	87
	Manufacturing	250
	Community, Social & Personal Services	140
	Total	2634

Source: Global Skill Gap Report by NSDC (2020)









In the Gulf Cooperation Council, most migrants work in the private sector in unskilled or semi-skilled occupations. GCC citizens prefer employment in the government sector and refuse to engage in vocational trades (Global Skill Gap Report by NSDC, 2020).

Table 2.2: Sector-wise demand by 2030 for Indian migrants: EU

	Sector	Potential Replacement & New Jobs for Indians (5 Countries) ('000)
	Accommodation & Food	30 – 35
	Administrative Services	9 – 11
	Agriculture, Forestry & Fishing	10 – 12
	Arts & Recreation	13 – 15
	Construction	23 – 27
	Health & Social Care	95 – 110
	ICT Services	8 – 10
	Manufacturing	48 – 57
	Transportation & Storage	22 – 26
	Total	260-305

An ageing population and an expected increase in the dependency ratio challenge the EU block. From 2016 to 2030, 151 million labourers will be in demand in the EU. 50% of jobs will only be due to the ageing population (Global Skill Gap Report by NSDC, 2020).

Table 2.3: Sector-wise demand by 2030 for Indian migrants: Countries with mature migration systems

	Sector	Potential Replacement & New Jobs for Indians (7 Countries) ('000)
	Health Care & Social Assistance	180-220
	Construction	80-100
	Manufacturing	50-90
	Agriculture	40-60
	Rental, Hiring & Real Estate Services	30-40
	Wholesale & Retail Trade	20-30
	Transport, Postal & Warehousing	10-20
	Accommodation & Food Services	10-15
	Financial & Insurance Services	5-8
	Mining	3-6
	Other Services	300-350
	Total	850-950

These countries are also tackling ageing issues, similar to those in the EU countries. These countries have systematically devised migratory routes based on verification and assessment processes. They also listed the above sectors and occupations where international migrants could be admitted. In mature migration systems, most migrants migrate through Student visas and Permanent Residency (Global Skill Gap Report by NSDC, 2020).

The Skill India International Mission, led by the Hon'ble Prime Minister of India, aims to make “India the Skill Capital of the World “. With this vision, the Government of India has prioritised Ten Sectors for developing skills of the young workforce in India to create a pipeline of skilled workforce. The identified sectors are (1) Healthcare, Personal care, and Social care, (2) Energy (oil and gas and renewables), (3) Construction, (4) Management of hospitality and tourism (5) Education (Teachers), (6) Logistics (Heavy Vehicle Drivers, Commercial Vehicle Drivers, and Port Operations), (7) Information Technology and Digital, (8) Retail (Bikers), (9) Manufacturing, Media and Entertainment 10) Agriculture and Allied Sectors.

30 Skill India International Centers (SIICs), the operational arms of Skill India's International Mission, are being set up across India to enable skills that meet international standards. Two SIICs, one at Varanasi and the other at Bhubaneswar, are already operational. Further, The National Skill Development Corporation (NSDC) has set the target for setting up 100 NSDC International Skill Development Centers across India, and 12 such centres are already operational in states like Punjab, UP, Haryana and Kerala. These centres focus on broadening language skills throughout India, preparing talent for the international job market and playing a pivotal role in capacity creation. These centres play an essential role in the holistic development of individuals, resulting in a talent pool capable of successfully contributing to global destinations under the Skill India International Mission by NSDC International.

In the first phase, to cater to the increasing global demand for qualified nurses, dental assistants, dialysis technicians, respiratory therapists, physiotherapists and other specialised healthcare professionals, the National Skill Development Corporation (NSDC) has undertaken an ambitious plan to train and equip around 1 lakh nurses and 10 million caregivers, so that they can be deployed overseas under Skill India International Mission. The focus is on starting the Objective Structured Clinical Examination (OSCE) and the National Council Licensure Examination (NCLEX), a tool that can be utilised to assess healthcare

professionals in a clinical setting, and language proficiency tests under the umbrella of NSDC International (Datt, 2023 in The New Indian Express).

NSDC International is part of NSDC and focuses on all skill development initiatives for the overseas deployment of a skilled workforce.

The other initiatives under Skill India International Mission are:

1. Addressing Global Workforce/ Skill mismatch for overseas Governments/ Businesses.
2. Dedicated Skilling institutions such as SIICs, NSDC International Skill Development Centres, Skill Universities, and Pradhan Mantri Kaushal Kendras (PMKKs) are being set up to create a supply line of Skilled Workforce for the Countries of Destination.
3. The National Skills Qualifications Framework is aligned to globally recognised qualification frameworks for ensuring quality and uniformity. Consequently, transnational standards are being created for sectors that provide an opportunity for international workforce mobility. Close partnerships with the concerned countries would enable certified Indian youth to get employed in these countries. Assessment and certification frameworks are being bench marked to international standards. National Skills Qualification Committee (NSQC), with assistance from the concerned SSCs, would be capacitated to develop working standards, assessments and certifications with respective agencies in the destination countries.
4. Skill Advisory to Foreign Governments / Businesses
5. Partnering with Global educational/ Skill institutions for knowledge sharing and capacity building.

Governments in COO and COD have signed Skill Mobility Partnership Agreements to facilitate talent mobility. India has inked 18 bilateral agreements on migration and mobility with nations like the Kingdom of Saudi Arabia, Kuwait, Qatar, Denmark, Oman, Jordan, Portugal, France, United Arab Emirates, United Kingdom, Japan, Germany, Bahrain, Australia, Mauritius, Austria, Israel, and Italy (Skill India International Mission, NSDC).

The primary focus of NSDC under the aegis of MSDE, Govt. of India is now on the three following:

- Demand Aggregation under Government-to-Government supervision, Direct Employers connect and Prominent Partners

- Creating a Sustainable Supply Pool of Candidates through NSDC International and its partner network
- Knowledge sharing, training, capacity building, and outreach activities at the national and international levels (Skill India, NSDC).

The strategy to build a supply line of skilled workforce to address the demand of foreign employers can be described in three points:

- Immediate Demand: Addressing Time-Job demands through a readily available resource pool and in-built sourcing partners' network and channels.
- Mid-term Demand: Addressing such Job demands through conducting Language/Technical Training and a Country Orientation Training program in feeder states.
- Long-term Demand: Address such demands by imparting language/technical training to institutions/universities across India to create a long-term supply pool (Skill India International Mission, NSDC)

Despite the efforts of the government of India, there are several inconsistencies in talent mobility. However, there are no accurate global statistics on irregular mobility; according to Aleshkovski and Lontsev (2008), irregular immigrants account for roughly half of legally mobilised labourers, and their numbers are not decreasing despite strict mobility restrictions and specific measures aimed at irregular mobility. Regardless of the methods used to mobilise migrants into the country of destination and the safeguards put in place to avoid this trend, controlling irregularly mobilised labourers is deemed challenging considering capitalism's current authority.

The immigration drama, directed by Rajkumar Hirani, is based on the dangerous illegal backdoor route known as a 'Donkey Flight' - an illegal route taken by many Indians to immigrate to countries such as the United States, the United Kingdom, and Canada gave a prominent picture of illegal routes ((URL: [Explained: What is a 'Donkey Flight' That Shah Rukh Khan's Immigration Drama 'Dunki' Is Based On? \(thequint.com\)](https://www.thequint.com/story/2016-07-28/dunkis-immigration-drama-explained))). Even irregularities in mobility caused by dishonest agents are well-known. The incident of a Punjabi woman who was stuck in Iraq for ten months owing to a travel agent's fake promises is widely known. The woman said a travel agency offered her a lucrative job in the packaging industry and charged her ₹80,000. When she arrived in Iraq, her passport and paperwork were confiscated, and she

was forced to sign a contract (URL: [List of unscrupulous travel agents ready, strict action will be taken, says Punjab minister Kuldeep Singh Dhaliwal - Hindustan Times.](#)

Chapter-3

REVIEW OF LITERATURE

The researcher followed a following format to critically analyses all relevant literature in scientific journals:

- Paper Title, Journal Name, Year Published Introduction/background
- Review of Literature done by the author
- Scope and Significance of the study
- Research Questions, Hypothesis
- Data Collection and Methodology
- Findings from the Study
- Conclusion, Implications
- References

Total literature review: 167 research papers; our literature review with the above format was 600+ pages; In our thesis, we have kept summary of review of literature.

This chapter focuses on a literature review on overseas migration of skilled workforce and is divided into the following sections: (1) Studies related to overseas migration of skilled workforce; (2) Studies related to migration of healthcare workforce (3) Studies related to migration from developing to developed countries; (4) Studies related to skilling of young workforce (5) Studies related to migration from India to other countries.

3.1 Studies related to overseas migration of skilled workforce

Table 3.1 Summary of research papers reviewed in the category overseas migration of skilled workforce

FT50	18
International Journal	25
Reports	01
Books	01

Salaff, Greve and Ping (2002) investigated the processes leading to economic structural impediments and the employment search for skilled PRC migrants in Canada. Chinese professionals with advanced degrees and skills who immigrate to Canada face difficulty obtaining work. The qualitative study looked at the job-seeking experiences of immigrant professional couples in Toronto, who were recruited by a well-known NGO

immigration service. The people who participated were married couples with dependent children who wanted to find work as soon as possible to support their families. The agency provided ESL training and job-search workshops, acting as a valuable resource for incoming immigrants. Focus groups, participant observation in job-search seminars, reunion attendance, and recommendation soliciting were among the data gathering strategies used. Overall, the research attempted to identify immigrant couples' obstacles and options for navigating the Toronto employment market. Researchers believe that frameworks mediate entry into professions, which helps to explain this loss of human capital. The social development of careers altered the need for work. Human capital was a social concept established by Canadian certification systems and how Canadian employers see appropriate matches between vacant positions and prospective prospects. Their need for "Canadian experience" prohibits candidates from advancing up the corporate ladder. New immigrants in Canada confront difficulties to entering professional employment markets due to institutional constraints that segregate them despite their human potential. These hurdles are frequently symbolic and linked to the current social structure of labour markets, needing new social conceptions of immigrants' origins for acceptance. Social capital, particularly professional relationships, is important in aiding job placement. However, acceptance and institutionalisation of foreign credentials necessitate larger cultural transformation. Realigning organisational criteria to recognise and utilise immigrant abilities is critical for fair treatment in the labour force.

Shah, Chandra, Long, Michael, Windle, and Joel (2007) Governments increasingly emphasise the value of a competent and flexible workforce for economic growth. As the worldwide market for educational services and labour grows, agreements that facilitate reciprocal recognition and transparency of skills and certifications have become critical facilitating components of international cooperation. These agreements are typically integrated into larger bilateral and multinational trade agreements. This article explores the efforts implemented by the European Union (EU) to improve labour mobility across its member states.

Human capital is a crucial topic for comprehending skilled migration in management literature. This concentration disregards additional critical capital mobilisation strategies used by skilled immigrants from underdeveloped nations to overcome obstacles to their ability to move around for work. Al Ariss and Syed (2011) investigated the intersections of skilled migration and self-initiated expatriation literature in human resource management, with a

particular emphasis on human capital and its consequences for persons from developing countries. By exploring the experiences of Lebanese skilled migrants, it emphasises the need of taking into account other types of capital in order to comprehend worldwide career mobility. The study emphasises the significance of social, cultural, economic, and symbolic forms of capital mobilisation for migrants from developing nations, and it recommends for a broader, more inclusive view of international careers. Moreover, it emphasises the need for organisational and socio-cultural assistance for migrants, especially in the context of European employment markets, and advocates for future study that goes beyond human capital and investigates the experiences of women and other disadvantaged groups in migration.

Bahn (2015) investigated the difficulties of settling, keeping, and monitoring temporary skilled migrants in Australia, emphasising their vulnerability owing to unstable job opportunities. It contends that human resource management has enlarged its responsibility to these employees and their partners in order to improve retention and well-being. These academic works use the notion of human capital to analyse skilled immigration. This paper places the debate within the context of HRM by using a case study of Western Australia's response to skills shortages by engaging skilled migrant workers through temporary skilled migration programmes (employer-sponsored). Temporary skilled migrants were particularly susceptible since they were often separated from their loved ones for extended periods, starting a new career in a foreign country and completing relocation duties. Drawing on Al Ariss and Syed's (2011) human capital model, the study stresses the various ways in which temporary skilled migrants use social, cultural, economic, and symbolic forms of money. It recommends HRM measures such as community support, pre-immigration information, social event planning, and cross-cultural training to help workers assimilate and increase their well-being. However, the study's shortcomings, such as a limited sample size, a focus on a single economic sector, and a restrictive sampling frame, are acknowledged, highlighting the need for more research across diverse industries that employ temporary skilled migrants. Overall, given the continuous employment of temporary skilled labour in Australia, improving worker well-being remains a critical goal for organisations looking to boost productivity and reduce workers' compensation costs. This group was not homogeneous since each member uses these components of human capital differently. By filling the gaps, HRM can bring value by offering temporary migrant employees integration tactics that encourage retention and guarantee enhanced worker well-being.

Garcia-Rodriguez, Mihi-Ramirez and Navarro-Pabsdorf (2015) investigated the relationship between the immigration of highly qualified workers and many influencing variables, including migration networks, the stature of academic institutions, and the gross domestic product per person. A sample of 207 nations, including 25 receiving countries and 182 sending countries from six distinct regions, was examined using the linear regression approach (Africa, Asia, Europe, North America, Central and South America, and Oceania). There has been a worldwide analysis that considers every country in the sample and a partial analysis by each geographic area of origin. The findings at the international level demonstrated how effectively migratory networks and the standing of academic institutions can account for the quantity of highly qualified immigrants. In this way, excellent universities in receiving nations indicated financial rewards and incentives for talented migrants. Relationships and connections could become crucial resources for highly skilled migrants. As a result, both would function as internal and external migration networks for highly trained workers. According to the partial analysis, these variables were equally crucial in explaining the movement of highly qualified workers, but the outcomes differed by location. The prestige of the academic institutions in the receiving nations was a significant factor in the highly skilled migration to Africa and Central and South America. However, outcomes in the continents of Europe, North America, and Oceania were comparable to those of the worldwide analysis. In Asia, every aspect was crucial.

Ravasi, Salamin and Davoine (2015) explored the Cross-cultural adjustment of skilled migrants in a multicultural and multilingual environment: an explorative study of foreign employees and their spouses in the Swiss context. Employers and governments rely on skilled migrants to preserve their competitive edge in the global economy. This is especially true for the Swiss economy, which draws many immigrants to help fill the country's skills gap. Due to the significant presence of multinational corporations and the increasingly hazy distinction between qualified migrants and assigned expatriates, the Swiss scenario is particularly fascinating to analyse. The research focuses on adjusting 152 foreign workers from multinational corporations with Swiss headquarters and 126 spouses. They focused on understanding the local language and relocation assistance techniques as they looked at several adjustment factors. Despite the very linguistically and culturally diverse Swiss environment, their data analysis showed that cross-cultural adjustment ratings were generally low (especially interaction adjustment). Researchers determined how frequently foreign

employees are offered, using, and perceiving the need for relocation support practises, and they demonstrated which consent may be employed to enhance migrants' adjustment.

Zikic (2015) in their paper “Skilled migrants' Career Capital as a Source of Competitive Advantage: Implications for Strategic HRM”. In many countries worldwide, skilled migrants (SMs) represent a significant driver of labour force expansion in the current knowledge economy. This study presents a comprehensive framework for analysing the connection between skilled migrants (SMs) and employers, with an emphasis on three important stages: recruiting, integration, and retention. While not thorough, it tries to lead future theoretical and empirical advancements in the discipline while also providing practical recommendations. Future study should look at the adoption of specific HRM policies and activities connected to SMs and their influence on business results. Additionally, the larger sociological, legal, and historical settings that influence SMs' experiences, as well as the function of diversity management techniques, must be explored. Employer size, industry type, and SM population characteristics are all important variables to consider in future research. The study emphasises the necessity for a wide framework adaptable to many circumstances, as well as the strategic importance. The study emphasises the importance of a wide framework that can be used to a variety of circumstances, as well as the strategic relevance of SMs' diversified career capital for knowledge-based organisations. It proposes moving beyond concerns of race and gender to see the complexity of SM diversity as a source of competitive advantage, rather than just compliance or regulatory obligations.

Fernando and Cohen (2016) A study of Indian academics in the United Kingdom looked at the career benefits of highly qualified migrants. Their study dives into the career narratives of Indian professors at a research-intensive school, using Bourdieu's theory of practice as a framework. This paper also focused at the experiences of 32 Indian professors working in science and engineering departments at a top research-intensive institution in the United Kingdom. The survey seeks to capture the viewpoints of both male and female academics at various career levels, with an emphasis on early and mid-career professionals. Interviews were done in a semi-structured format, with subjects including career expectations, problems faced, and tactics implemented. Key themes were identified via template analysis, with a particular emphasis on codes relating to publishing, education, work-life balance, and Indian ties. The study provided insights into the academic career paths of Indian academics in the UK, noting issues such as competitive upbringing in India and dealing with professional problems. The study used a mix of deductive and inductive methods, focusing on

Bourdieuian notions but also allowing for emerging patterns in the data. The findings are provided using narratives and direct quotations to ensure a thorough comprehension of the participants' experiences while preserving their identities.

The study focused on the transferability of capital across different disciplines, as well as the acknowledgment of wealth as a complex component within the numerous domains that humans occupy. However, they also raise concerns regarding the sustainability of these professors' career paths, highlighting the changing restrictions within the research-intensive university system.

Goldin and Woetzel (2017) wrote an article on migrant boons. Their study aims to report the contribution of skilled migrants—countries that tackle immigration thoughtfully and stand to gain significantly over the long run. Despite making up just 3.4% of the world's population, cross-border migrants account for over 10% of the global GDP, according to a new study from the McKinsey Global Institute. More than 90% of these people relocated for economic reasons. Most migrants live in industrialised nations, where productivity is often highest. Thus, they maximise the effect of their employment, which has significant economic advantages. Migrants of all skill levels contribute to this effect. In 2015, migrants contributed over \$6.7 trillion to the global economy, almost \$3 trillion more than they are expected to have done if they had remained in their home nations. The highest productivity gains are produced by migration from poor to developed nations, which account for more than 90% of all migrant contributions to global GDP. According to MGI, immigrants contributed almost \$2 trillion to the US economy in 2015, \$550 billion to Germany, \$390 billion to the UK, \$330 billion to Australia, and \$320 billion to Canada. Given that immigrants are a significant source of innovation and entrepreneurship. MGI examined eighteen main destinations, and it was discovered that none had consistently great integration results, albeit some had performed better than others. In every top destination, immigrants not only have more financial challenges than their native-born counterparts but also struggle to find decent housing and access to adequate healthcare, and their kids experience academic achievement disparities. According to MGI research, there would be an increase in global production of \$800 billion to \$1 trillion annually if the pay difference between native-born and immigrant employees was reduced to 5-10%.

Rajendran, Farquharson, and Hewege (2017) performed a research that investigated the first hand experiences of highly skilled migrants in Australia with workplace integration. The paper examined the characteristics that help or impede the integration of highly skilled

immigrants into Australian companies. Using an inductive approach and thematic analysis of in-depth interview data, the study finds that informal workplace practices, supportive supervisors, and migrant self-help strategies promote integration while structural barriers, racism, cultural differences, and individual factors impede it. While the qualitative investigation gives useful insights into integration challenges, more study with varied migrant groups and specific businesses is required for a more comprehensive knowledge and application. The study has practical implications for workplace integration techniques and policy formation, drawing on four integration theories and sheds insight on skilled migrants' experiences in Australian workplaces. This study adds value by investigating both facilitating and impeding variables in workplace integration, supplementing prior material that focuses primarily on migrant problems.

Christopher, Parsons, Rojon, Rose, and Samanani (2018) mentioned that SDS High-skilled migration continues to grow both in the scale of movement and the international emphasis placed upon it by governments. Despite this, the formulation of highly skilled migration policies and efforts at evaluating their efficiency are hindered by differing measurements and interpretations of what it means to be highly professional. In this paper, they have identified a range of discrepancies between different conceptualisations of skilled migration that are typically overlooked. Moreover, they have attempted to highlight the practical consequences of these gaps for scholars and policymakers and propose a range of solutions. They call for a more multi-dimensional conceptualisation of being highly skilled within research and policy. As our unpacking of national migration policies has shown, migration policies vary in their intent and efficiency, both within and between countries. Migration policies often target a range of 'skilled' migrants on different bases, providing a broad conceptualisation of 'skill' and allowing various migrants to enter under such policies. Focusing on how migrants are selected, over different time horizons, and towards other ends, will allow us to develop a much more utile concept of high skill. In contrast, continuing to define the highly skilled in broad and unspecific terms impedes our ability to study them and to design effective policy.

Crowley-Henry, O'Connor and AlAriss (2018) The study thoroughly reviews the literature on skilled immigrants' job experiences in the host country in the fields of business and management. It emphasises the essential necessity to include competent migrant managers and business professionals in research, rather than focusing solely on lower-level occupational categories. The research advocates for a more relational and complete picture of

skilled migrants' careers, as well as identifying discrepancies in demographic labelling that should be corrected. A study agenda is proposed to fill gaps in the existing literature and direct future research in this field. The systematic literature review (SLR) emphasises six major themes: terminology inconsistencies, issues faced by skilled migrants, under-researched features, career development, motives and acculturation, and the business case for skilled migrant HR management. While mentioning limitations in the SLR procedure, especially search string efficacy and researcher bias, the paper concludes that the approach is accurate for future research. Although limited, the review makes an important contribution by identifying common themes, exposing research gaps, and recommending a research agenda to help skilled migrants' careers. It emphasises the significance of lucidity of concept, comparison studies, individual agency, and empirical evidence in furthering understanding of skilled migrants' careers in organisational contexts. Overall, the examination is important to individuals looking for work abroad, firms managing internationally mobile staff, and human resource management professionals assisting foreign employees.

Crowley-Henry and Al Ariss (2018) also demonstrated talent management of skilled migrants by propositions and an agenda for future research. The article investigates Talent Management (TM) from a Human Resource Development (HRD) perspective, with an emphasis on skilled migrants and their career routes. It criticises existing TM methods for focusing on urgent human capital demands rather than recognising the long-term strategic worth of skilled migrants. The article makes a number of recommendations to improve TM for skilled migrants, including long-term investment, recognising career capital, aligning with career objectives, inclusion in TM initiatives, and a diversity-inclusive commitment. It advocates for empirical study to test these concepts and investigate the complexity of TM for skilled migrants, as well as expanding research to other underserved labour categories. Finally, the article emphasises the need of incorporating talented migrants into TM plans to obtain long-term competitive advantages in the global economy.

Koikkalainen (2018) focused on intra-European mobility among highly skilled Finns, emphasising the many trends and motives influencing their movements. It explores the overall context of European mobility, which is helped by EU policy and reduced border barriers. The notion of liquid migration, in which migrants relocate unpredictably and briefly, is presented. The Working in Europe (WiE) project looks at the lives of Finnish people living in EU member states, collecting data through a combination of questionnaires and interviews. In particular the study looks at the interactions of young, well-educated Finns residing in 12 EU

nations. It derives conclusions from data gathered from two subsequent online polls and 18 in-depth biographical interviews. The study divides individuals into two categories: one-time migrants and serial migrants, depending on their past experience living overseas. Major results show that many Finns began considering living abroad when Finland joined the EU in 1995, with popular destinations including the United Kingdom, Denmark, Ireland, and the Netherlands. Mobility capital, which is obtained via worldwide being exposed, has a substantial effect on migration decisions. Serial migrants have greater foreign experience than one-time migrants, and they differ in terms of education, gender, and migration motive. They are more likely to have numerous degrees and be willing to relocate again. Return migration is more prevalent among one-time migrants. In the end, this article provides light on the complexities of intra-European migration, highlighting the importance of mobility capital and various incentives among highly trained individuals.

Odedra, Blackwood and Thorn (2018) explored the Career Experiences of Skilled Migrant Women in New Zealand with a Career Theory Perspective. The professional experiences of skilled migrant women were complicated and multidimensional and have been generally disregarded in academic research. The under utilisation of migrant women's abilities despite increased global workplace diversity cost nations billions of dollars in lost productivity. Based on the already written research, this study conceptually examined how current career theories could relate to the experiences of skilled migrant women. They investigated how the life stage, career capital, and kaleidoscopic career models could be applicable by drawing on the usual career trajectories of capable migrant women. Their analysis demonstrates that although these ideas are somewhat valid, competent immigrant women's employment experiences differ significantly from those of non-migrants. Researchers contend that skilled migrant women's careers are more fractured and comprise new elements not currently considered by career theory. Future empirical studies ought to work towards creating a comprehensive career theory that more fully accounts for the professional experiences of talented migrant women.

Tian, Wang and Chia (2018) tried to understand the joint effect of job security and skill utilisation on job satisfaction between skilled migrants and Australian-born workers in Australia. The issue of skilled immigrants has garnered attention in the last ten years as they increasingly take the lead in supplying the workforce in industrialised nations like Australia. Despite the existence of studies on skilled migrants, the majority of studies have looked at them from the (un)employment, salary, and overeducation perspectives. Evidence

revealed that talented immigrants frequently report lower work satisfaction than their local colleagues, although it was unclear why these discrepancies persist. Researchers examined the distinct interaction effects of job security and skill utilization on job satisfaction among skilled immigrants and Australian-born employees, utilizing a nationally representative sample of Australian workforce. Researchers discovered that employment stability and skill use differed for skilled immigrants and employees born in Australia. In contrast to Australian-born employees, skilled migrants did not have a favourable reaction (i.e., job satisfaction) to having high job security since this effect depended on how well they used their skills. This study emphasises the necessity of examining the link between essential work qualities and job satisfaction in more detail by identifying target sample groups (such as skilled migrants). It also emphasises the significance of organisations reevaluating their human resource management plans and procedures to meet the demands of increasing skill utilisation among skilled migrants.

Discua Cruz and Fromm (2019) investigated that how highly qualified diaspora members created a social enterprise. Little emphasis has been given to the transmission of social remittances and social businesses established by diasporas. In contrast, most research has been on government involvement in diaspora participation and monetary remittance flows from migrants. This study explored how highly skilled migrants from a developing nation created a social company. It uses social remittances, social network theory, and motivational views. An autoethnographic technique was used in this study to describe and systematically evaluate human experience as it relates to the formation of social enterprises. This method makes it possible to comprehend the cultural experiences surrounding several diaspora members' creation of a social business. The results show that activating a highly competent diaspora network structure might lead to the emergence of diaspora knowledge networks (DKNs). A latent network of highly talented migrants looking to pursue their fundamental objectives can be reactivated by core diaspora members. A transnational community that seeks to maintain ties to its place of origin and can promote the creation of a global network structure for growth emerges from the findings of social remittances made by highly skilled migrants. The results show that location connection, responsibility, and well-being were essential motivators for highly skilled migrants participating in DKNs.

Hajro, Stahl, Clegg, and Lazarova (2019) explored the acculturation, coping, and integration success of internationally skilled migrants (ISMs). by analysing previous research and comparing it to studies on assigned and self-initiated expatriates. It emphasises the need

of understanding ISMs' integration issues, noting their self-initiated mobility and higher risks than other migrant groups. The paradigm established emphasises how elements at the human, organisational, and societal levels impact ISMs' coping, acculturation, and integration results in both personal/family and work/career contexts. The study presents a multilayered paradigm for fully understanding these aspects and advocates for more research into the intricacies involved. It also emphasises practical ramifications, asking organisations and politicians to build inclusive cultures and enact supporting legislation to enable ISMs' effective incorporation into host countries.

Ploger and Kubiak (2019) examined how to become the 'the internationals' and how to place shapes, the sense of belonging and group formation of high-skilled migrants. Mobility becomes a trait of modern (work-)lives and a requirement for professional biographies in the context of the change of position. High-skilled immigrants who work in engineering, IT, or academics increasingly consider the needs of their "mobilised professions." This study looks at the relationships between mobile workers and their present domicile, the conflicts they encounter, and the kinds of (alternative) belonging they create in response. The study does this by fusing current work from migration studies and the geographical sciences with concepts from governmentality studies. Interviews with high-skilled immigrants in Manchester served as the basis for this investigation UK. Individuals frequently accept the mobility demands of their different work sectors without inquiry, yet their frequent mobility behaviours might impede the development of a feeling of belonging based on place attachment and local social relationships. Empirical research shows that building a network of "internationals" who share migratory lives and the experience of being somewhere in the middle might help to minimise possible conflict. Building on this findings, they propose three directions for future research: investigating the relational components of place attachment, workplace dynamics, and, most importantly, employer influence; and investigating how various locales produce varied sensations of belonging.

Shirmohammadi, Beigi and Stewart (2019) conducted a multidisciplinary review to better understand skilled migrants' job outcomes in host countries, with the goal of developing a conceptual model that takes into account the numerous drivers and impacts of their professional careers. Researchers examined 106 empirical papers published between 1990 and mid-2017 to summarise the problems that skilled migrants experience in finding work that matches their skills. Language competence, recognition of foreign credentials, social and professional networks, host-country job experience, and cultural familiarity have all been

recognised as important factors. Skilled migrants frequently face challenges such as language problems, a lack of credential recognition, restricted networks, and unfamiliarity with cultural norms, limiting their ability to find acceptable job despite their potential economic contribution. The research proposed a number of methods to solve these issues, including enhancing the recognition of foreign degrees, expediting visa processing, and investing in integration activities like language classes and cultural orientation programmes. HR professionals and companies are encouraged to adopt fair recruiting procedures, build inclusive workplace environments, and support professional growth to ensure that skilled migrants have equitable chances. As a whole, the findings are useful for policymakers, HR experts, businesses, and skilled migrants alike, with practical implications for enhancing employment outcomes in host nations. Addressing those factors can lead to more inclusive and supportive settings, allowing talented migrants to thrive in their chosen careers.

Faaliyat, Townsend, Peetz and Ressia (2020) explored skilled migrant employees' views of supervisory assistance. This research is aimed at the experiences of skilled workers from non-English-speaking backgrounds (NESBs) who work in Australian workplaces, how they view managers' behaviour, and how a lack of performance appraisal (PA) and employee involvement and participation (EIP) procedures affects career advancement. Twenty-six semi-structured interviews with skilled migrant NESB employees residing in Australia form the basis of this exploratory study project. To better understand the macro- and micro-level factors that affect NESB workers, their interactions with their line managers, and the workforce as a whole, social exchange theory (SET) and labour market segmentation theory (LMST) were used. Participants said line managers were very personable and communicative. Still, they also mentioned how the absence of EIP in decision-making and their PA hampered prospects for NESB employees to advance in their careers. Notwithstanding their general work satisfaction, the research found room for improvement in these two areas and the larger organisation's assistance. Especially from the perspective of NESB workers, there is not much study on how the issues of an increasingly various employees are addressed. Hence, this study addresses a vacuum in the experiences of NESB personnel working for Australian companies.

O'Connor and Crowley-Henry (2020) The environment of skilled migration is quickly changing, driven by rising worker mobility and worldwide demand for specialised labour. Skilled migrants frequently have difficulties while moving to new countries without organisational assistance, resulting in their exclusion from talent pools and undervaluation of their qualifications. This study investigates the topic of "accepted underemployment" among

skilled migrants in host countries, with an emphasis on their career narratives and instrumental career pathways. Using the Kaleidoscope Career Model (KCM), the study investigates how skilled migrants from Poland and the Baltic Republics make career transfers in Ireland. The KCM, which was originally employed to analyse gender differences in career trajectories, is expanded here to evaluate dynamic career routes of migrants. The study reveals insights into motives, behaviours, and results in the face of changing personal and societal environments through qualitative analysis of 38 skilled migrants' narratives. Main outcomes include the prioritisation of objective professional success and work-life balance in home nations, whereas in host countries, migrants first seek well-paying positions but shift to long-term migration after good experiences. Despite underemployment, migrants find subjective work satisfaction in leading balanced lives. Authenticity, balance, and challenge all have an impact on career changes, and these patterns hold true across genders. The study adds to our understanding of skilled migrant careers by going beyond established measures and offering light on deliberate downward transitions as well as the dynamic consequences of migration on career paths. Limitations include the qualitative approach's low generalizability, indicating areas for more research, especially comparison studies throughout migrant classifications and an investigation of talent management tactics. Finally, the study emphasises the instrumental character of skilled migrant jobs, emphasising the need for comprehensive career conceptualizations that take into account individual motivations as well as environmental effects.

Parsons, Rojon, Rose and Samanani 2020) examined high-skilled migration through the policy lens. Highly skilled immigrants, as are the policies intended to draw and choose such people, are broadly supported. However, creating and assessing such policies is difficult for academics and policymakers because, from the policy viewpoint, the definition of highly skilled is still subject to debate. The resulting ambiguity inhibits the measuring of human capital, the formulation and evaluation of immigration policies, and expressive worldwide evaluations of the mobility of skills. This study uses an inductive method to explore how states' unilateral immigration policies categorise high-skilled migrants, highlighting the challenges of comparing high-skilled policies between nations. They explain the difficulties in quantifying the results of high-skilled migration policies that result from varying national priorities in tracking high-skilled migrants. They concluded by offering several policy suggestions that, if implemented, would make it easier for academics and decision-makers to analyse the work and evaluate the effectiveness of high-skilled migration policies across

nations. In doing so, they presented three datasets that serve as the foundation for the study and can be expanded upon in the future. These datasets included harmonised high-skill migrant flow statistics, skilled work-related concordances, and highly skilled unilateral and bilateral migration policy data.

Tharenou and Kulik (2020) examined skilled migrants employed in developed, mature economies, From newcomers to organisational insiders. A rising portion of the highly educated global labour force comprises migrants, and these skilled migrants (SMs) are essential to the expansion of established mature economies. It raises important considerations regarding how organisations could support these immigrants from the host nation as they transition to becoming organisational insiders. SMs frequently describe unfavourable job experiences that are counter to their integration. The goal is to combine a wide range of interdisciplinary literature and pinpoint areas where managers and organisations should step in to facilitate SMs' adequate socialisation and enhance their working environments. Reviewing empirical data for SMs working in developed, mature countries from 2000 to 2019 with an emphasis on the SMs' experiences at work after organisational admission. Researchers use a three-phase socialisation model (anticipatory socialisation, lodging, and adaptation) as their organising outline to pinpoint the main issues and results that SMs face, look at those issues and results through the lens of socialisation, and then pick out the problems and results that are unique to each stage of the transition (from anticipatory socialisation to lodging and from lodging to adaptation). Next, using these distinctive traits, they suggest companies' actions at each stage to aid SMs in their socialisation process. Researchers advanced knowledge in SM socialisation (in particular) and the organisational socialisation process by utilising the three-phase socialisation model to match corporate activities with SMs' work experiences more generally.

Bolzani, Crivellaro and Grimaldi (2021) concluded that highly qualified migrants face discrimination despite many openings for highly skilled positions in cutting-edge economic areas. This prejudice is a significant problem, particularly for women with experience in sectors heavily regulated and dominated by men, such as science, technology, engineering, and medicine (STEMM). They rely on qualitative information gathered in Northern Italy through detailed interviews and focus groups with women with various STEMM backgrounds and from several nations. Adopting an intersectionality approach, researchers emphasised the tools available to highly qualified migrant women to overcome the macro, organisational, and individual-level constraints that prohibit them from obtaining employment commensurate

with their qualifications and sector. They identify pertinent areas for policy intervention to valorise migration in favour of innovation and labour outcomes in Italy and other countries by highlighting the intersectional linkages between being a woman, a migrant, and a STEMM professional.

Crowley-Henry, O'Connor and Suarez-Bilbao (2021). Explored the talented individuals migrant founders of small and medium-sized firms (SMEs) affect human resource management techniques for attracting and keeping skilled migrants and independent foreigners. Three case studies demonstrate various recruiting and retention techniques. Alan's Micro-Sized Enterprise (MI) recruits through informal means and personal relationships, but faces obstacles when entering new areas. Robert's Small-Sized Enterprise (SM) prioritises cultural compatibility and diversification in its recruiting efforts, drawing on both social and professional connections. Vicky's Medium-Sized Enterprise (ME), on the other hand, follows conventional HR standards due to its size and aggressively hires in certain locations. The research emphasises the value of founder-managers' personal experiences in defining HR strategy, with a focus on understanding why, how, and who. It demonstrates how smaller SMEs frequently depend on unofficial approaches, whilst bigger ones prefer formalised procedures. The research results highlight the importance of specialised HR policies based on firm size and circumstance. Furthermore, the report invites more investigation into these interactions, taking into account the viewpoints of both founders and workers. Ultimately, it sheds light on how SMEs use international career capital in HR practices, revealing the subtle impact of founder-managers on recruiting and retention tactics for skilled migrants and SIEs.

Farashah and Blomquist (2021) explored the organisational culture and cultural diversity explorative study of international skilled migrants in Swedish firms. The nature and scope of artistic diversity techniques in Sweden, a developed country with a large migrant worker population, were explored experimentally in this research. The study looks into the significance of corporate culture as a backdrop and its relationship to multiplicity strategy, as well as the recruitment of migrant workers with worldwide skills. To gather empirical data, two hundred forty-nine big or medium-sized Swedish businesses were surveyed. Using cluster analysis, researcher evaluated the configuration of corporate culture, cultural diversity strategy (CDS), and selection and development criteria.

The researchers define organisations into five groups. The main contextual element impacting the selection of skilled migrant employees using CDS and HR methodologies is organisational culture. The clusters are divided into categories based on selection criteria,

business culture, diversity efforts, and company demographics. Empirical research suggests that business culture and demography have an important role in determining the adoption of a mixed approach, which in turn influences HR practices. The primary emphasis of this study has been on international skilled migrants, one of the empirically less explored topics in the literature on global mobility. Also, until recently, research on the effects of diversity was given greater priority than understanding the variables that affect the selection of diversity tactics and practices. This study emphasizes on the causes of diversity and tries to comprehend the variables that affect the acceptance and use of various cultural diversity strategies.

Gunasekara, Bertone, Almeida and Crowley-Henry (2021) explored the dancing to two tunes: The role of bicultural identity and strong ties in skilled migrants' value-driven protean careers. Recent studies have highlighted the dearth of knowledge on how immigrants manage their job possibilities and obstacles to exercising their agency in the host country. Researchers focused on conducting interviews with 31 non-Western skilled migrants (NWSM) who claimed to have developed fruitful careers in Australia and the United States, with the goal of learning more about how individual migrants thrive in host nations. They examined three illustrative scenarios from the NWSM sample using a subjective value fulfilment method to understand better how bicultural identity, close relationships, and flexible jobs interact in a Western host nation. The results highlighted these skilled migrants' variable career directions. These instances also show how vital bicultural identities and close links were in developing their career trajectories. In general, the capacity to exploit and mix their bicultural identities harmoniously appears as a critical success element in developing prodigious careers. The results imply that the skilled immigrants' varied career inclination was influenced and discernible by their continued assistance from close relationships. 90% (28 out of 31) of the subjects in the 31 cases of NWSMs fell within this prevalent pattern of findings. The findings looked at a cross-cultural sample through the prism of the usually Westernised career plan of the protean career, adding to the existing body of information on career preferences. The researchers argue that, in contrast to Western emigrants who may benefit more from inadequate connections to advance in their careers, these NWSMs emphasised the importance of strong relationships as critical to their fulfilling career paths, which was most likely influenced by their collectivist cultural backgrounds in their native countries. Furthermore, by emphasising the beneficial effects of bicultural identity and a values-driven approach on the successful protean careers of these migrants, they contributed significantly to the knowledge of skilled migrants' job experiences.

Kozhevnikov (2021) The study looks at how urban environments, particularly global capitals like London and smaller cities like Newcastle, affect skilled migrants' career growth and allocation of career capital. Using the intelligent career paradigm, it explored knowing-how, knowing-who, and knowing-why in both city types. London offers several career prospects but confronts severe competition and high living costs, whereas Newcastle gives fewer chances but a more peaceful lifestyle. Social networks are better developed in London, whereas Newcastle has a smaller migrant community. The study calls into question the premise that foreign experience always increases career capital and emphasises the need of migrants taking into account city-specific considerations. It provides practical advice for migrants, companies, and local officials to successfully handle these dynamics. Overall, the study illuminates the complicated relationship between urban environments and skilled migrants' employment experiences, highlighting the need for more research in this domain.

Riano (2021) provided a thorough examination of the problems that highly qualified migrant women encounter in the Swiss labour market. By integrating quantitative research with qualitative life-course interviews, the research provided light on the varied nature of job gaps, emphasising the importance of gender and place of birth. It highlights the persisting disparities faced by migrant women, who frequently have lower employment rates, income, and leadership chances than other groups. The study emphasises the importance of family dynamics on professional paths, with couples' tactics for sharing paid job and domestic chores having a major influence on women's employment results. Also, the research offers policymakers helpful perspectives by calling for intersectional methods, recognising crucial biographical events and locations, and implementing targeted interventions to reduce regional differences and promote gender equality in the labour market. Overall, the study contributes to our knowledge of job disparities among highly trained persons and emphasises the significance of comprehensive policy solutions to provide fair access to excellent work opportunities for all.

Sarpong and Maclean (2021). Using an analytical lens, the study investigated the career paths of competent West African immigrants in Britain. Considering the fact that many begin in entry-level positions, their advancement into higher-level ones is inadequately recorded. The research used the notion of "microstoria" to investigate ephemeral times in their professional lives, identifying four unique phases: "Johnny just came," "toe-holding," "enrichment-in-practice," and "the puissance-lap." These stages demonstrated the obstacles and techniques involved in navigating professional professions. The study highlighted the

significance of narrative perception when preparing for professional roles. It emphasised the agency and resilience of skilled migrants and demands for targeted assistance from International Human Resource Management professionals. Future study objectives include longitudinal and comparative research in order to better understand skilled migrants' career trajectories. In the end, the study adds to the understanding of skilled migrants' career paths, with importance for both academics and practice.

Spadavecchia and Yu (2021) mentioned that Dutch businesses have struggled to develop plans to draw in Highly Skilled Migrants due to the lack of skilled labour and the worldwide rivalry for highly qualified workers (HSMs). This study examined how HSMs in the Eindhoven area, a significant Dutch Tech Centre, perceive their well-being. High-skilled individuals who came to Eindhoven for employment or to pursue their partners' careers make up the population. These four areas of data analysis allow us to identify significant differences between HSMs. Researchers chose a qualitative technique based on semi-structured interviews because this work was exploratory. Their findings demonstrated that gender was a substantial factor in practically every category of perceived well-being. Using an intersectional perspective, Researchers disproved earlier well-being theories by using an intersectional approach, and they identified many elements that impacted respondents' well-being when they intersected with their gender. These variables include origin (EU/non-EU), parenthood, parental status, and migratory status. Participants' comfort declined in numerous categories, including career, financial satisfaction, individual well-being, and social connections, when all the factors came into play. There were notable gender disparities in migration tactics as well. Lastly, they added an intersectional perspective to discussions regarding skilled immigration and well-being.

Wittek (2021) thorough the review of the literature focused on how enterprises shape international migration flows, particularly among highly trained workers. It observed a predominance of Euro-centric research, with less emphasis on places such as South America and Africa, and a preference for qualitative over quantitative approaches. Even though theoretical frameworks can frequently be lacking, other investigations rely on models like human capital theory. The research focused mostly on meso-level factors, with enterprises having immediate impact through HRM support and a secondary impact through macro-level destination nation concerns. Motivations for overseas jobs include adventure, professional progress, family, financial incentives, and lifestyle changes, with businesses perceived as responding to rather than influencing these objectives. Enterprises impact work experiences,

particularly language skills and accreditation recognition, emphasising their role in establishing organisational environments. The assessment advocates for expanded study settings, theoretical expansions, and inclusion of home country factors in future studies to improve knowledge of global talent dynamics, which would help policymakers, HR departments, and individual employees alike.

Wright and Constantin (2021) examined the recruitment process of temporary sponsored skilled migrants and a human capital theory analysis of employer motivations in Australia. Even though skilled migrants have become a more significant portion of the workforce in many organisations and nations, the human capital theory was used in this article to examine employers' reasons for hiring them on temporary sponsored visas. They closed this gap by analysing survey data from 1602 employers who sponsored Australians with temporary skilled visas. The results show that cost-effectiveness as a factor in hiring choices might be attained by maximising worker output, as stressed by human capital theories, but also by classifying crowds of employees who were thought to work harder than others. The findings also highlight the impact of government policy in this identification process, particularly the limitations imposed by visa requirements. The results also highlighted the importance of government policy in this identification process, particularly visa restrictions that limit the movement of temporarily sponsored skilled migrants, allowing firms to make the most use of their human resources.

Zikic and Klehe's (2021) explored going against the grain and the role of skilled migrants' self-regulation in finding quality employment. In the modern knowledge economy, skilled migrants make up a significant and increasing population as they pursue worldwide careers on their own in quest of permanent relocation. However, after arriving in the different nation, several skillful immigrants experience crushing disappointments since the positions they give them frequently fall short of their qualifications and goals. Insights from qualitative migration study on the obstacles to quality work and research on self-regulation during job seeking are combined in the current quantitative analysis. They pinpoint the methods that migrants might use to actively self-regulate in the direction of higher-quality jobs. It was anticipated that lack of linguistic competency and qualification recognition were migration-specific hurdles that hindered 356 skilled immigrants in Canada from exercising self-regulation through career-related research and planning. Nonetheless, the initiative of migrants and the social support they received encouraged self-regulation. When combined with extensive qualification acceptance, career strategy, rather than career exploration,

emerged as a strong predictor of migrants' job quality. The findings were pertinent to the little work on skillful migrants' integration into the new labour market, the investigation of self-regulation in demanding professional situations, and the avoidance of unhappy work.

Afshari (2022) in their article, "Managing diverse workforce: How to safeguard skilled migrants' self-efficacy and commitment." This study attempted to relate the organisational and appropriate elements that limit the professional advancement of skilled migrants and their economic contributions to destination countries. This study created an integrated model based on the Conservation of Resources Theory to examine how burnout's most common internal and external factors and a lack of viable career options affect the organisational commitment of skilled migrants. The framework considered the mediating roles of professional self-efficacy and career turnover intention to show how resource exhaustion due to burnout causes further resource damages by adversely affecting workers preferences about their career stability and professional self-efficacy, which, in turn, weakens their organisational commitment. Insights regarding the crucial importance of helpful assets in maximising the untapped intellectual capital brought to host firms were provided to managers of cross-cultural workplaces by this research. Insights into the vital role of supporting resources in maximising the latent intellectual capital provided to host firms by talented immigrants were revealed in the research for managers of cross-cultural workplaces. According to this study, qualified immigrants' contributions to businesses might be maximised by providing them with various job possibilities.

Chang, Chin and Kwon's (2022) concentrated on workplace satisfaction of low-skilled migrant workers growing body of research has explored challenges associated with working overseas. They examined factors influencing low-skilled immigrant employees' job satisfaction using intercultural interaction and social exchange views as guiding frameworks. Researchers evaluated and compared the effects of cultural and workplace attributes on a sample of 640 migrant employees from eight different countries. Results showed that social exchange factors like supervisory support and distributive justice perception increased the workplace satisfaction of low-skilled migrant workers. In contrast, intercultural negativity factors like intercultural rejection sensitivity and intercultural interaction difficulty decreased it. Also, researchers discovered that workplace characteristics had a far more significant impact on employees' job happiness than cultural ones did. Lastly, researchers looked at how cultural and workplace factors interacted. They discovered that individuals with more cultural difficulty benefited more from supervisory assistance than those with less.

Fara Shah, Blomquist, Al Ariss, and Guo (2022) perceived the employability of skilled migrants. The review examines skilled migrants' job journeys and career routes in depth, focusing on the factors that influence their perceived employability (PE) and workplace transitions. It emphasised the global frequency of skilled migration, especially in high-income nations where skilled migrants make up a sizable proportion of the workforce. Despite their skills and intents to contribute, skilled migrants frequently confront barriers such as irrelevant job and discrimination, emphasising the need for a better understanding of their work experiences. The review finds a research gap in systematic reviews combining empirical studies in the management and organization sector, prompting the suggestion of an integrative framework based on employability. This approach takes into account human skills, environmental circumstances, and job transitions at the organisational, occupational/professional, and institutional levels. It investigated essential characteristics of employability, such as organisational practices, occupational expectations, and institutional policies. Furthermore, the review investigated the tactics used by skilled migrants to improve their employability and effectively manage career changes. It emphasises the significance of future study in understanding the evolution of PE throughout time and its interaction with environmental elements, as well as investigating the impacts of expanding tactics and transitional contexts. Overall, the analysis emphasises the complexities of skilled migrants' job experiences and calls for more research to help them integrate successfully into host nations' labour markets.

Bossavie, Garrote-Sánchez, Makovec, and Ozden (2022), in their article “Skilled Migration: A Sign of Europe’s Divide or Integration?” conducted their research in light of Croatia's upcoming presidency of the Council of the European Union (EU) from January 1 to June 30, 2020. The paper emphasises that significant labour market, educational, and productivity inequalities, as well as other underlying structural reasons, are general symptoms, not causes, of high-skilled domestic and international migration. The report aimed to produce evidence and inform policy dialogue in other EU nations with active World Bank engagements (such as Bulgaria, Poland, and Romania), where the out-migration of skilled workers and young cohorts with tertiary education is a phenomenon that is particularly relevant and frequently a source of concern for policymakers and various stakeholders in the society. The research articles and census data from the Organization for Economic Co-operation and Development (OECD) were used for data collection. The paper uses unique data analysis and an extensive literature review to investigate the migration trends, drivers,

and impacts among skilled workers inside the EU during the previous 20 years. According to census data from Organization for Economic Co-operation and Development (OECD) destination countries in 2010, 17 per cent of emigrants had tertiary education, compared to 16 per cent of non-migrants, suggesting that the educational profile of migrants was generally similar to that of non-migrants. Although there has been fast income integration and convergence across EU nations in recent decades, there are still significant inequalities in wages and employment prospects, human capital, welfare and social protection, governance, and institution quality. These differences exist not only between the Western EU countries (EU15) and the New Member States of the EU (NMS13) but also between countries and, more generally, between Europe's more developed and underdeveloped regions. In light of this, high-skilled migration appears to be a symptom rather than a cause of the significant productivity, educational, labour market, and other structural differences inside the EU. It is clear that the benefits and drawbacks of economic migration, especially skilled migration, differ not only between receiving and exporting nations but also in the short- and long-term. The paper has covered the advantages and disadvantages of skilled migration for sending and receiving nations among EU member states. Although the benefits for acquiring nations appear to significantly outweigh the costs, in both the short and long terms, predicting the net effect of outmigration for sending countries priori is more challenging. In the near term, out-migration relieves pressures from excessive unemployment, especially for some population groups and certain disadvantaged regions. Still, it also causes human capital losses and accelerates population ageing. In addition to adequately managing migration and promoting brain circulation, policy should also focus on preventing a drain of human resources through utilising the flow of networks, knowledge, and trade that results from intra-EU labour mobility. EU citizens are free to live and work in any other EU nation under the EU's free movement of labour policy. It is challenging to reduce out-migration and the drain on human resources without improving earnings and work opportunities in the sending nations, given the legal protections for people's freedom of movement within the EU. As a result of return migration, which can improve knowledge and productivity spillovers and help create jobs through business start-ups and entrepreneurship, skilled migration may be advantageous for sending countries in the medium to long term (referred to as "brain gain"). However, return to the departure of the nation's most extraordinary and brightest minds.

Ng, Rajendran and Waheduzzaman (2022) explored promoting workplace inclusion and self-efficacy among skilled migratory employees in Australia. Despite having a high

potential for integration, many talented migrants report marginalisation, which limits their ability to contribute to the host nation fully. For competent immigrants from non-English speaking backgrounds, this exclusion experience, can reduce their self-efficacy at work, is more intense while working in a new or restrictive workplace. In this paper, researchers examined the link between self-efficacy and workplace inclusion and pinpointed the elements that support trained migrant workers perceptions of inclusion. Participants were found through LinkedIn groups on social media that cater to migrant workers. They were invited to propose recent (3-5 years) skilled migrants to join in a snowball sample. Two hundred ten skilled immigrants to Australia completed the survey. Testing was done using structural equation modelling (SEM). A model relating inclusion and self-efficacy is tested using structural equation modelling. Despite the common misconception that skilled migrants are a self-selected category of highly driven, high-achieving employees, many struggle to acclimate and feel marginalised once they arrive in the host nation. The promotion of the integration of skilled migrant workers in companies was constrained by public policy. To increase the success of migrant workers, these rules may be combined with an inclusive corporate culture. Organisations and employers are crucial companions in promoting migratory employees sense of inclusion and assisting their career success in the host nation. This study supports the relationship between self-efficacy and perceived inclusion among skilled migratory employees. It also strengthens the case for organizational-level elements influencing migrant employees' perceptions of inclusion.

Wang's (2022) investigated the labour surplus and COVID-19: the outlook for Chinese migrant low-skilled workers. The article examined how the COVID-19 epidemic has impacted global supply chains, notably in China, as well as the effects on migrant workers in low-skilled industries such as hospitality and garment manufacture. It anticipated higher unemployment and a shift towards regional supply networks, which might reduce China's global supply chain role. Migrant workers, who are already vulnerable, should expect to experience more job uncertainty and contractual employment. The study emphasises the importance of greater accountability mechanisms in managing risks and ensuring worker safety. COVID-19 exacerbates existing vulnerabilities among migrant workers, such as a lack of city labour rights and employment rivalry. Management control systems, especially cost-cutting efforts, may exacerbate inequality and labour exploitation. Qualitative interviews with stakeholders reveal that managers expect greater controls and labour constraints to reduce pandemic risks while preserving efficiency. Overall, the study emphasises the

disproportionate impact of COVID-19 on migrant workers and the significance of addressing their specific vulnerabilities during recovery efforts.

Riemsdijk and Basford (2022) focused on highly qualified migrants in Norway's oil and gas industry, an area of immigrant integration that has received little attention. It shed light on all of those participating in this integration process at the world, national, local, and individual levels. Through empirical research demonstrates that the private sector and volunteer actors play an important role in enabling long-term integration, complementing rather than replacing state institutions. Theoretical contributions include a multi-level framework that combines immigrant integration theories with skilled migration intermediates. This study examines numerous stakeholders using semi-structured interviews to identify major integration actors and tactics, emphasising the need of cooperation and coordination among them. It emphasises the importance of systemic analysis and cooperation in overcoming fragmentation in integration efforts, as well as empowering highly skilled migrants to act as integration agents. Overall, the study contributes to the comprehension of the complex processes involved in integrating highly qualified migrants into the workplace, providing valuable insights for policymakers, practitioners, and scholars alike.

Risberg and Romani (2022) explored the under employing highly skilled migrants through an organisational logic protecting corporate 'Normality' with a question "Why do highly competent immigrants struggle to find skilled employment?" The research looks into the underemployment of highly qualified migrants through the lens of Diversity for Profit, an organisation that runs a mentoring programme to help migrants integrate into the Swedish labour market. The study uses qualitative methods such as interviews and participant observation to identify two major themes: the link between employing migrants and organisational issues, and the program's emphasis on integrating migrants into organisational norms. Using the relational theory of risk, the investigation indicated how migrants are viewed to disturb organisational normalcy owing to worries about their performance, language competency, and cultural fit. This view leads to a tendency for conditional hiring or underemployment of migrants in order to maintain organisational standards. Results included the prioritisation of migrants who follow local norms, the impact of organisational practices in determining views of migrant employability, and the persistence of ethnic structural inequalities in the workplace. Overall, the study emphasises the importance of considering organisational perspectives and practices in understanding migrant employability,

challenging assumptions about organisational willingness to hire migrants, and addressing structural discrimination in employment practices.

Zhang and Yan's (2022) focused on whether informal homeownership reshapes skilled migrants' settlement intention. Research focus has shifted away from migrant labourers from rural communities and towards skilled migrants due to the vigorous industrial upgrading in China's first-tier cities. Many talented migrants seek permanent residences and settlements in the country, unlike a select few elite migrants eligible for special settlement regulations and fast real estate growth in tier-one cities. However, these new floaters' housing experiences and settlement intentions have not been investigated. This research addresses this gap by concentrating on the attempts of skilled migrants from the unofficial sector to increase access to homeownership and by demonstrating how unofficial homeownership alters their intention to settle. This study examines the enabling and sorting impacts of informal homeownership using a structural equation model using data gathered from Beijing and Shenzhen. This study examined how informal homeownership (small property rights housing, SPRH) affects skilled migrants' desire to settle down. According to the modelling findings, competent immigrants who want to settle permanently in Beijing or Shenzhen purchase an unofficial property rather than rent one. Living in an owned SPRH promotes migrants' desire to establish themselves since it allows them to compensate for structural disadvantages in the formal housing system. SPRH acts as a steppingstone enabling talented migrants to get a mortgage and establish themselves permanently in China's first-tier cities. Their empirical results support the SPRH's social inclusivity and offer a fresh defense of tenure diversity.

Souto-Otero, Brown and Freebody (2023), in their title, "High skilled Workplaces, Technological Change and Employment: Can Educational Reform Do It", examined the influence of automation on workers in various Singapore business contexts using data from the Institute for Adult Learning's Business Performance and Skills Survey (BPSS). Despite the widely held belief in human capital theories that skill development is critical for success in a digitalised labour market, the study demonstrates a gap in understanding organisational circumstances. While first investigating descriptive data on technological developments and loss of employment, the research uses binary logistic regression to identify factors impacting labour substitution caused by technological advancements at the organisational level. Unlike previous views, the findings emphasise the importance of organisational characteristics, including competitive tactics and management attitudes, in moderating the negative impacts of technology on recruitment. Notably, high-skilled organisations may not always insulate

employees against automation-related reductions in employment, emphasising the relevance of social ties and organisational environment in affecting labour market outcomes. The research issues narratives that focus exclusively on the personal development of skills and reforming education, arguing that workers should look for jobs in firms with high-value-added competitive approaches and optimistic leadership views to reduce the uncertainty linked to technological substitution.

Christopher, Parsons, Rojon, Rose, and Samanani (2018) The offered article goes into the complex terrain of high-skilled migration, highlighting inequalities, policy frameworks, and economic implications. It demonstrates how economic opportunities and favourable policies attract high-skilled individuals to certain locations, resulting in talent concentrations. Agglomeration effects, particularly in STEM disciplines and innovation hubs, exacerbate this tendency. The discussion covers the influence of education, multinational corporations, and diverse regulatory regimes in driving migration trends. The intricacy of migration decisions, as well as the many pathways through which migrants arrive, make evaluating policy efficacy difficult. Despite arguments over its influence on native workers and worries about brain drain, research shows that it can lead to good results such as innovation and information dissemination. The section urges for future study to focus on understanding the impact of high-skilled migrants. The statement indicates that future study should focus on understanding high-skilled migration's impact to economic growth and development, using modern data analysis approaches. Overall, it emphasises the need of data-driven policy responses in maximising the benefits of high-skilled migration while tackling accompanying issues in a globalised society.

3.2 Studies related to the migration of the healthcare workforce

Table No. 3.2 Summary of research papers reviewed in the category overseas migration of the healthcare workforce

FT50	00
International Journal	33
Reports	07
Book	02
Working Papers	01
Magazines	01

Lowell and Gerova (2004) examined the profiles and shortages of immigrants and the healthcare workforce. The article investigates immigrants' roles in the United States healthcare workforce, highlighting their contributions in various vocations while also addressing industry shortages and working conditions. It identifies significant demographic variations between immigrant and native healthcare personnel, such as age, gender distribution, marital status, and citizenship. Immigrants have been observed to be more concentrated in inner cities and certain parts of the country, prompting concerns about their geographic distribution and the influence on healthcare delivery. Despite having a lower average education level, immigrants are more likely to have advanced degrees in technical professions, which leads to better earnings. The findings emphasise the significance of adaptable immigration policies to handle short-term swings in demand, while also pushing for better working conditions, stronger educational institutions, and more minority participation in healthcare professions.

Pruitt and Epping-Jordan(2005) published a report on “Preparing the 21st-century global healthcare workforce”thatdraws attention towards a shift to chronic illnesses as the primary health issue worldwide needs a reassessment of healthcare professional training. Traditional methods, based on early twentieth-century practices aimed at acute disorders, are unable to manage the challenges provided by chronic health conditions. There is a global imbalance in the distribution of the healthcare workforce, which becomes worse by a lack of focus on training quality. Chronic ailments, as opposed to acute illnesses, need ongoing, coordinated treatment across venues and specialists. To satisfy these expectations, healthcare staff must have a new set of skills that prioritise patient-centered care, collaboration, quality improvement, information and communication technologies, and a public health perspective. This strategy has the potential to considerably help developing countries, who are dealing with a rising burden of chronic illnesses. The urgent mobilisation of human resources to address illnesses such as HIV/AIDS creates an opportunity to include these abilities into healthcare training. Efforts are ongoing in numerous countries to train healthcare staff to provide chronic care, highlighting the possibility and need of adapting training methodologies to suit 21st-century health concerns. Prioritising the development of a staff capable of dealing with chronic illnesses can ensure the delivery of effective and complete healthcare in today's world.

Serour (2009) states that the phenomenon of brain drain, particularly in the healthcare industry, has historical origins and is a worldwide concern, disproportionately affecting low-

income countries. The migration of qualified health workers from impoverished countries to wealthy ones worsens existing shortages and unequal distribution of healthcare experts, posing considerable difficulties to reproductive and sexual health, particularly in rural regions. This brain drain impedes attempts to meet the Millennium Development Goals, which seeks to enhance maternal health. Low earnings, political instability, bad socioeconomic circumstances, and greater prospects in high-income nations all play a role in migration. The fluctuating dynamics of brain drain, which include brain gain and brain circulation, show the phenomenon's complexity. Economic and social consequences include the loss of competent professionals, the development of healthcare inequities, and obstacles to attaining public health goals such as lowering maternal and infant mortality. Current discrepancies in the health workforce highlight the critical need for steps to counteract migration, such as boosting pay, working conditions, and health resources, as well as promoting locally relevant medical training and research. International initiatives such as the World Health Organization's four-pillar strategy and the Global Forum on Human Resources for Health have sought to address these issues and stabilise the health worker market. Overall, teamwork among diverse stakeholders is essential to mitigate the negative consequences of brain drain and build health systems in low-income nations.

Bhatia, Meredith and Riahi (2009), in its title, “Managing the Clinical Workforce”, discussed that nearly 60% of the \$4 trillion on health care goes to the clinical workforce, which includes physicians, nurses, pharmacists, and other healthcare providers. However, few health systems can precisely predict their future workforce requirements or create a plan for their clinical staff that efficiently maintains supply and demand close to equilibrium. Most health systems lack a systematic method for balancing the supply of clinicians with the demand for diverse healthcare services. Patient care and clinician morale decrease, and expenses cannot be successfully controlled. Australia has been compelled to significantly increase its usage of foreign-trained physicians, who currently make up approximately 25% of the workforce, due to the shortfall, particularly acute in rural regions (compared with 19% a decade ago). In contrast, the UK recently learned that it had more medical students than it could handle, another effect of a central planning decision made ten years prior. The government increased medical school enrolment by 50% in the late 1990s after realising it needed to hire many more physicians from other nations. There is a significant scarcity of clinicians in Japan and the United States. In the United States, financial incentives have had the opposite impact. In that nation, medical education is primarily self-funded, and many

newly graduated physicians leave medical school with debts of \$100,000 or more. Therefore, it is understandable why many American doctors work in lucrative specialties rather than general care, where the demand is most significant. Demand signals are frequently overlooked as most health systems concentrate mainly on the supply of professionals. A few healthcare organisations have attempted to address workforce-related problems. The strategists must ensure that the health system can react swiftly to unanticipated supply and demand shocks because predicting is an imperfect science. This necessitates constructing "trigger" supply/demand ratios and periodically analysing the workforce's supply and demand rather than performing a strategic exercise only once (early warning signals that problems are arising). Most health systems don't have a fair mechanism to distribute the risk brought on by worker supply and demand imbalances. Students' future employment prospects should be made clear to them, and they should be aware of the repercussions of choosing a profession with an abundance or scarcity of qualified candidates. It would be beneficial to give schools and hospitals incentives to adjust their curricula in response to supply and demand signals. If the health systems don't make the required adjustments, patient care and clinician morale will suffer, and it will be more challenging to control two-thirds of all healthcare expenses.

Harden and Fraher (2010), in their article, "Workforce Planning in the Context of Service Redesign, Workforce Migration and changing demographics", healthcare workforce planning is critical for assuring a consistent supply of competent workers to meet future demand, but it lacks scientific research support. Challenges like demographic changes and growing expenses necessitate a planned approach, as demonstrated by efforts like the National Health Service (NHS) Next Stage Review. Key concerns include an ageing workforce and differences between nations, notably in the United Kingdom, as a result of complicated variables such as extended training schedules and poor data quality. Innovative solutions such as the workforce optimisation and patient-centered care are essential as is resolving turnover and vacancies, supporting return-to-practice programmes, and adopting talent management. Role growth, assistance for informal carers, and managing international worker migration are all important. To summarise, efficient healthcare workforce planning necessitates a holistic strategy that addresses recruiting, retention, competency development, and efficiency enhancement. More research is required to inform these efforts and address the problems of a changing healthcare sector.

Costigliola (2011) tries to shed light on some crucial issues related to the movement of medical professionals within Europe. The leading causes of doctors migrating are discussed

in the article. The migration of medical practitioners within Europe has been documented since the 1940s, with trends impacted by European integration and EU expansion. While migration provides opportunity for skill development and career advancement, it also poses problems to healthcare systems, particularly in source countries with shortages. Financial incentives, job circumstances, training possibilities, and lifestyle choices are all factors that drive migration. The European Union has built a legal framework to control professional qualification recognition and mobility within Europe, with the goal of increasing labour market flexibility. However, restrictions regulating migration outside of Europe are insufficient. Policy consequences of doctor migration include improving data collection, resolving domestic workforce challenges, and maintaining interest in workforce planning. To efficiently manage doctor mobility, governments might use measures such as bilateral agreements, diploma recognition for non-European countries, and cooperative training programmes. However, priority should be given to tackling domestic healthcare workforce difficulties through retention tactics, compensation hikes, and expanded training possibilities. Future healthcare plans must adapt to existing and future mobility patterns in order to secure long-term healthcare systems.

Yeats (2011) explained that many countries are involved in the “production” and overseas recruitment of care workers in a significant international response to the “care crisis” affecting advanced industrialised economies. But the distribution of gains and losses from care-labour migration is becoming increasingly unequal, and the pressure to develop alternative policies is intensifying. The author assesses the relevance of different policy approaches to nursing migration in promoting sustainability, social equity, the “care commons”, and social development. She argues for sustained international cooperation and coordination to address the significant global challenges that nurse migration poses for public health, social reproduction and social development.

Humphries, Brugha, and McGee (2012). mentioned that Between 2000 and 2010, Ireland aggressively recruited nurses from outside the EU, accounting for 35% of new recruits in the health care sector, demonstrating the country's reliance on foreign recruitment in comparison to other nations such as the United Kingdom, New Zealand, and Australia. This study, based on in-depth interviews with 21 non-EU immigrant nurses in 2007, a quantitative survey of 337 such nurses in 2009, and interviews with 12 important stakeholders in late 2009 and early 2010, gives insight on Ireland's foreign nurse recruiting experiences. Initially, successful recruiting drives appeared to reduce the need for health workforce planning, but

when immigration slowed and EU and non-EU trained nurses considered leaving the nation, new issues arose. The article deals with the assumption that nurse migration would always meet Ireland's labour demands, emphasising the significance of including migration within overall workforce planning. It emphasises the importance of strategic planning based on improved collection of information and global views to maintain the sustainability and stability of Ireland's nursing workforce.

Mackey and Liang (2012) explored resource reallocation to address health worker migration and promote global health for rebalance brain- drain. Unbalanced health worker migration from resource-poor to developed countries threatens global public health. This "brain drain" hurts the health workforce, the health system, and the economy, endangering vulnerable populations' well-being and the efficacy of international health interventions. The World Health Organization has designated 57 nations as having a "serious shortage" of health workers due to current structural imbalances in resource distribution and global incentive structures. However, recent initiatives to improve domestic health systems have not sufficiently addressed this problem. Global solutions should instead emphasise equitably sharing resources in sustainable ways. Adoption of mandatory staff- and resource-sharing programmes worldwide can be accomplished by combining it with creating state-based health services corps.

Bruyneel, Li, Aiken, Lesaffre, Heede, and Sermeus (2012) This study looked into the prevalence of nurses performing activities below their competence level and the association between nurses' migration status such complaints. Data from 33,731 nurses in 12 countries were examined, finding that a large number of nurses, regardless of training origin, reported completing activities below their competence level. Despite controlling for other variables, foreign-trained nurses from underdeveloped countries were more likely to report such assignments. The findings point out the need of optimising nurses' time and energy, with a particular focus on improving the professional practice of foreign-trained nurses from developing nations. This emphasises the necessity of human resource management that focuses on professional socialisation, lifelong learning, and optimal work allocation to guarantee the most efficient use of nursing resources. Further study is needed to better understand the factors that influence task performance and to help nurses from developing countries to contribute optimally to professional nursing practice in developed nations.

Zubaran (2012) Investigated the international migration of healthcare professionals. The public health issue of healthcare workers migrating abroad has been acknowledged. It has been determined that several "push" and "pull" factors are what propel medical professionals to relocate. Medical migration, which negatively affects the healthcare systems of developing nations, primarily benefits the United States, the United Kingdom, Canada, and Australia. The World Health Assembly has approved a Global Code of Practice on the International Recruitment of Health Personnel. An overview of the Code's key recommendations is provided in this article. The situation of Australian psychiatrists training abroad is also used as an example. Due to the non-recognition of their professional credentials, these specialists complain of discriminatory actions. According to research findings from various countries, international medical graduates encounter discriminatory barriers while trying to exercise their rights and practise their professions in industrialised nations. Promoting globally accessible, sustainable healthcare systems calls for a global strategy. More academic and scientific collaborations between industrialised and underdeveloped countries are required to reduce differences. The regulations governing the recognition of medical credentials in host nations, including Australia, need to be reviewed immediately. The ramifications for psychiatry and psychiatrists are apparent.

Lowell (2013) describes "The foreign-born in the American healthcare workforce: Trends in this century's first decade". This study describes healthcare occupations' demographic and employment characteristics during the past decade. Despite providing outstanding healthcare to a large portion of its people, the United States faces healthcare difficulties such as growing expenditures and an ageing population. Immigrants contribute to the healthcare workforce, but the immigration system does not prioritise competent healthcare professionals consistently. This research investigated healthcare employment patterns, indicating immigrants' significant contributions, particularly in highly trained and direct care positions. However, they are underrepresented in some areas, emphasising discrepancies with native-born workers. Immigrants make major contributions to workforce expansion, especially in direct care, and their traits offer light on their problems and accomplishments. While immigrants earn more on average, discrepancies remain, indicating complicated labour dynamics. This highlights the need for more study and policies to eliminate inequities and assure long-term healthcare services.

Grignon, Owusu and Sweetman (2013) they have examined the international migration of health professionals. Health workforce shortages in affluent nations are seen to

be the leading cause of health professionals migrating abroad, with one consequence being detrimental effects on healthcare provision in developing countries. Specific economic issues for rich and emerging countries are covered after a detailed global overview. Because of its particular traits, health labour markets are highly complicated in industrialised countries and involve government intervention, licensing, regulation, and (quasi-)union activity. These characteristics impact migrant decision-making, economic integration, and social and political effects in the receiving countries. Developing nations occasionally prepare their citizens for migration, while others pursue international conventions to control migrant flows.

Adhikari and Grigulis (2014) explored a policy critique of nurse migration from Malawi and Nepal to the UK. To fill nursing shortages in the UK, the National Health Service of the UK has a long history of hiring nurses from abroad. However, recruiting patterns frequently change in response to political and economic developments. The UK government pays little attention to how these erratic hiring procedures affect foreign nurses. In this article, we describe the results of two separate research projects from Malawi and Nepal that looked at how foreign nurses dealt with and overcame difficulties related to recent limits on hiring and migrating. We demonstrate how the existing immigration laws in the UK have a detrimental effect on the lives of foreign nurses. It has prompted them to look at alternate entrance points into the UK, which has impacted both the quality of their working lives and their decision-making in the future. To reduce the adverse effects of erratic nurse recruitment, we propose recommendations for UK policymakers to collaborate with key players in nurse-sending nations. We also underline the advantages of encouraging circular migration.

Aluttis, Bishaw and Frank (2014) examined the workforce for health in a globalised context—global shortages and international migration. The migration of health workers from low- and middle-income countries (LMICs) to high-income countries (HICs) is a significant global phenomenon fuelled by reasons such as greater employment prospects, higher incomes, and better working conditions in destination nations. This movement complicates the dearth of health workers in low- and middle-income countries, especially in Africa, where there is already a severe shortage of healthcare experts. The dependence of HICs on foreign health workers contributes to the brain drain phenomena in LMICs, in which trained individuals leave their home countries for greater opportunities overseas. While health worker movement benefits both migrants and receiving nations by relieving shortages and enhancing healthcare services, it is costly for sending countries. LMICs suffer from depleted healthcare systems, worse health outcomes, and a lack of investment in health worker training and education when

they move. The financial burden of training healthcare professionals falls disproportionately on LMICs, whereas HICs profit from lower training costs by importing foreign labour. The World Health Organisation (WHO) Global Code of Practice on the International Recruitment of Health Personnel is one example of an effort to address health worker migration. However, these initiatives encounter obstacles such as voluntary compliance and a lack of rigorous monitoring. Solutions to the workforce dilemma need international collaboration, ethical recruiting methods, and investments in improving working conditions and training capacity in both source and destination nations. Finally, developing a sustainable and equitable healthcare workforce necessitates a concerted effort to address the underlying reasons of migration and enhance global healthcare institutions.

Hastings, Armitage, Mallinson, Jackson and Suter (2014) in their systematic assessment of various pieces of research aimed to investigate the connection between worker outcomes and health system governance. The systematic review sought to better understand how governance structures in healthcare systems affect health workforce outcomes in numerous countries, including Canada. Grey literature and peer-reviewed articles were taken into account. The papers were divided into themes determined by the team and evaluated independently by two reviewers for quality and relevancy. A total of 113 publications covered both government and the workforce. Four major research questions headed the project. First, the research discovered that, while workforce characteristics were incorporated to some level in governance systems, critical issues such as recruiting and collaborative practice were frequently overlooked. Second, most governance methods, including shared governance, Magnet accreditation, and professional development efforts, were shown to have a favourable influence on worker outcomes like as empowerment and job satisfaction, despite certain constraints like higher workload. Clear strategy, stakeholder participation, a change-friendly organisational culture, and good communication were all critical to successful worker results. . Trust among the workforce has emerged as an important aspect in adopting improvements in healthcare delivery. The review's strengths included a comprehensive approach and the integration of empirical and non-empirical literature, but its weaknesses were difficulties in performing a thorough literature search and a lack of high-quality empirical data in several areas. Overall, while governance methods had positive effects on workforce outcomes, greater research collaboration between decision-makers and academics is required to build a stronger evidence foundation and successfully drive healthcare governance.

Li, Nie, and Li's (2014) study explored the benefits and caveats of international nurse migration. International nurse migration contributes to the worldwide nursing shortage by combining push factors such as low wages and restricted possibilities in source countries with pull factors such as job availability and higher pay in recipient countries. Migrant nurses profit monetarily, but they also confront cultural hurdles and prejudice. Source nations incur a loss of competent workers and educational investments, while receiving countries have patient safety concerns and ethical recruitment challenges. To address the shortage of nurses in a sustainable way, both source and destination countries must work together to improve working conditions, invest in education, and apply ethical recruitment strategies.

Marcus, Quimson and Short (2014) in their study, "source country perceptions, experiences, and recommendations regarding health workforce migration in a case study from the Philippines" explained that for export, the Philippines continues to generate too many nurses. The study investigated Filipino organisations' opinions on the migration of nurses to Australia, filling a research gap. The study emphasises the benefits and drawbacks of health worker migration through focus group conversations with key informants from nine Filipino organisations. While migration provides Filipino nurses with chances for social, professional, economic, and lifestyle positive aspects overseas, it also contributes to health worker maldistribution, impacting rural health outcomes in developing countries. Issues such as "volunteerism" are also addressed. The study proposes that insights from Filipino organisations can inform the design of recruitment, orientation, and support programmes for migrant nurses, aligning with the WHO's Code of Practice on the International Recruitment of Health Personnel and aiming to be more sensitive to the experiences of Philippines' education and health sectors.

Ramji and Etowa's (2014) article presented a thorough examination of the worldwide nursing crisis, with a specific emphasis on Canada's reliance on internationally educated nurses (IENs) to overcome its nursing shortfall. It addresses numerous legislative initiatives and forecasts for nurse shortages, highlighting the need of good labour planning and management. It also addresses the hurdles that IENs come across, such as migratory stresses, credentialing issues, discrimination, and the need for transition support programmes. The study also looks at the ethical problems surrounding the recruitment of IENs and the significance of building favourable practice environments to help them integrate into the profession. Furthermore, it investigated conceptualizations of integration from immigrant and refugee studies, arguing that nursing discourse should adopt a more balanced, two-way

approach to IEN integration, with both IENs and their employers making adjustments for effective integration. Overall, the report emphasises the need for more research and systematic measures to enhance the long-term incorporation and contributions of IENs in nursing practice.

Issac and Syam (2010), in their study “Migration of health care professionals from India: a case study of nurses”, comprehended the reasons that influence the migration of medical professionals out of India and what it means for the health care system. Information was gathered through field research that targeted medical experts in Kerala and New Delhi. Snowball sampling and purposeful random sampling were the sample methods used. According to the report, those who move typically have at least two years of work experience back home. The number of nurses and other healthcare workers moving abroad is growing. This has made it more difficult for India's healthcare system to provide people with essential services. Negotiating market access pledges from industrialised countries to allow Indian experts to offer their services in these nations is of increased interest. Most natural person movements have taken place without any GATS (General Agreement on Trade in Services) commitment to developed countries doing so, especially regarding the migration of Indian health professionals like physicians and nurses. In the GATS discussions, the only goal of the developing nations is to secure this market for their migrant labour population for the foreseeable future. The GATS discussions focus on removing immigration restrictions such as rejecting professional degrees, testing economic needs, and visa limitations. While it is true that the prospect of financial advantages drives the migration of health professionals, this does not necessarily translate to the best use of remittances for public health system improvements. Most nurses go overseas after gaining two years of experience in the local healthcare system. In locations where it is simpler to have a base from which to relocate, this results in a concentration of nurses in metropolitan areas. Policies and programmes that enhance healthcare professionals' working conditions, compensation, and social standing should be implemented as a reaction to this. To develop an easily accessible migrant workforce of health professionals, the rules for opening new institutions to train nurses have been loosened. The results of the field study indicate that migrant nurses return at a very low (nearly non-adverse-existent) rate. Migration is pursued as a professional objective and seen as an end. The adverse effects of migration on the standard of healthcare services must be discussed during negotiations on Mode 4 migration of nurses and other health workers from poor nations. There

is little indication that any effort has been made to deal with the problem of how the migrant worker is used in the host nation.

Feyer (2015) discussed the health professionals' workforce plan of 2012-2022. The NSW Ministry of Health reviewed the Health Professionals Workforce Plan 2012-2022 in late 2014 to ensure its continued relevance. This study involves comprehensive discussions with a variety of stakeholders, including relevant Ministry branches, Local Health Districts, Specialty Networks, the NSW Health Education and Training Institute (HETI), and the Agency for Clinical Innovation. The Health Professionals Workforce Plan is based on a three-part strategy framework: Stabilising the Foundations, Building Blocks for the Health Professional Workforce, and Achieving the Vision of Right People, Right Skills, Right Place. Each strategy in the plan specifies short, medium, and long-term goals and allocates responsibility for implementation. So far, 65 statewide and local initiatives have been implemented, accounting for over 90% of the 1-2year objectives. These programmes address a variety of issues, including integrating service and workforce planning, improving recruiting arrangements, encouraging collaboration between rural and metropolitan services, and promoting professional development for health workers. Some notable accomplishments include the growth and support of medical training networks, the establishment of rural generalist training pathways, capacity building in the nursing and allied health workforce, support for rural employment, and opportunities for entry-level Aboriginal health workers. The review approved the plan's underlying framework and individual methods for directing long-term workforce planning. While the majority of 2-5 year goals remain acceptable, several have been adjusted based on implementation experiences and new priorities. Local Health Districts and Speciality Networks were included as co-leads for particular programmes to acknowledge their critical role in effective implementation.

Lozano, Meardi and Martín-Artiles (2015), in their article, "International recruitment of health workers: British lessons for Europe?" explained that the European Union was placing more emphasis on immigration as a potential solution to the staffing and skill gaps in the healthcare sector. By contrasting a new destination country with an established destination country—Spain and the United Kingdom—this article draws attention to the underlying social and policy problems. They first discuss the difficulties the United Kingdom faced before assessing how well-prepared Spain is to deal with the same issues. The occupational mobility of health professionals after admission and how using immigration as a staffing option creates new political and social issues were given special consideration. Researchers want to

determine the barriers to health professional immigration by reviewing background data from the two countries and conducting a preliminary analysis of 15 exploratory interviews. They want to identify the main patterns and significant issues for further investigation through a review of background data on the immigration of health professionals to the two countries and the preliminary analysis of 15 exploratory interviews. Even while their interviews only allow us to make educated guesses, they bring new concerns that must be investigated soon. Their findings demonstrate that many issues historically plagued the UK were occurring in Spain, providing room for increased cooperation between the government, employers, and other stakeholders throughout the European Union.

Lopes, Almeida and Almada-Lobo (2015) explored handling healthcare workforce planning with care and where do we stand? The articles highlighted the crucial role of good healthcare human resources (HHR) planning in meeting well-being goals and providing high-quality treatment. It emphasises the difficulties of managing personnel efficiently in order to minimise clinical staff shortages or excess, which can result in economic inefficiencies and substandard patient care. Despite the lack of a globally agreed approach, work has been made in improving forecasting accuracy, particularly in nations such as the Netherlands. To overcome these issues, the study recommends for a thorough evaluation of previous approaches and suggests an integrated strategy to future research and policymaking. This strategy takes into account a variety of factors that influence supply and demand dynamics, such as worker productivity, skill mix modifications, and economic incentives. This section also covers the history of HHR planning, emphasising the trend towards considering healthcare workers as complicated economic actors and the significance of understanding human behaviour and market pressures. Overall, the text emphasises the need of precise forecasting and effective policy actions for maximising worker utilisation and improving health outcomes.

Walton-Roberts (2015) explored the international migration of health professionals and the marketisation and privatisation of health education in India: From push–pull to global political economy. The research investigates the intersection between healthcare human resource (HHR) migration and education systems, using the healthcare sector in India as a case study. It emphasises the impact of international standards and market factors on national skill-development initiatives. Nurse migration patterns are studied using theoretical frameworks such as the global political economy and the global care chain. A global research methodology traces nurse migration patterns while addressing methodological obstacles. The

study covers nurse migration trends, healthcare privatisation, regulatory obstacles, and India's commitment to international standards in the healthcare industry. It emphasises the commercial orientation of Indian healthcare, the worldwide ties of large healthcare firms, and initiatives by foreign finance institutions. Overall, the study emphasises the interrelated nature of healthcare, education, and global markets, advocating for research that takes into account public-private interactions in the global political economy.

Asamani, Chebere, Barton, D'Almeida, Odame, and Oppong (2018) explored the forecast of healthcare facilities and health workforce requirements for the public sector in Ghana from 2016 to 2026. The study examined healthcare human resource planning (HRHP) in relation to universal health coverage (UHC) and the Sustainable Development Goals. It emphasises the importance of the health workforce (HWF) and addresses the issues that many nations have in HRHP owing to insufficient data and ad hoc planning. The research, which focused on Ghana's healthcare delivery paradigm, which includes multiple levels of healthcare institutions, uses the Health Service Development Analysis (HeSDA) technique to anticipate future HWF requirements. The quantity and category of future healthcare facilities are predicted using Markov state-transition processes, which take into account transitions between different facility types depending on workload levels and government infrastructure development plans. Key findings include an anticipated 45% increase in the overall number of healthcare institutions by 2026, with HWF requirements expected to climb consistently across staff types. There are severe shortages of specialised healthcare professionals and para-clinical workers, underscoring the difficulty of addressing these gaps in the short term. Policy implications and recommendations based on the findings include increased investment in the healthcare sector, investment in the development, recruitment, and retention of the required healthcare workforce, utilisation of unemployed health professionals, improved productivity among health workers, and recognition of the study's strengths and limitations. The report closes by emphasising the need for strategic investment and legislative changes to overcome HWF shortages and enhance healthcare delivery in Ghana. Further research recommendations include creating a supply-side prediction and evaluating the forecasting model with data from other nations to ensure its validity and applicability.

Mormina and Pinder (2018) explored a conceptual framework for training trainers (ToT) interventions in global health. The "TRAIN" framework presents a complete approach to improving Training of Trainers (ToT) programmes for healthcare capacity building. It focused on five important elements: talent, resources, alignment, implementation, and

nurture. Talent emphasises the requirement for experienced trainers, whereas Resources emphasises the need of providing the required assistance. Alignment ensures that ToT efforts are consistent with wider organisational and national goals. Implementation concentrates on effectively implementing ToT programmes, whereas Nurture emphasises ongoing support for trainers. In Cases 1 and 2 highlight the importance of resource management and alignment. These demonstrate the difficulties of managing time and money restrictions while ensuring that ToT activities are in line with organisational and national priorities. Cases 3 and 4 show real examples of effective ToT implementations. In Zimbabwe, the integration of ToT into hospital policy and involvement with decision-makers resulted in better maternity care results. Similarly, in Malawi, smart advocating resulted in the inclusion of mentoring training in national nursing standards, assuring long-term viability. Overall, the "TRAIN" framework emphasises the need of addressing important components such as talent, resources, alignment, execution, and nurturing to maximise the effectiveness of ToT programmes in healthcare capacity development initiatives.

Yeates and Pillinger (2018) examined International policy responses regarding the cross-border migration of health workers in the Asia Pacific region were examined. The responses include policy agreements at the multilateral and bilateral levels, policy dialogue and programmes of action related to ethical recruitment, circular migration, rights of labourers, and themes related to health workforce planning and management. A new analysis of international datasets and secondary data was done. These datasets include significant questions about global policy initiatives and responses in the Asia Pacific region and their significance for the nature of governance for migrants in the area. The report's primary focus was to generate evidence and arguments for current research and policy debates about the relationship between migration and shortages of health workers and poor health outcomes. This paper developed a new insight regarding international policy analysis on multiple and intersecting cross-border institutions, their initiatives and operating actors. To incorporate these insights, coherent national and international strategies are required to govern health worker migration. Redford (2019) examined rural healthcare workforce building: Challenges and approaches in the current economy. Finding healthcare workers and support personnel to work in remote locations can be difficult, and this problem could worsen. Conventional methods for finding and keeping rural healthcare personnel have not consistently been shown to be successful, especially in far rural locations. Even if there are efficient solutions, the demographics of rural regions are changing, and the realities of the American economy may

quickly render them obsolete. Technology utilisation and the inclusion of immigrants and groups historically underrepresented in the health professions must be part of new recruiting methods.

Oleribe, Momoh, Uzochukwu, Mbofana, Adebisi, Barbera and Taylor-Robinson (2019) stated that Africa's healthcare systems face a variety of institutional, human resource, financial, technological, and political issues, which are aggravated by inadequate governance and fragmented service delivery. These difficulties give birth to phenomena like as medical tourism, brain drain, financial barriers to healthcare access, and regular healthcare worker strikes, which are especially visible in countries like Nigeria. Efforts to address these concerns include the implementation of social health insurance programmes, even many people continue to experience significant financial constraints. A research done during the African Epidemiological Association Meeting in Maputo brought together important opinion leaders from several African countries to identify and prioritise healthcare system concerns while providing remedies. The analysis highlighted limited human resources, insufficient resource distribution, weak leadership, and a lack of political will as the key obstacles. The proposed remedies included healthcare worker training and capacity building, political action, higher financial allocations, and infrastructural improvements. The analysis of suggested approaches using the six WHO health system building blocks revealed an emphasis on transformative changes in leadership and governance, strengthening the healthcare workforce, and improving healthcare funding systems. This emphasis reflects an understanding of the critical role that these building blocks play in defining healthcare delivery and outcomes throughout Africa. Particularly, measures such as capacity building, higher budget allocation, political lobbying, universal health insurance, and enhanced leadership and management were identified as critical approaches. These solutions are consistent with the need to strengthen leadership structures, empower the healthcare workers, and provide enough financial resources to solve systemic shortcomings. Effective implementation of these solutions necessitates concerted effort by politicians, healthcare professionals, and stakeholders to improve healthcare systems in Africa, resulting in better health outcomes for the population.

Roberts (2019) stated that the twenty-first century has seen enormous demographic and political developments, bringing in a worldwide healthcare crisis. To overcome this imbalance in care provision, several governments have turned to hiring foreign care labor, frequently through short-term immigration schemes. This phenomena has prompted substantial care-related studies, including the Global Care Chain idea. This theoretical

framework has expanded to include not just domestic workers but also trained professionals such as nurses in various healthcare settings. This article examined the labour market experiences of migrant nurses in Canada, focusing on the problems they confront while transferring their qualifications to the Canadian setting. The study examined the relevant research and illustrates the challenges faced by internationally educated nurses, presenting a complicated areas of occupational (im)mobility. Migrant nurses confront paradoxical, ambiguous, and contingent processes that exploit on global mobility, resulting in tiered integration into healthcare settings.

In their study, Papp, Korosi, Sandor, Nagy, Juhasz and Ádany (2019) examined how the general practitioner (GP) deficit in primary care in Hungary has evolved and what makes it unique. Design Study was conducted over a long period, from 2007 to 2016. The number, gender, and age of general practitioners (GPs) by practice type (adult, pediatric, and mixed), as well as their geographic distribution and movement between areas with varying deprivation indices (DIs) at the municipal level, were all subjected to analysis. Risk analysis was used to investigate the link between poverty and the shortage of general practitioners. The DI quintile was used to determine the population that was underserved. The study included all general practices and GPs over the period under consideration. The relationship between relative vacancy rate and deprivation was found to be exponential. The number of doctors declined in the most impoverished areas by 8.43% (95% CI 5.86 to 10.99) due to GPs migrating there. Access to healthcare inequities in Hungary is worsening due to the growing workforce shortage in primary care.

Radin and Korba (2020) reported in their title, “COVID-19 as Catalyst: The Future of Work and the Workplace in health care” that COVID-19 has caused several healthcare businesses to re-evaluate conventional working methods and employee engagement almost immediately. To learn how businesses, sustain productivity and engagement among remote workforces, create efficient, future-focused virtual work strategies, and create resilient workforces, the Deloitte Center for Health Solutions surveyed 100 health system and health plan employees and spoke with 13 Chief human resources officers. Forty-four respondents were in middle management, 66 were from extensive health systems, 34 were from health plans, and 56 were in senior management or executives. The survey covered a variety of subjects, such as the accessibility and utility of the tools and technologies respondents had access to while working remotely, leadership and team communication, whether or not their organisations had implemented new methods of working or innovations as a result of the shift

to remote work, and inquiries about culture, well-being, productivity, and performance management as a result of the change. These talks were focused on their organisation's major obstacles and possibilities since implementing remote work, culture, new working practices, and new mindsets; performance management; communication; mental and spiritual health and well-being; and performance management. An in-depth analysis of interviews was done. After switching to remote work, 59% of employees report feeling less connected to their coworkers. Due to this discomfort or anxiety, businesses and employees avoided talking about race and ethnicity in the workplace for a long time. Only 9% of workers said their company was implementing innovative working methods before COVID-19. Since virtual work has become the norm, 78% of employees said their firm would introduce new working methods or had already done so. In the years leading up to 2020, companies from all sectors of society, including the healthcare industry, prioritised their employees' physical, emotional, and spiritual well-being. The interviews revealed, unsurprisingly, that employers in the healthcare industry are eager to solve these problems online. Organisations are looking at various perks to help workers handle their domestic duties better, such as assistance with child and elder care, planning to prevent burnout, and looking into methods to help workers form deep relationships with one another.

Szabo, Nove, Matthews, Bajracharya, Dhillon, Singh and Campbell (2020) explored Understanding the demographic composition of healthcare workers is critical for efficient health planning, particularly in terms of universal health coverage and reaching the Sustainable Development Goals (SDGs). Despite actual health-related human resource problems, the demographics of the healthcare workforce have received little attention. Demographic transformation has varying effects on countries' health and workforce demands. Population pyramids are useful tools for anticipating changes in population and directing workforce planning. A conceptual framework for health workforce demographics identifies major entrance and leave factors that influence the workforce's age and gender composition, with direct consequences for labour markets, productivity, and policy. Analysing the demographic features of healthcare professionals in Nepal and Finland reveals gender disparities, age distributions, and projected workforce developments. Efforts to collect and analyse high-quality HRH data broken down by age, gender, and occupation are critical for informed decision-making and successful workforce planning. The research emphasises the relevance of understanding gender, migration, and ageing patterns in the health profession, as well as the necessity for future workforce planning in the face of rising international mobility

and ageing populations. Overall, knowing health worker demographics is critical for resolving workforce difficulties and achieving global and national health objectives through evidence-based policies and optimised health systems.

In their research, Hettle, Sutherland, Miles et al. (2020) in their article, “Cross-skilling training to support medical redeployment in the COVID-19 pandemic”, aimed that during the COVID-19 epidemic, the North Bristol NHS Trust launched a training programme that redirected clinicians into unexpected jobs. The programme, developed with assistance from medical consultants and trust management, includes both online and in-person components to train doctors for medical inpatient care. Out of the 288 doctors trained, 158 completed assessments. The programme considerably boosted participants' confidence in handling medical inpatients, and they provided excellent comments on its efficacy and usefulness. Despite the problems of maintaining social distance, the programme effectively addressed personal protective equipment (PPE) use and wellness assistance. Collaboration ensured that the content met training needs, with changes planned for future training. Overall, the program's success proves its efficacy in preparing clinicians for redeployment and offers an excellent model for other national health services (NHS) trusts.

Kumar and Parthasarathy (2020), in their research report, “Walking out of the hospital: The continued rise of ambulatory care and how to take advantage of it”, mentioned that hospital capacity has been severely strained by the ongoing growth of COVID-19 in several US states, with inpatient beds at or close to full occupancy in some hard-hit locations. By offering an alternate location for necessary treatments, ambulatory care plays a significant role in the healthcare system in light of the burden on acute settings. The trend toward ambulatory care began long before the pandemic for several reasons. However, COVID-19 has heightened interest. Most importantly, margins for healthcare providers can frequently be the same or higher, and costs to patients and payers can often be significantly lower in ambulatory care because their entire operating chassis is frequently configured at a lower cost base across staffing, space, and some types of supplies. In fact, according to market research, the ambulatory care market will develop at a compound annual growth rate of 6% between 2018 and 2023, reaching over \$36 billion by that time. Even though ambulatory surgery is not suitable for all patients (especially those with complicated comorbidities), it is becoming more common, which is a sign of a more significant trend in healthcare. In particular, the growth of ambulatory venues reflects how medical treatment has been moving from hospitals to outpatient locations. The researcher demonstrated the elevated significance of the ambulatory

patient through this paper. The increased importance of ambulatory patient care plays a role in the healthcare system by offering different locations for necessary operations. The US healthcare system might provide substantial value by lowering the variance in care locations. As operations currently exclusively performed in an inpatient environment are shifted safely and successfully to ambulatory care settings, this value will increase significantly over the next ten years. These developments have the backing of patients, physicians, and payers, and many hospitals and health systems have stated they want to gain from them as well. Hospitals and healthcare organisations should align themselves with patients, payers, and physicians. If they succeed, they can influence the future rather than being affected by it.

Abbott and Esposto (2021) in their article, the future growth of the healthcare and social assistance workforce and its skills base in the case of Gippsland in Australia aimed to pinpoint the present and foreseeable healthcare and social support workforce demands in the Australian state of Victoria's Gippsland region. Based on the government's projections of upcoming demographic changes, it uses various data sources to demonstrate the makeup of the predicted workforce. After that, it uses information from the occupational information network (O*NET) database to determine the knowledge and abilities needed. The workforce of Gippsland is the main subject of this investigation. Together, the healthcare and social support industries in Gippsland employ 14,000 people, and a further 4,000 individuals work in related administration, clerical, and allied jobs. Gippsland has fewer medical professionals per person than the rest of Australia (except for nurses). Gippsland has a disproportionately high percentage of older or foreign-recruited healthcare workers compared to the rest of Australia (except nurses). By 2036, employment will increase from about 14,000 to almost 19,000 people. With growing numbers, the difficulty of labour has increased with time. The technical complexity of many jobs has also altered, necessitating lifelong learning on the part of workers. To adapt to the changes in the knowledge and skill needs of various occupations, tertiary education providers will need to revise and broaden the range of subjects they provide in these areas.

As per Strauss and Delphine (2021), the healthcare sector dominates skilled migration outside London (Strauss, Delphine. FT.com; London, 2021). Statistics indicate that the health industry dominates skilled migration outside of London and that only the capital is likely to profit fully economically from the post-Brexit visa system. According to data the Observatory obtained from the Home Office on certificates of sponsorship—which are given to migrants before a visa application or an application to extend an existing one—London was the

destination for 44% of skilled work visa holders between 2016 and 2020, despite having only 14% of the UK's population. Despite the pandemic and the twin blow from post-Brexit policy, Sumption claimed that London's apparent decrease in "attractiveness" was "probably more of a blip than a long-term trend." As of January 1, 2021, employers under the post-Brexit immigration system who want to hire from the EU must follow the Skilled Worker route.

Poucke and chong (2021), in her article, "2021 Healthcare CEO Future Pulse", mentioned that health executives must play multidimensional chess and strategise their next moves in advance of the game's outcome regarding healthcare. The adverse consequences on economies and society when healthcare systems are overburdened serve as an example of the pandemic's extraordinary challenges and highlight how crucial it is to maintain global stability. With their tenacity and persistence in addressing the crisis, healthcare organisations have won society's admiration. They attribute this to their hardworking staff, strategic flexibility, and strong leadership. Again, many groups focus on the future as all emerge from the crisis. Two hundred healthcare CEOs from eight countries participated in an online survey that Forbes Insights performed during March and April 2021 under contract with Klynveld Peat Marwick Goerdeler (KPMG). Regions surveyed and number of respondents are Australia (N=24), Canada (N=24), China (N=24), Germany (N=24), Netherlands (N=10), Saudi Arabia (N=10), United Kingdom (N=24) and United States (N=60). The survey was filled by the respondents who are CEOs of hospitals, health systems and care provider networks with a minimum annual budget or revenue threshold of USD 250M in the US, UK, Germany, China, and Canada or USD 100M in Australia, the Netherlands and Saudi Arabia. It was concluded that less than half of the CEOs of healthcare firms polled claimed they were well-prepared for the advent of COVID-19, but almost all think the pandemic will significantly speed up change in the industry. Most healthcare executives predict that all facets of care delivery models will change within the next three years, but few have started the transition process. Health executives agree that the present delivery and economic models are inadequate for the impending changes, and many are working to put quality above quantity of treatment as a top priority. Most CEOs applaud the vital role of community-based, non-hospital care. However, many are still developing their delivery models to develop deep alliances with communities and other sectors outside of healthcare. Regarding workforce issues, health executives concentrated on sustaining and maximising their current capacity while acknowledging the impending "capacity gap" between expected growth and labour availability. Only a few CEOs have developed digital plans that look far enough into the future. However, technology is

widely acknowledged as crucial in healthcare transformation, from healthcare provision to workforce augmentation to consumer. Many see the difficulties of adapting to new technology as a possible roadblock to change. Health executives should think more deeply about the years of change ahead and how effectively their strategies mesh with them. CEOs should assess their preparedness and strategy in light of this survey indicating the sector's trend. Engaging, motivating, and inspiring their employees and communities will be essential if they want to dominate the future.

Socha-Dietrich (2021) examined empowering the health workforce to make the most of the digital revolution. The COVID-19 pandemic has underlined the need of digital technology in strengthening health-care systems, increasing access to information, and improving patient care. Despite recent advances, the health industry continues to lag behind other industries in terms of digital transformation. A sophisticated adaptive change in attitudes, abilities, and organisational structures is required for successful deployment, in addition to technological infrastructure. To achieve an effective digital transformation, governments must give leadership, establish policies to increase trust in digital technology, improve health professionals' experience and abilities, and adjust health care delivery and related legal and financial frameworks. Building trust involves establishing comprehensive digital health policies, reviewing and regulating digital technologies to ensure positive results, and ensuring that technology satisfy the requirements of healthcare personnel and patients. Developing competence necessitates incorporating digital skills into health education and training, emphasising interpersonal skills alongside technical abilities, and developing hybrid educational programmes to encourage cooperation among physicians, managers, and technologists. Adapting an organisation entails creating structures to enable new techniques, changing legislation and payment systems, aligning skill supply with demand, and incorporating the digital future into health workforce planning. Overall, successful digital transformation in the health sector necessitates a comprehensive strategy that considers technological, human, and organisational variables in order to maximise the benefits of digital technology while mitigating risks and problems.

Karan, Negandhi, Hussain, Zapata, Mairembam, De Graeve and Zodpey (2021) in their article, "Size, composition and distribution of health workforce in India: Why, and where to invest?" The research investigates the crucial role of human resources for health (HRH) in strengthening health systems and accelerating economic growth, particularly in low- and middle-income countries such as India. Despite this acknowledgment, investment in human

resource development in such countries remains unsatisfactory. The purpose of this study is to identify current difficulties and areas for investment in human resource development in India. It emphasises that investment in HRH not only benefits the health sector, but also promotes economic development and social harmony. However, maximising these advantages necessitates a full examination of the health workforce situation, including shortages, skill mix, and gender imbalances. The study uses data from many sources, including the National Health Workforce Accounts (NHWA) and the Periodic Labour Force Survey (PLFS), to estimate the size and makeup of India's health workforce. It exposes doctor and nurse shortages, as well as difficulties with skill mix and healthcare professional quality. The study emphasises the importance of greater investment in HRH to enhance the health system, improve access to healthcare workers, and provide job opportunities. It also examines governmental initiatives to increase the supply of health workers, such as building new institutions and expanding current ones. Overall, the study emphasises the need of tackling HRH concerns in India in order to improve health outcomes and promote economic growth, while also providing critical insights and policy implications for enhancing the country's health workforce.

Musoke, Nyashanu, Bugembe, Lubega, O'Donovan, Halage, and Gibson (2022) examined issues and challenges from the perspective of community health workers (CHWs) despite growing evidence of the difficulties affecting CHWs, such as those related to training, supportive supervision, and compensation. Informed by the Silences Framework, this article addressed some disputed and understudied ideas about the difficulties CHWs face in low- and middle-income countries (LMICs). Due to the sometimes unnoticed power dynamics within communities, this framework defines experiences that were understudied, misinterpreted, or difficult to convey and defines the research agenda. Among these difficulties were several stakeholders' excessive workloads, cultural and religious customs, and care obstacles based on gender. As a result of their heavy workload, CHWs frequently experience stress and anxiety. The workload of CHWs was a significant cause of tension and worry since they must balance the needs of their own families with those of the government and other stakeholders to conduct interventions. The conflicts experienced by CHWs working with community members who hold different religious or cultural beliefs from them must also be considered. The work of CHWs was hampered by gender issues, especially when dealing with community members who identify as the other sex when discussing delicate health matters. Last but not least, when doing their tasks in communities, CHWs have encountered

domestic suspicion, such as when they were observed speaking with the spouses of other community members. To improve CHWs' relationships with the communities they serve and to create interventions for healthcare delivery in LMICs that are more sustainable, solutions to these problems must be co-produced with CHWs.

New Jersey Business Management special section (2022) explored the healthcare Faces Post-Pandemic Workforce Challenges and Opportunities faced by health care. The epidemic drastically alters corporate operations, including hiring and employee retention, leasing and real estate, and supply chain management. The workforce effects of COVID-19 create unrecognised difficulties for healthcare professionals, who serve as both essential social services and significant employers. However, possibilities can also be found in the difficulties. Together with its roughly 400 members, the New Jersey Hospital Association concentrates on immediate and long-term solutions to support today's healthcare professionals while creating a pipeline of future caregivers.

In their study, Liu and Eggleston (2022) investigated The Association between Health Workforce and Health Outcomes: A Cross-Country Econometric Study. The document emphasises the importance of the health workforce in meeting global health objectives, particularly after the adoption of the Sustainable Development Goals (SDGs) in 2015. Despite its significance, there is a substantial shortage of healthcare workers worldwide. Several research have looked at the link between health worker density and health outcomes, with conflicting results due to contextual factors. The study used descriptive statistics, regression analysis, and scenario studies to evaluate these relationships across income groups. Overall, the study emphasises the need of doing thorough research to guide policy decisions, taking into account the complex interplay between the health workforce, socioeconomic factors, and global health outcomes.

Kuhlmann, Dussault and Wismar (2020) in their research article, how the perspective of healthcare personnel shifted throughout the COVID-19 epidemic, from faceless units to critical frontline heroes. Still, it emphasises that applause and gestures of gratitude are insufficient; instead, long-term support and investment in healthcare systems and worker well-being are required. The supplement, launched by the EUPHA section 'Health Workforce Research', intends to promote the humanization of the health workforce discussion by sharing empirical research and policy recommendations. It emphasises the significance of thorough research and trustworthy data in developing and sustaining a resilient health workforce, especially in the aftermath of the epidemic. The supplement's articles cover a wide range of topics related to the health workforce, including migration trends, rural healthcare issues,

retention strategies, and the impact of COVID-19 on long-term care workers. Overall, the supplement strives to encourage a conversation on the human side of healthcare professionals and provides ideas into establishing a more resilient workforce. It uses qualitative and quantitative approaches to examine trends in the share of foreign-trained doctors and nurses in European nations, focusing on rising intra-European migration. The study also looks at the terrible work-life balance that hospital doctors in Ireland face, and how it affects retention methods and the healthcare system.

World Economic Forum (2023) or Battista, Grayling, Hasselaar, Leopold, Li, Reyner and Zahidi (2023) in their 2023 edition report entitled “Future of Jobs Report.” offers extensive insights into the worldwide labour-market scenario, revealing disparities in results among countries and industries. While high-income countries have tight labour markets, unemployment remains high in low- and lower-middle-income countries. Individuals with minimal education and women confront fewer employment choices as salaries fall and work quality issues arise. The research draws on data from 803 organisations in 45 countries and emphasises the importance of embracing technology and environmental, social, and governance (ESG) standards in enabling corporate transformation. It outlines the leading causes of employment creation and elimination, emphasising the importance of sustainability programmes and digitisation in transforming employment dynamics. While technological developments are likely to increase employment growth in specific industries, they also bring new concerns, like employment displacement. Analysing skills trends, the research emphasises the growing relevance of mental capabilities and digital literacy and the need for improved worker training. Despite worries about skill disruption and talent availability, organisations are proactive in their personnel initiatives. The research recommends a multistakeholder strategy to address the complex difficulties of employment transformation and empower stakeholders to successfully traverse social, environmental, and technical shifts.

3.3 Studies related to migration from developing to developed countries

Table 3.3 Summary of research papers reviewed in the category migration from developing to developed countries

FT50	04
International Journal	29
Working papers	04
Book	02
Reports	03
National	01

Hamel (1991), in his study, explored competition for competence and inter-partner learning within international strategic alliances. Global competitiveness draws attention to disparities in the skill endowments of businesses. One partner may have the chance to integrate the other's talents through collaboration, strengthening its standing both within and outside the alliance. A thorough examination of nine international partnerships produced a detailed understanding of the factors influencing inter-partner learning. According to the study, not all partners are equally adept at learning, asymmetries in education change the relative bargaining power of partners, stability and longevity may not be the best indicators of a successful partnership, and partners may have both competitive and collaborative goals towards one another. The process may be more crucial than structure in determining learning outcomes.

Lahiri (1992) discussed the experiences of using Saaty's Analytic Hierarchy Process (AHP) to plan the changing skill-set requirements for a high-tech service organisation are discussed in this paper. The high-tech service industry is getting increasingly complicated, making it impossible to support it cost-effectively by only employing highly qualified field engineers with a systems orientation. A service provider must try to comprehend and quantify the elements influencing service complexity before creating and carrying out a plan for skill-set migration. The AHP methodology was chosen because most of the significant characteristics (such as system complexity, customer requirement complexity, etc.) connected with such a plan are qualitative. The AHP approach allows one to deal with quantitative and qualitative factors logically. It has assisted field service management in quantifying future skill-set requirements and allocating training budget to prepare its field force best to handle the changing service marketplace cost-effectively and efficiently.

Hardill and MacDonald (2000) focused on nurses' experience in the UK and how nurse labour markets, recruitment agencies, and visa and settlement requirements influence foreign nurses' migration flows. The article examined the migration of qualified nurses to the United Kingdom, solving the National Health Service (NHS) nursing shortage, and recruiting foreign-trained nurses from countries such as Australia, New Zealand, South Africa, and the Philippines. It examined both economic and non-economic aspects that influence nurses' migration decisions, such as improved career possibilities and living standards, personal connections, and chances for professional growth. These aspects were investigated using qualitative research methodologies, which included interviews with nurses and important stakeholders. The analysis finds that, while EU legislation and bilateral agreements encourage

migration, constraints such as language competency requirements and work permits can stymie it. The study was carried out in a medium-sized NHS Trust General Hospital in the English Midlands, and it included observing hospital routines as well as conducting in-depth interviews with abroad physicians and nurses. Overseas nurses were generally recruited through agencies, with techniques such as engaging local nursing students and launching return-to-nursing programmes. Language hurdles and disparities in nursing methods were identified as challenges for abroad nurses. Despite these limitations, many nurses indicated satisfaction with their working environment and connections with colleagues and patients. Overall, the study sheds light on the complex nature of nurse migration, emphasising the need of understanding and addressing the underlying motivations driving movement in order to reduce labour shortages and assure excellent healthcare delivery.

Iredale's (2005) study reported valuing the skills of professional women migrants. A modern nation's most valuable resource is its human capital, and nations with the most intellectual capital are growing their economies faster. Many industrialised nations are prioritising programmes meant to draw in highly talented immigrants as part of their race for human capital. While there is a large amount of temporary migration of highly qualified workers from developing nations, mainly in the fields of information technology (IT), medicine, nursing, and teaching, the number of talented immigrants who permanently stay in the countries is decreasing. Although the share of women among highly qualified migrants is rising, there are currently few evaluations of their economic engagement. Understanding the gendered migration experiences for skilled migrants requires an understanding immigration selection and occupational entry policies. Assessment based on credentials or paper appears to be gender neutral. However, issues with keeping databases current, comparing the content of degrees and institutions, and old credentials render this approach inadequate. Women Who have been out of labour or have yet to keep up with their field may be disadvantaged in professions that evaluate qualifications about current training standards or requirements. This is the most typical occurrence in Australia and New Zealand, and women particularly struggle to refresh their knowledge in this area. This article combines information from studies, and other works on the condition professional women, both permanent and temporary, face when compared to males in immigration selection and post-arrival accreditation and recognition processes.

Burke and Ng (2006) explored into the changing dynamics of work and organisations, focusing on variables such as demographic shifts, technology improvements, and

globalisation. It recognised the changing attitudes and expectations of the workforce, such as rising wage demands and a need for work-life balance. Demographic developments, such as an ageing population and more diversity, offer organisations with both difficulties and possibilities, including initiatives to retain older personnel and combat immigration discrimination. The development of the "Net Generation" introduces new expectations, such as technical competency and job mobility, requiring organisations to adapt in order to attract and retain young people. Also, the article investigated the dramatic influence of technology on work processes, such as deskilling, the increase of knowledge workers, telecommuting, and changes in communication and organisational structure. Technology-driven globalisation has enabled outsourcing and offshore techniques, demanding the administration of various worldwide teams. Overall, the article emphasised the importance of organisations adapting to changing dynamics in order to remain competitive in the modern workforce.

Khadria (2006) examined skilled migration to developed countries from Indian labour migration to the Gulf. The article examined historical and present trends of Indian migration, with an emphasis on both skilled and unskilled migrations. It opens by describing the early migration waves, during which unskilled labourers were transferred to colonies for planting and mining activities. This era, known as the "brawn drain," happened mostly in the nineteenth century and saw a large number of Indian workers moved to locations such as the Caribbean, Pacific, Indian Ocean, and Southeast Asia. In contrast, the "brain drain," which refers to the migration of highly skilled professionals, began much later in the twentieth century, particularly after India gained independence. Skilled migration to industrialised nations, including physicians, engineers, scientists, IT workers, and nurses, gained speed, adding to India's diaspora in countries like the US, Canada, the UK, Europe, Australia and New Zealand. Furthermore, the book stresses the substantial movement of unskilled and semi-skilled Indian labourers to Gulf nations, which began in the 1970s during the oil boom and continues to this day. This movement is characterised by transitory labour migration and has been a significant source of remittances for India. The study also analyses how people's attitudes of skilled and unskilled migration have changed over time. While skilled migrants are frequently viewed as beneficial assets in terms of investment and technology transfer, unskilled labourers, particularly those in the Gulf, are acknowledged for their considerable remittance contributions but also confront problems and negative consequences. The subject matter then switches to the backdrop of migration in India, emphasising the historical significance of partition in 1947, which resulted in huge population exchanges between India

and Pakistan. Despite political changes, voluntary migration for economic and social reasons persisted and spread, with destinations including Britain, Australia, Canada, the United States, and, subsequently, the Middle East. Finally, the study emphasises the complex processes of Indian migration, which encompass historical, economic, and social elements. It emphasises the importance of a sophisticated knowledge of both skilled and unskilled migration trends, as well as the ramifications for sending and receiving nations. It also emphasises the significance of comprehensive policy and international collaboration in addressing the difficulties and possibilities related with migration.

Welsh, Carr, MacQuarrie and Huntley (2006), in their article “I’m not thinking of it as sexual harassment”, understanding harassment across race and citizenship, discussed, “How does sexual harassment differ among various types of women in Canada?” The portion of the article shows how the legalistic perspective on sexual harassment mostly reflects the experiences of white women with full citizenship rights. It observed that the definitions of sexual harassment offered by primarily white women in focus groups are quite similar to legal standards, seeing it as unwelcome sexual behaviour, including unwanted touch, verbal abuse, and leering. Their consistent knowledge is related to white privilege and citizenship status. However, it shows that this perspective may not adequately convey the realities of many communities, as it ignores interlocking types of oppression. The paragraph emphasises the necessity of enabling women to define harassment based on their personal experiences, because it reveals how overlapping oppressions impact workplace encounters. . The researchers used data from seven focus groups of Canadian women performed as part of a participatory action research study in Ontario from 2000 to 2002. To further understand how many characteristics influence sexual harassment encounters, purposive sampling was used.

Hugo (2008) investigated the complex migratory dynamics between China, India, and Australia, questioning traditional notions of migration as a one-way flow. The paragraph highlights the changing environment of international migration research, focused on understanding transnational movement patterns rather than classic settlement models. It offers a research that investigates migratory patterns between Australia and China/India, with the goal of identifying major structural components of these systems and their consequences for social and economic development. The portion of the article shows the gap between research emphasis on transnationalism and existing data systems focused on permanent migration, which impedes evidence-based policies. Moreover, it explored the complexities of migration systems in Australia, China, and India, with a focus on multidirectional flows and varied

migration kinds. It emphasises the need of knowing how individual migrants move across different components of the migration system. Moreover, the article discusses the limits of current migration data systems and the necessity for more comprehensive approaches. The paragraph also discussed Australia's immigration policy framework, specifically the growth of non-permanent migration and the shift from temporary to permanent status. It offers the possibility of a more developmentally sensitive immigration strategy that benefits both the destination and origin nations. Overall, the article emphasises the complexities of migratory patterns and the significance of nuanced research and policy consideration in resolving them.

Syed (2008) examined the relational perspective of employment prospects for skilled migrants and addressed challenges with managing diversity at macro-national, meso-organizational and micro-individual levels. The article provides a detailed study of the challenges and implications of skilled migration, emphasising the importance of a holistic understanding that goes beyond typical human capital approaches. It discusses macro-level issues such as economic environment, legal frameworks, and societal preconceptions that influence skilled migrants' job chances. The meso-level discusses organisational diversity management and implementation issues, whilst the micro-level examined individual motives, psychological challenges, and cultural hurdles encountered by migrants. The conclusion emphasises the need of using a relational approach that takes into account the interactions of macro, meso, and micro elements, highlighting the implications for policymaking, management techniques, and future research initiatives. Overall, the work emphasised the complexities of skilled migration and advocates nuanced ways to meeting the different requirements and problems of migrant workers in host countries.

Li and Lo (2009) Contemporary international migration has become more diversified in terms of sources, destinations, and migrants' characteristics, with a special emphasis on recruiting highly qualified persons or "global talent." The dominance of China and India as suppliers of skilled migrants is transforming global migration patterns, posing issues in aligning recipient countries' immigration policy with the development objectives of talent-exporting states. Canada and the United States, both major destinations for skilled migrants, have different immigration procedures and integration approaches, with Canada emphasising multiculturalism and the US emphasising assimilation. A comparative examination of high-skilled Indian migration to these nations seeks to give clarity on immigration policies, patterns, results, and policy implications, particularly in relation to European Union countries. The study investigated historical and present immigration policies, migration trends,

differences in outcomes between Canada and the United States, and comparisons with EU policies in order to inform skilled migrants' recruitment, retention, and integration tactics. Brecher and Chen (2010) examined the study of skilled and unskilled labour unemployment in an open economy: International trade, migration, and outsourcing. Using a framework that combines the Heckscher-Ohlin trade model with the Shapiro-Stiglitz unemployment model, they demonstrated how global commerce, migration, and outsourcing impact skilled and unskilled labour unemployment. The methodology enables examining changes in the distribution of unemployed workers' skill levels and overall unemployment rates. According to the analysis, these two forms of labour's unemployment rates frequently shift in opposite directions, which dampens changes in the overall unemployment rate. Results vary depending on the comparative advantage's source, based on regional variations in unemployment insurance or production technology.

Chaudhuri (2011). In his research focused on skilled migration and student mobility as significant variations from India to the United States in the context of the global recession. Although skilled human resource migration has historically been referred to as "brain drain," current globalisation trends have ensured innovation in information technology, the emergence of international corporations, the global recognition of qualifications, and brain circulation. The assessment of immigration barriers, such as HIB visa limitations, restrictions on the use of Indian employees as contractors in the United States, and the prospects of remittance revenue for India during a time of financial crisis, are the main points of the study.

Li and Lo's (2012) examined the shifting dynamics of highly skilled international migration, with an emphasis on the United States and Canada as destinations for migrants from China and India. It emphasises the difficulties faced by skilled immigrants, such as long queues for citizenship and competition from other nations. The conversation contrasts immigrant integration goals and immigration realities in Canada and the United States, highlighting disparities in multiculturalism vs assimilation paradigms as well as skill utilisation in the labour market. The economic consequences for highly talented immigrants varied across the two nations, with Canada having issues from skill underutilization. The conclusion emphasises the complex interaction of push and pull variables that influence migration decisions, as well as the need for equitable policy interventions to alleviate global migration inequities. The conclusion emphasises the complex interaction of push and pull variables that influence migration decisions, as well as the need for equitable policy interventions to alleviate global migration inequities. It emphasises the need of taking into

account immigration regulations, economic prospects, and integration realities in both the origin and destination nations.

Kuptsch (2013) examined the relationship between skills and migration, emphasising cross-border labour migration or migration undertaken for employment-related reasons. In the realm of labour, distinctions are established between highly skilled workers and workers with inferior or low-skilled workers. A skill is typically described as the capacity to act excellently. Today, managers, information technology specialists, domestic servants, and construction workers are among the occupations with the highest and lowest levels of international labour migration. A consensus on what constitutes a highly skilled worker must be established internationally. Those with postsecondary or higher education are referred to as highly skilled by some academics and official national statistics; statistics describe highly skilled workers as those who earn salaries over a specific threshold. However, other definitions, such as those used in the EU Blue Card programme, use a more flexible approach. A person recognised as highly skilled in one nation may only be viewed as a mid-level technician in another, and the definitions may change depending on the talent shortage in a given environment.

Hawthorne (2013). The paper delves deeply into Australia's study-migration pathway, with a special emphasis on the experiences of Indian foreign students and the change of migration regulations between 1999 and 2012. It emphasises the strategic relevance of skilled migration in meeting Australia's labour demands and demographic issues, with Indian migrants playing an important role in critical industries like as IT, engineering, and healthcare. The increase of Indian student enrollments in Australian universities over this time period reflects a planned alignment with migration pathways, but it also highlights issues connected to educational commodification and the exploitation of migration incentives. The unintended consequences of policy changes, such as the transformation of migration occupation lists and points-based selection criteria, created incentives for students to pursue courses primarily for migration reasons, raising concerns about the education system's quality and integrity. In response, Australia adopted initiatives to improve quality assurance and better connect migration policy with economic interests. To address difficulties raised by the study-migration pathway, skilled migration regulations were revised, including the establishment of new profession lists and the prioritisation of employer nominations. Despite these attempts, the passage highlights the continued challenges and conflicts in balancing education, migration, and economic imperatives. It emphasises the importance of ongoing policy monitoring and modification to guarantee the integrity and efficacy of Australia's study-

migration pathway, particularly given the substantial role that Indian foreign students have in the migration process.

Ling, Dulaimi and Chua (2013) explored strategies for managing migrant construction workers from China, India, and the Philippines. The study looked into cultural differences among migrant construction workers in Singapore, focusing on those from China, India, and Thailand. Surveys and interviews with project managers and supervisors revealed considerable differences in features among workers of different countries. Key findings demonstrated that language differences did not create substantial communication difficulties, although Indian workers lacked initiative when compared to Thai workers. Trustworthiness, attitudes, contractual compliance, and conflict resolution vary across nations, with Chinese workers demonstrating lower trustworthiness and safety knowledge. The study emphasised the significance of specific management techniques for effectively addressing cultural diversity in Singapore's construction sector, encouraging efficiency and peaceful workplace relationships among migrant employees.

In the article, Boyd (2014) compared the recruitment of highly trained workers between Canada and the US according to educational, vocational, and skill standards. In a broader sense the comparison of Canadian and US migration policy demonstrates distinct methods to reveal highly educated labour. While it is common to believe that Canada prioritises talented workers while the United States prefers family-based immigration, recent events call these basic differences. Both nations use temporary worker programmes to overcome labour shortages, with the United States traditionally having a bigger size of such programmes. However, Canada has established its own system to satisfy labour market demands, albeit at a slower rate than the United States. Recent regulatory changes in Canada indicate a trend towards a more centralised and demand-driven strategy, with a focus on choosing qualified individuals based on company need. This involves the development of new immigration classes and the investigation of novel admittance processes like as the Expression of Interest (EOI) model. In contrast, the United States is considering potential legislative improvements, but the chances for comprehensive immigration reform remain uncertain. Despite the hurdles, new suggestions seek to address many areas of immigration, including revisions to visa programmes such as the H1B visa. Overall, both nations are adjusting their immigration rules to attract high-skilled migrants, with Canada focusing on demand-driven selection and the United States dealing with legislative complications within its elected system.

Ghosh (2014) focused on the experiences of 80 South Asian households who came to Canada as skilled workers and found differences in the migration experiences of different national groupings (Indian, Bangladeshi and Sri Lankan). This highly mobile population is motivated by various causes, including pre-migration political, economic, and social settings, transnational relationships, and social identities and hierarchies, which play a significant role in establishing particular migration channels. The study argues that, conceptually, it is essential to shift away from meta-narratives and models of migration, and methodologically, it is crucial to continue employing mixed research methodologies to achieve a holistic and nuanced knowledge of migration.

Song (2014) explored high-skilled immigration in a global labour market. In globalised labour market, advanced economies such as Canada, Australia, New Zealand, and many European nations have focused on attracting high-skilled immigrants. "Chiswick and other contributors" highlighted the positive impact of high-skilled immigrants on destination countries and advocate for US immigration policy revisions that prioritise them, given their importance in the global market. The collection presents solid evidence that high-skilled international migration improves recipient economies, particularly in STEM disciplines. It claims that the United States is falling behind other industrialised countries owing to its immigration strategy, which has historically prioritised family-based and low-skilled immigration. The set examines papers and conversations from a 2009 conference to investigated the economic worth of high-skilled workers in the United States, the transition of foreign students to high-skilled immigrants, their adjustment in destination economies, and the influence on productivity. It provides consistent cross-national evidence of the benefits of high-skilled immigration and discusses how immigration policies affect macroeconomics. However, the collection lacks studies on high-skilled immigrants in US environments, notably corporations. In addition, the volume's major argument for prioritising high-skilled immigration in the United States remains controversial, particularly given current high unemployment rates. Overall, the volume helps to understanding the potential impact of high-skilled immigration internationally. It also gives insights into the difficulties of US immigration policy reform, which overlaps with economic, political, and cultural factors.

Ghosh (2014) investigated the migration experiences of skilled migrants from South Asia to Canada, emphasising the need of understanding the complexities within this group rather than giving a single perspective. It focused on 80 homes in India, Bangladesh, and Sri Lanka, revealing disparities between and within these nations. The study reveals several

variables that influence migration, including pre-migration settings, transnational links, and social identities. It calls for a more comprehensive knowledge of migration by moving away from overarching narratives and models, as well as for the continuous use of mixed research methodologies to capture the multifaceted character of migration experiences.

Clemens (2015) Global Skill Partnerships is an innovative strategy to solving the difficulties created by skilled migration and skill imbalances worldwide, especially in healthcare. These partnerships seek to connect skill creation and mobility in a mutually advantageous way by encouraging bilateral public-private collaborations. The expenses of educating skilled migrants are shared through agreements between migrant origin and destination countries, while economic advantages from skill mobility are allocated to promote skill development in the origin nations. Various financing models, including government funding, employer financing, and self-financing arrangements, are illustrated in North African contexts, demonstrating how these collaborations benefit migrants, destination countries, and contribute to the improvement of training facilities in origin countries. Overall, Global talent Partnerships present an effective solution for addressing talent shortages while promoting fairness and sustainability in the global workforce.

Woetzel, Madgavkar, Rifai, Mattern, Bughin, Manyika, Elmasry, Lodovico and Hasyagar (2016) in their report, “People on The Move: Global Migration’s Impact and Opportunity” found that 247 million people who crossed International borders in 2015 contributed 9.4% of the world's GDP (Gross Domestic Product), or almost \$6.7 trillion. They created about \$3 trillion more than they would have in their home nations. Their presence can help the countries they will grow by increasing their workforces and filling in labour shortages. This document focuses on shedding necessary light on issues like migrants in the world, their origin and destination, current figures, trajectory for the future, financial gains and costs and steps taken by the public and commercial sectors to make it easier for immigrants to assimilate into societies around the world completely.

Yeoh and Lam (2016) examined the challenges of highly skilled migration in globalising Singapore. The research of Singapore's approach to highly skilled migration reveals a complex interaction of economic strategies, social dynamics, and national identity. Singapore, a global economic powerhouse, has intentionally implemented liberalised immigration laws to recruit talent and drive its knowledge-intensive businesses. However, public opinion has altered over time, with worries about job competition and cultural differences leading to opposition to skilled immigration. High-profile incidents revealing

preferential treatment of immigrants in specific areas have heightened concerns over national identity and social cohesiveness. Despite these obstacles, Singapore is dedicated to reconciling economic imperatives with the need to promote trust and a feeling of belonging among locals and immigrants, managing globalization's complexities while keeping its unique status as a "nation-city-state."

Sardana, Zhu and van der Veen (2016) The article examined the challenges that skilled migrants from China and India experience while settling in South Australia, exposing differences between career prospects and aspirations. Despite validating their qualifications, many migrants fail to find work that match their skills owing to employer prejudices and cultural differences. The study emphasises the need of connecting government policies with local labour market demands in order to effectively help skilled migrants. The recommendations include rewarding firms to recruit migrants, enhancing stakeholder participation, and allowing migrants to migrate for better opportunities. Overall, the study suggests a more coordinated strategy to leveraging skilled migrants' abilities and fostering their integration into Australian society.

Kou, Mulder and Bailey (2017) explored the linked lives of highly skilled Indian migrants their family and future. This study gives a thorough review of the impact of family dynamics, particularly parental influence, in influencing individuals' life trajectories in the Indian setting. They used 47 semi-structured biographic interviews to arrive at their conclusions. It highlighted the essential role of family in Indian society, which is defined by strong relationships and multigenerational homes. Arranged marriages, influenced by cultural standards and family preferences, remain common, however trends are evolving towards greater individual choice. Parents have a major impact over their children's education and employment choices, frequently pushing them towards areas considered socially respectable. Also, they play an important part in encouraging migration by offering financial assistance and encouragement. Gender dynamics in migration and childcare are changing, with more women pursuing professional professions, but with help from extended family members. Challenges occur in the context of return migration when family commitments conflict with individual goals. The institutional framework, which includes immigration rules and childcare services, also influences migration decisions and family relations. In the end, the sample emphasises the complex interaction of cultural norms, family structures, and individual agency in defining life trajectories in India, with a focus on education, employment, marriage, and migration options.

Kerr, Kerr, Ozden and Parsons (2017). examined high-skilled migration in detail, focusing on its concentration in certain destination nations as well as the economic variables that influence migration decisions. It emphasises the influence of government policies, enterprises, and educational institutions on migration patterns, as well as the complex implications of high-skilled migration for labour markets, innovation, entrepreneurship, and global inequality. Primary subjects include the asymmetric character of migrant movements, the role of economic opportunities and migration costs, and the difficulties in assessing policy efficacy. It also emphasised the significance of understanding agglomeration effects, global rivalry for talent, and the possible influence on inequality. Overall, it advocates for sophisticated research and data-driven policymaking to address the complex economic dynamics of high-skilled migration completely.

King and Sondhi (2017) The research investigated gender perspectives in international student mobility, with a focus on Indian students studying abroad. It raises three questions: gender variations in motives, the negotiation of gendered identities abroad, and the impact of gender relations on return to India. The study gives insight by conducting an online survey of Indian study-abroad students as well as in-depth interviews with students in Toronto, returning students in New Delhi, and parents of students abroad. Using a 'gendered geographies of power' paradigm, it discovers little gender-related variations in motives but significant difficulties in performing gendered identities overseas for both male and female students. Males are pressured to return by their patriarchal families, but girls face greater problems upon their return. The article also treads new ground by analysing international student migration streams of the Global South to the Global North India to developed Anglophone countries and within the Global North the United Kingdom to North America, Europe, and Australia, highlighting positional differences and the need for critical perspectives on assumptions based on Western knowledge templates. Online surveys and in-depth interviews with UK and Indian foreign students revealed comparable objectives but significant variances in experiences.

Blinder and Jeannet (2018) explored the 'illegal and the skilled and their effects of media portrayals on perceptions of immigrants in Britain. Regarding the size and demographics of immigrant communities, public impressions frequently differ significantly from reality, which is likely to impact attitudes towards immigration. According to prior studies, the media may or may not play a causal influence in forming these perceptions. This study investigates if and how actual media representations of immigrants in Britain influence

the public's attitudes toward immigrants. They started by conducting a substantial quantitative analysis of the British national press. Results of a unique survey experiment that examined the causal significance of news frames developed from the media study. Researchers concentrate on three specific representations of immigrants: as "illegal," as Eastern European, or highly skilled. According to findings, even subtly worded media interventions can change the public's feelings. The results demonstrated that even subtly manipulating the media can change how the public views immigration, in this case, moving them closer to more accurate estimations of the number and demographics of the immigrant population in Britain. Researchers offer theoretical, methodological, and empirical implications for investigating media influences on public attitudes towards immigration.

Frank (2018) explored the strategies for recruiting highly skilled migrants from India and China: a case study of firms in Sweden. Since the start of the 2000s, a notable trend in labour migration to Western Europe has been the rise of skilled immigrants. Most talented immigrants to Sweden from non-EU countries are from India, but skilled immigration from China has also been considerable. This article discussed how businesses affect emigration from China and India. It focuses on the reasons managers hire migrants, how they see migrant workers and the ways they take to recruit qualified workers. The study emphasises the fact that inter-organizational connections are crucial in the hiring of highly competent immigrants. The firms that hire immigrants occupy positions in an organisational field, and their interactions with other organisations influence how and why they hire immigrants. A multiple-case study of 13 businesses that have hired high-skilled immigrants from China and India was used to gather the empirical data.

Hawthorne (2018) explored how recent immigrants provide Australia with a remarkable talent pool. High rates of employment, wages, and labour market engagement distinguish them. They may be able to give a "productivity premium" due to their relative youth, level of English, higher education (many have degrees from Australian universities), and acculturation. They also encounter significant obstacles in getting their first job in their field. The current modifications in the skilled migration programme also put future intakes at risk. They are essential for Indian IT workers who join Australia temporarily under sponsored status.

Landolt and Thieme (2018) explored highly skilled migrants entering the labour market their experiences and strategies in the contested field of over-qualification and skills mismatch. It is expected to talk about the movement of highly qualified people between

EU/EFTA (European free trade association) nations regarding either choice and professional careers or over-qualification and power dynamics that result in deskilling. This research draws on in-depth interviews with Spaniards with postgraduate degrees who went to Switzerland to demonstrate the interconnectedness of these concerns. We explore the general definition of qualification and skills mismatch, a significant problem in the experiences of young, highly qualified migrants in the labour market, using Bourdieu's capital approach. By doing this, we can highlight the highly unique and varied meanings of qualification and skills mismatch and the frequently undetectable labour market restrictions and personal limitations imposed by accepting mismatched employment situations. As a result, we help people understand how migration, employment, and aspirations relate to mediocre transnationalism. Our respondents view mobility as a time of freedom with the chance to gain experience overseas and a time of uncertainty and critical periods in terms of job prospects. In certain situations, the respondents consider international job experience as a type of capital that can increase their employment possibilities in Spain as much as in other countries. The respondents also perceive themselves as still transitioning from higher education to the workforce. They contend that they can manage times of uncertainty at work to these attitudes.

Saran and Sharan (2018), in their research, "The Future of the Indian Workforce: A New Approach for the New Economy", discusses India's compelling need to exploit its big, young labour and fast-developing economy, particularly in light of the Fourth Industrial Revolution. It emphasises the need to recognise the weak skill base and prevalence of informal occupations in the workforce. To generate more and better employment, the paper calls for a balanced strategy that considers the supply and demand sides of the financial system, with a particular focus on the hospitality sector. Specific proposals include incorporating businesses into the 'Make in India' dedication, guaranteeing stability of policy and creativity in the digital market, and reinventing the digital workforce with private sector participation in skill development. The report emphasises the importance of a comprehensive policy strategy that includes diverse stakeholders and new views to successfully address the issues confronting India's labour force in the face of fast technological and financial growth.

Kennedy (2019) mentioned that the United States has traditionally been a draw for skilled immigrants, its tolerance of them has changed significantly. This article focused on the ups and downs of the H-1B visa programme, discusses why the program's annual cap fluctuated between the mid-1990s and the present. In contrast to other analyses of skilled immigration policy, this paper argues that US policy also reflects a struggle between capital

and citizen groups. This struggle has evolved significantly over the past two decades. The results cast doubt on recent research on skilled immigration and American immigration law.

Goel (2020), in their research entitled “Skills shortages and labour migration in the field of information and communication technology in Canada, China, Germany, India, Indonesia, Singapore and Thailand”, discussed the International Labour Organization’s project, which was focussed on future of work in Information and Communication Technology (ICT). They spent the 2.5 years conducting extensive research on anticipated needs for skilled ICT workers and formulating strategies to address labour shortages, including investing in ICT education and training and better regulating international labour migration. The project's results, which were formed based on three reports, are outlined in Canada, China, Germany, India, Indonesia, Singapore, and Thailand and were summarised in this study; results from the study's examination of seven nations Singapore, Canada, China, Germany, India, Indonesia Thailand - show that the ICT industry and other ICT is in low supply in several areas of the economy—employees with the ideal mix of technical and soft abilities. Additionally, the seven countries' ICT sector nations are expanding faster than other economies. Hence, there is a greater need for trained workers in these. There will be more labourers in the future. All seven nations' digital economies showed skill gaps and other skill mismatches. Despite an increase in the number of students studying ICT-related disciplines in Canada, China, Germany, and Singapore, there are still not enough ICT graduates to keep up with the expanding job market needs. Encourage more women to study science, technology, engineering and mathematics (STEM subjects) and pursue careers in ICT. Tackle the skills gaps between skills acquired at universities or vocational training institutions and skills demanded by industry. Businesses, industry organisations, and sector councils are frequently contacted to remedy these gaps during the curriculum preparation. A significant barrier to the migration of ICT experts is often issues with the acceptance of foreign credentials. Concerning it, a poll of highly qualified Indian immigrants working in four. Simplify visa application processes and support migrant ICT specialists to facilitate their integration into their new working and living environments. The processing of visa applications may be costly and time-consuming. These expenses could discourage people from requesting visas and deter employers from hiring foreign staff. China, Germany, Singapore, Canada, and China have lately implemented policies to make it easier for ICT professionals to immigrate. However, to make that procedure more efficient, additional steps are required.

Kikon and Karlsson (2020) examined the training of Indigenous migrants in the hospitality sector in India. Native youth are taught in a recruitment centre in Dimapur, Nagaland, for work as service employees in five-star hotels, fine dining establishments, and airlines. Most are jobless and looking for better opportunities outside the area and the challenging world of subsistence farming. Their fair complexion, proficiency in the English language, and general cosmopolitan mindset have all proven to be essential assets in getting jobs in the emerging hotel sector. In this article, they discussed the activities at the recruitment centre, focusing on the habitual patterns and skill sets that the instructors strive to inculcate in the participants to help them become employable. They used the concept of "affective labour." Care, or more specifically, client care, is at the heart of this kind of labour. Care, however, also has a broader meaning in the lives of young migrants, i.e., taking care of one's family, neighbours, and ancestral lands back at home.

Parsons, Rojon, Rose and Samanani (2020) examined high-skilled migration through the policy lens. High-skilled immigrants, as are the policies intended to draw and choose such people, are broadly supported. However, creating and assessing such policies is difficult for academics and policymakers because, from the policy viewpoint, the definition of highly skilled is still subject to debate. The resulting ambiguity inhibits the measuring of human capital, the formulation and evaluation of immigration policies, and meaningful international comparisons of the mobility of skills. This study uses an inductive method to explore how states' unilateral immigration policies categorise high-skilled migrants, highlighting the challenges of comparing high-skilled policies between nations. They explain the difficulties in quantifying the results of high-skilled migration policies that result from varying national priorities in tracking high-skilled migrants. They concluded by offering several policy suggestions that, if implemented, would make it easier for academics and decision-makers to analyse the composition of and evaluate the effectiveness of high-skilled migration policies across nations. In doing so, they presented three datasets that serve as the foundation for the study and can be expanded upon in the future. These datasets included harmonised high-skill migrant flow statistics, skilled occupational concordances, and highly skilled unilateral and bilateral migration policy data.

Park and Kim's (2020) examined education, skill training, and lifelong learning in the era of the technological revolution. While new technologies create skill gaps in workers and demand the acquisition of adequate expertise and lifetime learning, rapid technological advancement causes skills to deteriorate more quickly than in the past. Strong cognitive

abilities, working knowledge of basic ICT, analytic skills, and a variety of non-cognitive abilities, including creativity, problem-solving, critical thinking, and communication, should all be part of an individual's skill set when applying for future employment. Worker retraining and reskilling are also essential. These modifications result in a fundamental re-evaluation of lifelong education and skill development. This study summarised recent research on skill development and human capital during fast technological advancement. Results from these studies, particularly in the area of labour economics, can illuminate new policy directions for lifelong education.

Zhan, Aricat and Zhou (2020) explored new dynamics of multinational migration: Chinese and Indian migrants in Singapore and Los Angeles. The newly developed literature on transnational migration emphasises migratory routes with several destination countries. The lived experiences of recent Chinese and Indian immigrants in Singapore and Los Angeles are the main emphasis of this article. Researchers undertake a novel three-way comparison to investigate individual decisions to engage in subsequent migration(s) and consider the motivations behind such moves. Based on in-depth interviews and policy document studies, they discovered that recent migrants from China and India, particularly skilled ones, actively participate in international migration. However, the two global cities and these two national origin groupings differ. The host nation's immigration laws, employment prospects, domestic economic development, and migration networks are all factors that influence judgements on whether and where to migrate further. As a result, immigrants in Singapore are more likely to go on to another country than immigrants in the US. Singapore regulates immigrants' long-term settlement more strictly than the US does. Chinese migrants are more likely to stay in their nation of origin due to a more robust domestic economy and, consequently, less likely to migrate to a third country than their Indian counterparts. Employment prospects and migration networks also strongly affect personal decisions concerning additional migration.

Khan (2021) examined the consequences of labour migration on wages and employment which were evident from India. Using unit-level data from the Employment Unemployment and Migration Survey, this study assessed the effects of migration on non-migrant employees' experiences in the labour market in India (NSSO 64th Round, 2007–2008). The study's findings imply that the influx of migrant workers raises the salaries of non-migrant workers without affecting their employment after accounting for the endogeneity bias of migration using an instrument variable approach. After segmenting the data by sector, the study indicates a positive salary effect in the formal sector, particularly among high-skilled

workers. The findings suggest an adverse employment effect for both high- and low-skilled individuals in the informal economy. The positive pay effect in the formal sector shows that migrant and non-migrant workers complement one another. A preference for migrant workers over non-migrant workers may cause an adverse employment effect in the informal economy. Alternate specifications and the predicted outcomes are compatible.

Liu-Farrer, Yeoh and Baas (2021) investigated the Social construction of skill with an analytical approach toward the question of skill in cross-border labour mobilities. The practice of choosing labour migrants based on their abilities is now common in many nations throughout the world. Research on "skilled" and "highly skilled" migration has raised significant concerns about the ethics and usefulness of skill-based labour mobility since the late 20th century. Recent studies have cast doubt on how skills are classified in academic research and government policy. Considering that migrant competence is socially created, they focused on the following three issues: Who decides disputes involving skill? What exactly is skill? How is skill developed during migration, and how does skill impact mobility? They demonstrate the involvement of various players in the identification, assessment, and shaping of migrant skills. Because of ascriptive traits like colour, ethnicity, gender, and nationality, which represent the legacy of colonialism, global inequity, and social stratification, the assessment of migrants' talent is usually misinterpreted. The complicated and frequently reciprocal relationship between competence and mobility is highlighted in this special edition as a final point.

Lim (2021) investigated the policy to promote overseas migrant work. To examine the policy of the developing, labour-exporting country to promote migrant work in a prosperous, labour-importing economy, they used a macro-dynamic model of two small open economies. Remittances received from migrant workers are expansionary through their collateral impact, according to the findings of calibration exercises. Yet, the policy's loss of labour prevents capital formation in the underdeveloped nation, eventually lowering income. Yet, welfare rises as a result of the increased consumption sparked by the rise in remittances. The effects are particularly noticeable for a poorer nation like Nepal because its remittance accounts for more than 30% of GDP. Second, India must be successful in persuading the recipient nations (as well as the other southern nations of origin) to discriminate between the most "painful" and the most "gainful" socioeconomic effects of the migration of both skilled and unskilled migrants. An effort to push for international standards in the GATS discussions regarding the movement of natural persons as service providers under trade—another term for encouraging

the temporary admission of migrants—would be aided by the "adversary analysis" at multilateral fora. An effort to push for international standards in the GATS discussions regarding the movement of natural persons as service providers under trade—another term for encouraging the temporary admission of migrants—would be aided by the "adversary analysis" at multilateral fora. The two main issues that the south nations of origin should negotiate out of international migration as the ones who suffer the most should be the vulnerability of the migrants and the instability of trends underpinning the "open-and-shut policy" of the destination countries in the north.

Morales (2023), in his research, “High-Skill Migration, Multinational Companies and the Location of Economic”, aims to investigate the relationship between high-skilled migration and multinational business operations. Over the last few decades, the expansion of multinational enterprises has been a critical component of globalisation. From a policy aspect, luring foreign MNEs to a nation may stimulate innovation, boost local workers' labour market chances, and increase production efficiency through the cross-border transfer of products and technology. The researcher requested the whole I-129 paperwork for H-1B visas filed during 2001 and 2014 to undertake the analysis. The dataset also includes whether appeals were filed for fresh jobs, renewals of already granted employment, or modifications to employment terms. The conclusions presented in this research have significant consequences for immigration laws in the United States. A 10% decline in the migrant population would result in an aggregate revenue loss of \$2.9 billion for the United States, with low-skill workers losing \$7.66 billion and highly-skilled employees gaining \$4.76 billion. The relationship of MNE activities with immigration is critical when developing policies to attract foreign direct investment to the nation, as immigration limits are likely to decrease the surge of Multinational Enterprises activity.

Taukeer (2024), in his article, “Ethnographic Analysis of “Safe Zone” Concept in Migration in Global Perspective.” delves into the intricate relationship between migration culture and globalisation, mainly focusing on the migration from South Asia to Gulf countries and beyond. Through ethnographic studies conducted from 2015 to 2019, the study reveals a significant impact of the "safe zone" concept in migration, wherein migrants from rural South Asia are assured of job opportunities in destination countries due to well-established social networks. These findings highlight a cultural shift in migration dynamics, where migration influences culture and vice versa, reshaping traditional concepts of migration within the framework of globalisation. The consequences of this nexus have led to the emergence of safe

zones, providing migrants with a sense of security and access to better opportunities. The study recommends that the Government of India monitor the impact of Gulf migration on villages like Inayat Patti and promote skills-based training programs to harness the positive role of migration in development. Overall, the findings underscore the need to explore further the safe zone model of migration and its implications for policy and academia.

3.4 Studies related to the skilling of the young workforce

Table 3.4 Summary of research papers reviewed in the skilling of the young workforce

FT50	05
International Journal	06
Reports	08
National	01

Brown (1970) discussed in their paper titled, “Do managers find decision theory useful?” that businessmen have been making decisions in the face of uncertainty about the future for thousands of years. Such choices have often separated "the men from the boys" in business and perhaps always will. In recent years, however, the problem executives face has been altered by the introduction of a set of techniques of quantitative analysis, which they shall refer to as Decision Theory Analysis (DTA). This article summarises the findings of a recently conducted survey that deals with several issues of concern to business people and describes some valuable lessons for future users of decision theory. The experience of several companies is analysed, including those that have benefitted from decision theory and those that have been disappointed. Suppose there is one dominant feature that distinguishes the successful from the less successful applications of DTA, judging from the findings of this survey. In that case, it is the organisational arrangements for offering DTA. The epitome of the arms-length arrangement appears in the role of the outside consultant. Companies will experience limited success with a new analytical approach like DTA unless they have executives who are alive to its possibilities and use it effectively. While a substantial and rapidly expanding number of DTA-oriented executives are in positions to influence management decisions, they represent a tiny fraction of the total managerial pool. The momentum of educational processes. Will remedy this problem in time-but it will take time. The inadequacy of "production facilities"- that is, the ability of DTA analysts to use available methods and concepts is another temporary obstacle. Solving this problem will take more formal education and increased awareness of the issues and techniques that others have

effectiveness. Indeed, help to this end will come from university programs and professional publications. The need for access to physical facilities, such as computer services, does not seem to be a severe limiting factor. The "fundamental research" and "product design" aspects (corresponding to statistical decision theory and the development of special analytical devices) appear to be in relatively good shape. Rare are the instances in which successful use of DTA is held up through shortcomings in the purely technical state of the art. Of course, there are areas where improved DTA techniques need to be developed, such as extracting probability assessments, handling risk aversion and nonmonetary criteria for action, and accommodating group decision-making. But, even so, it is clear that greater use of DTA does not depend on such refinements.

Sharpe and Keelin (1998), in their study titled, "How Smithkline Beecham Makes Better Resource- allocation Decisions", mentioned that Smithkline Beecham's executives felt an acute need to rationalise their portfolio of development projects. The patent on its blockbuster drug Tagamet was about to expire, and the company was preparing for the impending squeeze: it had to meet current earnings targets and simultaneously support the R&X) that would create the company's future revenue streams. The result was a "constrained-budget mentality" and a widely shared belief that SB's problem was one of prioritising development projects. In Phase I, which is meant for Generating Alternatives, One of the major weaknesses of most resource-allocation processes is that project advocates tend to take an all-or-nothing approach to budget requests. At SB, project leaders would develop a single action plan and present it as the only viable approach. Project teams rarely took the time to consider meaningful alternatives-especially if they suspected that doing so might mean a cutback in funding. The new process reduced the controversy in the resource-allocation process and led the company to change its investment strategy. Although top management had set out to cut back on the company's development budget, they now saw their investment decision in a new light; they believed the new portfolio to be 30% more valuable than the old one. In Phase II, which is meant for Valuing Alternatives, they needed a consistent methodology to value each project alternative Once they had engineered the process that took us through Phase I. We chose to use decision analysis because of its transparency and ability to capture drug development's technical uncertainties and commercial risks. The three-phase process-generating alternatives, valuing them, and creating a portfolio - has led to shared understanding among decision-makers and development staff about the best investment options for the company. The company adopted the process based on our experience that no

single value metric, facilitation technique, peer review meeting, or external validation approach can solve the complex resource-allocation problem faced by many companies like SB.

Karmarkar (2004), in his article “Will you survive the services revolution?” mentioned that Services are now being industrialised, and offshore and outsourcing are just a tiny part of the change. Global competition, automation, and client self-service have been added to the mix, posing a danger and an opportunity for all service businesses. Although it may be challenging, failing competence boot camp might spell disaster. This article contains surveys and interviews with 300 senior IT managers, case studies from more than 100 businesses worldwide, and data analysis from the US Census Bureau, US Bureau of Labor Statistics, and US Department of Commerce. In their opinion, companies must compete and globalise in the global marketplace. Service businesses must reject business as usual and accept the reality of change to avoid suffering the same fate as many industrial organisations. Businesses that invest time and money learning about client preferences and creating specialised customer offerings will succeed. As organisations shift all or a portion of their operations to the Internet, this becomes increasingly more crucial. Some businesses lose connection with their consumers when the information chain is disassembled and reassembled. Companies that outsource customer support, in particular, frequently neglect their customers. The information chain in the wired world finishes with a device or tool that directly influences customer behaviour. Service providers have the chance to command the screen and the device closest to the client as telecommunications providers, appliance manufacturers, operating systems providers, and Internet service providers ramp up their heated competition for control of the customers. Success is determined by the service's and interface's design, not by the device or technology.

Iredale's (2005) study evaluated the skills of professional female migrants. A modern nation's most valuable resource is its human capital, and nations with the most intellectual capital are growing their economies at the fastest rates. Many industrialised nations are prioritising programmes meant to draw in highly talented immigrants as part of their race for human capital. While there is a large amount of temporary migration of highly qualified workers from developing nations, particularly in the fields of information technology (IT), medicine, nursing, and teaching, the number of talented immigrants who permanently stay in these countries is decreasing. Although the share of women among highly qualified migrants is rising, there are currently few evaluations of their economic engagement. Understanding

the gendered migration experiences for skilled migrants requires an understanding immigration selection and occupational entry policies. Assessment based on credentials or paper appears to be gender neutral. However, issues with keeping databases current, comparing the content of degrees and institutions, and old credentials render this approach inadequate. Women who have been out of labour or have not kept up with their field may be disadvantaged in professions that evaluate qualifications about current training standards or requirements. This is the most typical occurrence in Australia and New Zealand, and women particularly struggle to refresh their knowledge in this area. This article combines information from reports, studies, and other literature on the situation professional women, both permanent and temporary, face when compared to males in immigration selection and post-arrival accreditation and recognition processes.

In their study, Davis and Hart (2010) explored *International Cooperation to Manage High-Skill Migration: The Case of India–US Relations*. Highly talented workers are among the most valued factors of production in the contemporary international economy. Others have labelled the struggle among nations for these individuals as a "brain drain" or "war for talent," which places a heavy financial burden on the emigration countries. High-skill migration does not necessarily result in a zero-sum or constant distribution of costs and benefits. With international cooperation, it might be changed, creating a situation where sending and receiving nations benefit equally. The most effective strategy for achieving such a situation is bilateral collaboration, concentrated on particular areas affected by migration. This study examined the chances and potential for such collaboration between India and the United States, which comprise the largest partnership for high-skill mobility globally. After outlining the general framework of the connection, we investigate the potential for cooperative relationships in three specific high-skill migration sectors: information technology services, healthcare and nursing, and graduate education.

Somerville and Walsworth (2010) The article goes into the issues that talented immigrants encounter in Canada, specifically the lack of acknowledgment for their foreign qualifications, which leads to underemployment and unhappiness. It demonstrates the mismatch between Canada's point-based immigration system, which prioritises foreign qualifications, and the real recognition of these credentials in the Canadian labour market. The study, which uses qualitative interviews with skilled immigrants from Bangalore, India, living in Toronto, sheds light on the disappointment immigrants feel when they learn that their foreign degrees are not appreciated as expected. Participants are frustrated by the discrepancy

between immigration criteria and work needs, which leads to sentiments of dishonesty. The study verified prior statistical results on deteriorating job outcomes among skilled immigrants, emphasising the need of aligning admission standards with company demands in order to properly utilise immigrants' skills. The study recommended pre-migration credential checks and improved labour market information for prospective migrants. Overall, it focused on addressing non-recognition of immigrants' credentials as a policy priority in order to better integrate them into the Canadian labour market and retain qualified workers in the nation.

Giordano and Terranova (2012) regarding the Indian policy of skilled migration about brain return versus diaspora benefits. This article seeks to analyse in depth the phenomena of skilled migration on the assumption that globalisation is most visibly manifested in international migration. Given their high rates of innovation and specialisation, skilled migrants represent a global population that, despite being relatively small in size, is exponentially more important than migrants with lesser levels of education. These are the primary issues that were focused on in this paper. They chose to investigate India's instance within this framework for two reasons. The first is that for many years, skilled and non-skilled Indian migrants have consistently increased in number. So, after the Chinese, they are the second-largest diaspora community globally. The second, and in some ways more important, reason for concentrating on India has to do with a first for the region. Over the past few decades, India has become a significant hub for large-scale migration of highly skilled workers.

The objectives of Chartrin(2011) report entitled “Bringing lean to a skilled workforce: An interview with Thierry Pécoud of banque national de paris (BNP)Paribas” included instilling a new performance culture and enhancing the productivity of the software development and application support teams. A global lean programme was just started across all IT and operational divisions devoted to tasks associated with the capital markets to build on these achievements. The data was gathered through Interview schedules. The study revealed that they had to optimise amid the 2009 financial crisis. By lowering performance variability and fostering employee awareness and skill-building so they can find and remove waste, the lean-management strategy aims to foster a culture where improvements happen continually. Resource allocation was necessary since staff was pressured to complete more projects without raising prices. Secondly, they intended to provide fresh managerial methods for the IT company to develop and advance. Lean was the best strategy because it is a complete transformation programme that enables a business to enhance its working

continuously rather than just a simple performance-improvement activity. Just after the crisis of September 2008, when it was vital to decrease its cost base immediately, they conducted three successive rounds of expense reductions. But to him, the core of lean is fundamentally different from a one-time cost-cutting initiative. It is a continuing commitment to enhance the company by continually eliminating inefficiencies. Giving their employees the proper tools and training them to assess and improve their work continuously without damaging the innovative character of the software development process are critical components of a lean transition. This programme was currently seen as a cultural shift. They provided employee training and strong work habits that seem simple yet challenging to implement in large-scale, consistent use. For instance, the culture now incorporates official incentives, feedback sessions, performance monitoring, and people development. These developments have achieved the ultimate goal, enormously empowering the managers.

Sasikumar and Timothy (2012) investigated the causes of low-skill labour migration from India to the EU. The article examined the dynamics of low-skilled labour migration from India to the European Union (EU), highlighting historical linkages between India and the United Kingdom as key migration destinations. However, recent trends indicate that rising destinations inside the EU include Italy, Germany, Poland, and Spain. Despite restrictive immigration laws that favour high-skilled migrants in the EU, low-skilled migration continues, raising concerns about long-term employability, labour market effect, and migrant integration. Tighter migration regulations, ironically, lead to more irregular migration. This presents issues for both exporting nations such as India and receiving countries in the EU. Despite recognising the benefits of labour migration, particularly for low-skilled workers, there is a dearth of emphasis on this area in academic literature. Factors influencing low-skilled migration from India to the EU include population shifts, educational achievement, and social networks. Due to India's lack of official statistics, the research is based on a literature assessment augmented with data from sources such as Eurostat and SOPEMI. Interviews with stakeholders assist to fill data gaps.

The research examined migration trends and patterns, focusing on variations in destination preferences and skill mix among Indian migrants. It highlights the EU's desire for low-skilled workers in industries such as hospitality, retail, and agriculture, which outpaces local labour participation. The migration process is complicated, with social, cultural, and regulatory hurdles. Low-skilled migrants frequently rely on agents, resulting in the creation of new migration routes. The report finished by emphasising the need of understanding and

managing low-skilled labour migration from India to the EU, given its relevance to both areas. It covers migration policy in the EU and the Persian Gulf, emphasising contrasts and similarities. Overall, the study intends to give insights into regulating migration flows to benefit both India and EU receiving nations.

Ferry (2018), in his report, “Future of Work: The Global Talent Crunch - Country Perspective: India.” mentioned that the projected global talent shortfall of 85.2 million labourers by 2030 poses a challenge to nations, with possible revenue losses of \$8.5 trillion. While technology is critical to future growth, a misalignment between technical advancements and the skills necessary exacerbates talent shortages. India shines out as the sole nation positioned for a talent excess, with its skilled labour supply predicted to increase continuously. To overcome this global dilemma, governments and organisations must prioritise strategies for talent and engage in education and skill-building activities. India's government efforts aim to strengthen the country's workforce and boost the world's economy through skills exports.

Hoskins, Leonard and Wilde (2017) stated Negotiating uncertain economic times: Youth employment strategies in England .The research uses a mixed-methods approach to explore the influence of the 2008-2009 global recession on young employment in the United Kingdom, integrating quantitative and qualitative findings. It demonstrates that young individuals from all educational levels encountered substantial challenges in obtaining steady employment during this time, which was marked by underemployment and job instability. The paper analyses data from the Citizenship Education Longitudinal paper (CELS) to identify patterns in young employment transitions, indicating greater precarity and delayed entrance into the labour market as a result of longer higher education. Quantitative data indicate that early job experiences have a major impact on future employment outcomes, with socioeconomic considerations playing an important role. Qualitative interviews give greater insights into young people's career trajectories, showing various paths and opinions of job possibilities. Overall, the study emphasises the importance of nuanced policy interventions to address young people's multifaceted challenges, with a focus on tailored support for graduates, efforts to reduce disparities in education and employment access, and initiatives to empower disadvantaged youth in overcoming employment barriers.

Bodem-Schrotgens, Reich, Schaninger, and Sharma (2021), in their article “Three keys to building a more skilled post-pandemic workforce”, focussed on three emerging best practice concepts. The COVID-19 epidemic had accelerated the need to create new worker skills, with the majority of employers prioritising skill-building activities. Leadership, critical thinking, and project management are all highly valued qualities. Looking ahead, social and emotional abilities are projected to become increasingly important. To solve these problems, organisations may follow three principles: perform a complete skills inventory, incorporate skill-building into organisational culture, and use an ecosystem approach by integrating skill development with larger efforts. Embracing these concepts will assist firms in developing resilient and future-ready workforces, assuring competitiveness in a rapidly changing environment.

Farashah, Blomquist, Al Ariss and Guo (2022), in their article “Perceived Employability of skilled migrants: A Systematic Review and Future Research Agenda.” analysed 88 management and organisational research publications released between 2009 and 2019, with a focus on skilled migrants' perceived employability (PE). The study uses a framework that includes individual and environmental characteristics, expanding tactics, transformation circumstances, and career transformation to identify the main themes throughout the available literature and propose an integrated approach. It demonstrates the increased research interest in studying the aspects and drivers of Skilled Migrants' job prospects and work transitions during the last decade. The review emphasises the need for additional process-oriented theorising that analyses the dynamic links between perceived job prospects and related aspects. Furthermore, it advocates for further research on individual dispositions and motives, especially in a setting for post-corporate employment prospects, to comprehend SMs' management of their careers and employability. Future studies should look more into the intricacies of Skilled Migrant's job prospects and career transitions in various contexts, considering variables like licencing, skill shortages, and immigration regulations.

India Skills Report (2024) or Jha, Mathur, Lakhotia, Krishna and Pant (2024) entitled “Impact of Artificial Intelligence on Skills, Work and Mobility.” presented a detailed examination of India's employability environment and hiring trends based on two primary investigations: the Wheebox National Employability Test (WNET) and the India Hiring Intent Survey - Early Career Edition. With over 3.88 lakh applicants taking part in WNET and feedback from 152 organisations across 15 businesses, the research digs into the influence of Artificial Intelligence on the prospects of employment and the enhancement of

skills. It emphasises the relevance of cognitive and non-cognitive abilities and the requirement for English competence in the workplace. Furthermore, the paper emphasises India's desire to become the Global Skills Capital by arguing for incorporating internationally recognised exams such as Test of English for International communication and the National Credit Framework. Furthermore, it discusses the importance of a National Migration Policy in protecting the rights of migrant workers. The research also discusses crucial findings, such as increased general youth employability, state-specific clusters of extremely marketable resources, and hiring ambitions across industries. Notably, it emphasises the growing demand for individuals with Artificial Intelligence-related abilities and postgraduate certifications, notably in the IT industry. The research also discusses gender-specific job patterns, apprenticeship choices, and emerging workplace models such as remote work. Overall, the India Skills Report 2024 is a priceless asset for education, industry, and governance stakeholders, providing insights into workforce development initiatives and bridging the gap between academics and industry.

World Economic Forum (2023) or Alhadrami, Leopold and Singhanian (2023) prepared a report entitled “Putting Skills First: A Framework for Action.” The "skills-first" approach continues in various industries, advocating for people management based on persons and expertise rather than formal degrees or job titles. This method seeks to democratise economic prospects by focusing on skill acquisition and application. Initial estimates indicate that such a strategy might directly assist over 100 million people in 18 worldwide economies, whether owing to job insecurity or hiring difficulties. Adopting a skills-first strategy offers economic development, equality, and inclusion by providing individuals with the skills required for success in a fast-changing work market. Collaboration between the public and commercial sectors is critical for implementing policies and programmes that promote continuous education and training, cultivate a highly trained workforce, and drive innovation and growth. This research, an element of the World Economic Forum's Reskilling Revolution programme, provides a framework for action and collaboration to help realise the vision of inclusive skill development and economic success.

De, Mukherjee and Ray (2022), in their article, “Skill in Indian Labour Market: Current Trends and Estimating Future Gaps.” addresses India's ongoing demographic shift and its consequences for the labour market, emphasising the gap between the expanding working-age population and available job possibilities. Despite its demographic potential for excellent growth rates, India suffers from unemployment, underemployment, and a labour

demand-supply mismatch in quantity and quality. As the economy evolves towards more dependence on highly skilled labour and technology, there is a predicted excess of unskilled labourers and deficiencies of higher-skilled people. The analysis emphasises the importance of targeted employment growth programmes and upskilling activities to overcome inequities and avoid demographic calamity. Furthermore, it highlights a shortage of thorough workforce surveys and macroeconomic models as impediments to effective forecasting and proposes methodological techniques to fill these gaps. Finally, the paper emphasises the need for training and personnel management to prepare India's labour force to meet changing market demands.

Srija (2023), in their article, “Potential of India’s Future Workforce”, mentioned that India has solid demographic benefits, with a large majority of its population under the age of thirty. With an average age of 29 years and youth (aged 15-29 years) accounting for 27.3% of the population (estimated at 371.4 million in 2021), there is a tremendous opportunity for this demographic portion to become an economically viable workforce, allowing the nation to capitalise on its demographic dividend. However, realising this potential requires comprehensive capacity-building activities, including training, abilities development, and health outcomes. While India has implemented training and acquisition of skills programmes since the 11th Five Year Plan, educational attainment levels among youth and kids in demographically favourable regions need to catch up to national indices. It is critical to emphasise the need to obtain a minimum educational degree of 12 years of schooling before participating in skill improvement programmes, especially in a growing work market dependent on technological innovation across industries. To deal with this, the new policy on education prioritises Early Childhood Care and Education. At the same time, the NIPUN Bharat Mission strives to improve foundational literacy and numeracy abilities for Grade 3 pupils. Strengthening core reading, comprehension, and numeracy abilities is critical for adolescents progressing towards more excellent academic and vocational levels. A trained workforce increases labour productivity and gross income and promotes equitable income distribution.

ILO (2023) The second edition of the Global Employment Policy Review (GEPR) addresses the role of macroeconomic policies in comprehensive employment frameworks and their impact on structural change and social justice. It emphasises the increased relevance of macroeconomic policies in reacting to crises such as the COVID-19 pandemic, emphasising their role in reducing economic downturns and boosting employment. The research examines

the consequences of macroeconomic responses to the epidemic, including monetary stimulus and financial measures, especially in developing nations. It also emphasises the need for gender-sensitive macroeconomic policies, considering the differing effects on men's and women's employment results. Furthermore, the GEPR emphasises the need for employment-friendly macroeconomic policies to manage complicated labour market difficulties and support inclusive structural transformation. The study investigates the effects of the COVID-19 trade crisis on gendered employment and reimbursement, demonstrating differences in employment gains and losses among males and females across industries. The paper calls for a holistic approach combining macroeconomic, sectoral, and labour market policies to promote equitable growth and efficiently handle employment concerns.

World Bank (2023) has approved a \$250 million loan for India's Skill India Mission Operation (SIMO) to address the issue of a sizable section of the country's population lacking the necessary skills for a modern economy. SIMO, a joint initiative of the Ministry of Skill Development (MSDE) and the World Bank, seeks to improve short-term skill development in critical areas such as logistics, banking, finance, insurance, and green professions. During 2018 and 2022, SIMO accomplished substantial successes, including training over six million youths, 34% of whom were women. Notably, 40% of the students obtained paid work within six months after finishing their course. The project also created over 700 district skill committees to help with localised strategy for market-relevant growth of skills. Furthermore, SIMO assisted in the training and certification of numerous Instructors and Investigators, established across 160 Market Aligned Qualification Packs, and established the Skill India Portal—an extensive database recording the training process, recognition of training centres, business norms, and quality confirmation procedures. Overall, SIMO has achieved significant progress in offering vocational education to India's young people, with a particular emphasis on disadvantaged populations, and has connected training programmes with market needs to promote employment prospects in developing areas.

Global Skill Gap Report (2023) examines talent skill competency and trends in 100 nations, emphasising the business, technology, and data science areas. The research emphasises the link between skill competency and economic growth, emphasising the need to invest in developing skills for socioeconomic improvement. Notably, 85% of Coursera students register to boost their employability, demonstrating the practical value of skill training for professional advancement. In India, internet connection has enabled broad participation in online learning, leading to the availability of qualified people throughout the

country. While no single area leads in skill competency, trainees in the West typically perform better than those in other areas; however, there are zones of excellence and possibilities throughout the country. Business skills vary among states, with West Bengal topping in proficiency. Punjab appears to be the top-ranking state in technology, whereas West Bengal shines in data analysis. Chandigarh and Punjab dominate in data science competency, with high ratings in various abilities. These findings highlight the worldwide relevance of skill development and India's broad talent competency landscape.

3.5 Studies related to migration from India to other countries

Table 3.5 Summary of research papers reviewed in the migration from India to other countries

International Journal	10
Reports	03
Books	02

Khadria (2001) about shifting paradigms of globalisation in the twenty-first-century making transition towards generics in skilled migration from India. The article focused at the history of skilled labour migration from India, highlighting the shift from particular to generic phrases like "brain drain" and "globalisation of human capital." It addresses the flow of Indian students to countries such as the United States, United Kingdom, Canada, Australia, Germany, France, and New Zealand for higher education, highlighting these countries' attempts to recruit Indian talent via various schemes. The article emphasised the importance of IT experts as sought-after knowledge workers worldwide and outlines the problems and potential in India's software sector. It explored how skilled migration affects India's workforce, including worries about brain drain and the necessity for investment in education and health to solve structural difficulties. Overall, the article sheds light on the shifting dynamics of skilled migration, emphasising the need of utilising Indian talent for both domestic growth and global competitiveness.

Sharma (2011), in her research regarding "Gender and International Migration: The Profile of Female Migrants from India." This paper reflects the increased proportion of migrant women in all categories and the recognition by scholars and policymakers alike that their migration experience differs from that of men. 95 million, or nearly 50%, of the enormous migratory population are women united nations fund for population activities (UNFPA, 2006). There are currently more women than men among international migrants.

The nature of the labour that migrant women conduct is the root of many of their problems. Recent changes include rising male unemployment, a decline in the need for male labour due to the slowdown of some industries, and a shift in the economy's focus on the service industries, which have put an increasing burden on women. Women predominate in the care and entertainment industries, where demand is less cyclically based. Women dominated in migration waves from Eastern Europe, Latin America, and the Philippines. The Philippines, Indonesia, and Sri Lanka are prominent destinations for Asian female migrants. The majority of migrant women make a living doing professions that are considered low-skilled, poorly paid, and frequently done at home. Compared to their native counterparts, migrant women are typically more concentrated in low-skilled personal service work. The percentage of women working at all employment levels, even the highest, has increased due to rising female literacy rates and changes in the global economy's structure. On the other hand, Traffickers bear significant monetary returns for the women they traffic for sexual exploitation. One of the top Indian states for migrant sending is Kerala, which primarily sends male workers. However, the percentage of female migrants has significantly increased from 9.3% in 1999 to 16.8% in 2004. The income of 40–50,000 Indian nurses working in the Gulf, 90% of whom are from Kerala, has helped to raise the state's per capita income above the national average. There may be far more Indian women working in west Asia than 50,000, possibly as many as 100,000. With 3.6 thousand nurses, India ranked first in the UK and second in the US in 2005–06. Along with that, for female trafficking, India has served as a sending, receiving, and transit country. It takes in a lot of female migrants from Bangladesh and Nepal and then traffics them to the Gulf and East Asian nations. In contrast to construction workers, domestic workers, nurses, and teachers are more in demand from receiving nations. Indian educators have been moving to both industrialised and poor nations.

Chandra (2010) investigated in his study, “Indian professional and skilled migration to Australia and Singapore.” that the General Agreement on Trade in Services (GATS) was negotiated, and international travel by people or businesses providing services has gained unheard-of acceptance. The research, which ran from January 1989 to May 2009, dives into the crucial role of skilled migration from India to Australia and Singapore, highlighting its usefulness in addressing labour shortages and boosting economic growth in host nations. It thoroughly investigated legislative frameworks, visa categories, and governance topics in both Australia and Singapore, providing clarity on the ways accessible to skilled professionals and the importance of keeping and integrating them into host communities. The research

emphasises the importance of skilled migration in allowing individuals to attain their full potential and nations to tackle demographic concerns while benefitting from highly qualified people. Additionally, it emphasises common governance concerns such as the role of intermediaries like migration brokers, as well as the significance of migrant rights and integration programmes. Finally, the article emphasised the United States, Australia, and Singapore's interdependent connection in skilled migration, highlighting its varied influence on the economic, social, and political spheres.

Chaudhuri (2011) focused on skilled migration and student mobility as significant variations from India to the United States. Although skilled human resource migration has historically been referred to as "brain drain," current globalisation trends have ensured innovation in information technology, the emergence of international corporations, the global recognition of qualifications, and brain circulation. The assessment of immigration barriers, such as HIB visa limitations, restrictions on the use of Indian employees as contractors in the United States, and the prospects of remittance revenue for India during a time of financial crisis, are the main points of the Study.

The study "Migration of Skilled Professionals from Developing Countries: Study of India" was conducted by Gupta and Tyagi (2012). The study focused on the socioeconomic analysis of skilled labour migration from India to the United States and its effects on India. To achieve this goal, a research design was created that permits the development of solutions for the issues that arose during the research. This study's analysis is based on first-hand information gathered from samples of qualified (skilled) Indian immigrants. According to the study's findings, skilled labour migration contributes to India's growth in terms of human capital; the most significant contributions were made in technology transfer, remittances, entrepreneurship, charity, and social networking.

Qureishi, Varghese, and Osella (2012) investigated brain drain and under-employment in skilled Indian Punjabi migrants in Britain. This study explored the professional paths of talented immigrants from the Indian Punjab, a population notable for its size and reputation for "success". This article examined the professional backgrounds of competent immigrants from India Punjab. By investigating the career trajectories of skilled migrants from the Indian Punjab attempting to settle in Britain, this study challenges the idea that skilled migration is always a "win-win" scenario. The article concerns how Britain's quickly evolving "managed migration" policies have affected specific migrants. This paper raises more general concerns regarding how Bourdieu-inspired fiction conceptualises the "social field." Bourdieu's theory

aims to have an impact on the lives of immigrants and engages with the literature on skilled immigrants, which criticises human capital theory for concentrating too narrowly on how immigrants' skills and qualifications affect their employment outcomes. It also investigates how immigrants' career trajectories are ingrained in their social positionality. Data were gathered in Jalandhar, Punjab, and the west Midlands, one of the so-called "Little Indian" areas of Britain. This paper concentrated on 20 life history interviews conducted with professionals in the IT, media, law, and hospitality industries, as well as with health and welfare professionals and student migrants, who must also be considered among skilled migrants as "semi-finished human capital." A total of 190 interviews were conducted. They were fully transcribed and ranged in duration from one to three hours. At the time, nine were employed as professionals in the IT field, the media, the law, the medical field, the hospitality industry, or the third sector. Three continued to attend classes full-time. On the other hand, eight were either engaged in unskilled physical labour or were jobless or looking for employment, demonstrating poor professional growth. First, while many have found Bourdieu's framing of "social fields" helpful for understanding migrants' paths through skilled labour markets, Bourdieu considered social fields as autonomous and nationally bound, which poses issues for taking skilled migrants' experiences into account. According to this study's findings, skilled migrants move between the labour and educational markets of their home and destination nations and their cultural capital. When they cross borders, their credentials might not be transferable due to the "social alchemy" of the certificate, which is only recognised by one state. Second, it is clear that racism and anti-immigrant prejudice restrict the ability of talented migrants to acquire cultural capital. The qualified immigrants frequently criticised their professional advancement in Britain and made unfavourable comparisons to friends and colleagues who had stayed in India. Competent immigrants persevered in finding what they called an "English job" despite being assimilated into the ethnic economy. Punjab's mobility economies allowed skilled migrants to leave on their terms. Once in Britain, however, they were pointed into academic institutions and job sectors where they could not apply their skills. They were forced into ethnic and gendered marketplaces inside their home networks, which caused ambiguity regarding migrant success and questions of return. They also experienced underemployment, devaluation of their qualifications, and downward mobility.

Sasikumar and Timothy (2015) in their report focused on migration from India to the GCC (countries) and investigates the connections between labour demand, its relationship to

skills, and the impact of the recruiting process on these factors. Despite the significant gains brought about by the migrant flow between India and the GCC, several obstacles still stand in the way of a more equitable distribution of profits. Much has been written on the mistreatment of migrant workers throughout the migration cycle, but less is known about the demand for labour, how it relates to skills, and how the hiring process affects these factors. Migrant workers, public and private institutions, and others are prevented from making well-informed decisions due to a lack of knowledge about requirements, skills, pay, and how the demand landscape will change. Due to this, training investments both in the source and receiver countries are wasted opportunities or made incorrectly. Furthermore, based on equivalent norms, there is no reciprocal acknowledgement system of educational accomplishment and acquired abilities for low-skilled or semi-skilled occupations. Some of these challenges are covered in this paper, with a particular emphasis on the importance of skills in India, including training, certification, skills matching, and hiring procedures.

Castles, Delgado Wise (2008) The historical background of migration and development initiatives reveals a movement from pessimism to renewed interest in migration's potential to boost economic growth and stability. While earlier labour recruiting strategies sometimes had unsatisfactory outcomes, the emphasis has now switched to the enormous expansion of remittances to developing nations, resulting in the emergence of remittances as a new "development mantra." This concept implies that remittances may be used to fund economic efforts to combat underdevelopment, while evidence for this is weak. Furthermore, migration is viewed to provide several other advantages for development, including the transfer of skills and attitudes (social remittances), the idea of "brain circulation," the possibility of temporary or circular labour movement, and the role of migrant diasporas as agents for development. However, the migration and development discussion has been mostly driven by Northern viewpoints, with the Global South's voices and opinions being overlooked. Adopting Southerly viewpoints requires challenging traditional development metrics and interpreting migration as part of the larger dynamics of global capitalism. It includes recognising that migration alone cannot solve the root causes of inequality and underdevelopment, and that true development necessitates tackling structural elements such as land reform, corruption, infrastructure, and social services. In conclusion, the acceptance of Southern ideas calls into question the notion that migration can drive development on its own, emphasising the importance of holistic policies that address underlying structural difficulties. This involves changing development goals to prioritise

human well-being, community, and equality over solely economic metrics. Finally, migration and remittances cannot bring about long-term economic and social change if underlying challenges are ignored, creating a cycle of dependence rather than progress.

Calder, Kumar, Morley and Farag (2015) a new model for vet growth in south asia – skills development for gcc. This report examines skilled labour migration from India to the Gulf Cooperation Council (GCC) and the dynamics of local and international labour markets in filling experienced job openings throughout the region. This study predicts that as the market scenario evolves, GCC businesses will increasingly seek out Indian candidates with Australian competency-based training (with or without a formal degree). This research was done in 2014 by Austrade on the labour migration of Indian employees to the GCC nations. For this study, the most relevant economic and demographic developments, as well as the factors influencing the supply and demand for Indian labour in the GCC, were examined. Additionally, 15 stakeholders from India, Bahrain, Saudi Arabia, and Qatar participated in face-to-face interviews, including employers, governmental organisations, and vocational education and training (VET) institutions. Most of these participants claimed that a South Asian worker with Australian VET credentials or training conducted in Australia would be a favoured applicant for employment inside the GCC. Data from the World Bank, International Labor Organization, and United Nations were also investigated for potential job prospects. According to this study on the labour migration of Indians to the GCC nations, an Indian applicant with Australian competency-based training (with or without a formal degree) would be in great demand there. Additionally, there are several chances for Australian competency-based training for residents of the GCC in essential industries. In the GCC, Australian training is well respected for generating high-quality results. For infrastructure, mining, and industrial projects across the region, GCC governments and businesses are increasingly seeking adequately qualified and vetted professional personnel, including locals and international expats. Employing people who are suitably qualified and verified from the start eases the load and expense of corporate training, boosts productivity, and lowers workplace danger. Businesses are open to forming strategic alliances with organisations other than conventional labour supply firms that may offer a mix of qualified and unskilled personnel for projects. Employers are pleased to provide jobs directly to applicants evaluated and highly trained by a particular school or organisation. The placement fees paid to an institution for qualified individuals who have undergone thorough screening and training would be cheaper than the existing upskilling costs and lower productivity of unsuitable candidates. Candidates often

pay less for training than what a labour supply business costs to obtain entry to the GCC job market. Instead, candidates investing funds in adequate training create routes for continued education and higher work results. The GCC typically offers more income than India for semi- and highly-skilled employees, although the difference is closing. Employers in the GCC must consider alternative approaches to workforce development and recruiting if they want to maintain effective staffing operations.

Ministry of External Affairs, Government of India (2019), in their report, "India getting ready to be the World's manpower capital", India is poised to be an essential player in the international skilled labour force, with forecasts indicating an excess of 245 million skilled labourers by 2030, thanks to its enormous young population and practical skill development programmes. Partner countries such as Japan, Singapore, and the UAE work with India to deliver education and internships, promoting local and international improvement in skills and recruitment. The Ministry of Skill Development & Entrepreneurship is leading projects such as the Skill India Mission and India International Skill Centres to prepare millions of people for the workforce, catering to various industries and regional requirements. Prime Minister Modi's ambition includes exporting skilled labour to nations experiencing labour shortages, with efforts ongoing to tailor training programmes and expedite placement procedures. As India's trained workforce obtains a reputation, the country is shifting from a "brain drain" to being a prominent source of skills for the interdependent globe of the future.

Bortolazzi and Khan (2023) discussed how Indian skilled migration to the United Arab Emirates (UAE) changes Brain Drain into Brain Gain. They shifted the attention from the old-style analysis of labour mobility to the global transfer of human capacity. This research involved an extensive literature review, which explored the factors regarding the mobility of highly skilled labourers from India to the UAE. Research reveals that administrative, financial, and societal transparency is lacking, which creates harsh situations for running industries. In the case of entrepreneurial migrants, they found no realistic data. India is in the top position regarding inward remittances, which has progressed for 25 years. Mobility patterns and destinations depend on brain gain and brain circulation. As there was a lack of research on entrepreneurs' returns, this research tried to find the key issues that might be valuable for countries of destination and origin.

Irudaya and Saxena (2019). The study explored migration trends among people from Tamil Nadu, India, with a specific emphasis on migration to Gulf Cooperation Council (GCC) countries vs non-GCC countries. Noting a large rise in migration from 1985 to 2010,

the study identifies specific socio-demographic features of migrants to GCC nations, demanding specialised strategies. Using data from the Tamil Nadu Migration Survey 2015 and secondary sources, the paper examined religion dispersion, gender ratios, work categories, grievance reporting, remittance patterns, and future prospects for Tamil Nadu migrants. The findings highlight significant differences between migrants to GCC and non-GCC countries, providing important insights for policy formation and future research paths in international migration from Tamil Nadu.

Khan, Alharthi, Haque and Illiyan (2023), in their article, “Statistical analysis of push and pull factors of migration: A case study of India” looks at migration trends from Bihar, India, to Gulf nations, offering insight on the push and pull variables that influence this movement, as well as the factors that affect migrant workers' length of stay. It exposes a lengthy history of migration from Bihar, dating way back to colonial times when slaves were transported to British territories. Over the years, issues such as a lack of work, low pay, terrible financial situations, and social insecurity have been key motivators for migration. Better economic possibilities, higher living standards, personal development options, and the presence of family are all pull factors that lure people to the Gulf. The study, which used a sample of 400 migrants, mostly Muslim men, highlights the prevalence of young, less-educated people among migrants recruited by Gulf countries. Statistical investigations using techniques such as Principal Component Analysis (PCA) show the complexities of migration drivers by emphasising the interaction of push and pull variables. The study calls for policy initiatives that successfully address push forces, with the goal of reducing the compulsion to move. It also finds marital status, age, family type, and religion as positive drivers, whereas degree of education and pre-migration income are negative determinants that influence the length of stay for migrant workers. Overall, the research provides significant insights for policymakers and stakeholders interested in migration dynamics, emphasising the need for comprehensive policies to address the various factors of movement.

Potnuru and Arora (2022), in their article, “The impact of “Nitaqat” on Indian high-skilled migration to Saudi Arabia” investigates the impact of Saudi Arabia's Nitaqat policy on Indian high-skilled migrant workers, with a special focus on employment losses and new recruitments between 2013 and 2017. Using Multivariate Analysis of Variance (MANOVA), the study discovers considerable differences in the policy's impacts across sectors and Nitaqat zones, with construction being severely hit while sectors like as banking, finance, education, IT, and telecom remain relatively robust. It proposes strategic collaboration between India and

Saudi Arabia to enable mobility in high-demand industries where Indian capabilities are valued, in line with Saudi Arabia's aim for a knowledge-based economy. With the construction sector anticipated to confront constraints due to automation and native labour preferences, the study emphasises the need for South Asian countries to shift their focus to supplying trained and highly skilled workers to the Gulf, thus tackling welfare issues encountered by low-skilled migrants. To acquire a more thorough knowledge of migration patterns and policy consequences, the study proposes doing more studies with bigger sample sizes that include diverse cities in the region.

Li, Lo and Lu (2023), in their article, “Introduction: the intellectual migration analytics” explained that the worldwide migration landscape has shifted significantly, with 281 million predicted migrants in 2020, up from 221 million a decade ago. Notably, over three-quarters of these migrants are of working age, ranging from 20 to 64 years old. Intellectual migration, which includes student and professional moves for intellectual pursuits, has grown in popularity, especially among highly educated and skilled migrants. Academic and governmental debates on 'brain outflow', 'brain gain', and 'brain circulation' have heated up, presenting intellectual mobility as a continuum. Recent research has conceptualised Intellectual Migration as an analytical framework, focusing on important notions such as intellectual capital, nodes, gateways, and peripheries. This framework's empirical investigations investigate uncertainty, agency-structure dynamics, and the importance of intellectual capital in migration decisions. However, the start of the COVID-19 pandemic has resulted in macrostructural changes that impact intellectual migratory patterns. Border closures, accompanying legislation, and growing anti-Asian attitudes have all contributed to a fall in foreign student enrollment, notably from China to North America. These geopolitical forces pose issues about the future of intellectual migration. While these challenges are outside the purview of the current study, they do suggest interesting routes for future research into the changing environment of intellectual mobility.

Glennon (2024) in his article, “How Do Restrictions on High-Skilled Immigration Affect Offshoring? Evidence from the H-1B Program” investigates how multinational corporations respond to rules restricting skilled immigration, with a specific emphasis on the H-1B visa programme in the United States. The study, which analyses a dataset of 2,263 multinational enterprises at the firm-country-year level, indicates that firms respond to immigration limits by boosting foreign affiliate employment, notably in China, India, and Canada. According to the report, these corporations often offshore R&D-intensive positions

in reaction to visa rejections, but non-R&D employment is also impacted. It shows that the most globalised enterprises are more likely to respond to immigration limitations by increasing foreign affiliate employment, implying that previous internationalisation effects their decision-making. Despite this reaction, the analysis demonstrates that these remedies are unsatisfactory, since companies continue to employ foreign labour after every visa refusal. Furthermore, the increase of foreign affiliate employment is focused in specific nations, implying either a direct reason based on human capital availability or an indirect purpose fueled by eased immigration regulations. Overall, the study emphasises the critical importance of skilled human capital to firms and the global nature of the labour pool, while also identifying the constraints imposed by country-level immigration policies and the potential competitive benefits for firms operating in countries with no such restrictions.

3.6 Gaps in the Literature review

- 1) **Studies related to overseas migration of skilled workforce;**
Lack of synergy between federal and the provinces/states in COD (Country of Destination) with a mature migration system relating to “international talent mobility)
- 2) **Studies related to migration of healthcare workforce;**
Mismatch between demand and supply in COO (Country of Origin) and COD (Country of Destination)
- 3) **Studies related to migration from developing to developed countries;**
FT 50 does not have a focus on India related to “international talent mobility,” and focus is on India (COO) to GCC (COD)
- 4) **Studies related to skilling of young workforce;**
 - a) The major focus is on skilling for the domestic market;
 - b) The focus on “international talent mobility through skilling of young workforce from COO to COD” is missing
- 5) **Studies related to migration from India to other countries;**
 - a) No attention in leading journals like FT 50
 - b) Skilling of the young healthcare workforce in COO (with surplus) for meeting the skill shortages in CODs is missing.

Chapter-4

Puzzle of mismatch in demand and supply chain of skilled professionals

A skilled workforce is the pillar of a robust supply chain. However, in terms of labour skills, India has challenging circumstances. According to the report of McKinsey Global Institute, while India has a vast workforce, it is tormented by skill mismatches, leaving a significant chunk unemployed in supply chain positions. To close this gap, government and the private sector must invest in vocational training and education to create skills that are in demand. This will reduce the labour skills gap and provide the workforce with the skills needed to expand the country's global supply chain.

International investors and corporations are noting as India continues to make headway on these fronts. According to a recent survey by PwC and the Confederation of Indian Industry (CII, 2023), 80 percent of global CEOs perceive India as a desirable sourcing spot due to its vast market, developing infrastructure, and talented workforce. India is well on its way to becoming a global supply-chain player, and it can change the economy globally. India's manufacturing and distribution hub attraction will only rise as the workforce grows more competent and adaptive. Government efforts and policy changes, such as the 'Make in India' campaign, demonstrate India's commitment to simplifying supply chain operations. These measures will save money. These measures will help in cost reduction. The hurdles India has in its ambition to become a worldwide leader in supply-chain diversification are significant, but so are the advantages. India is firmly on its way to becoming a supply-chain superpower, able to compete in the world arena as it strives to fill the skilled labour gap. With ongoing initiatives, commitments, and reforms, India's position in determining the foreseeable future of supply chains is poised to grow in importance (CII Report 2023)

4.1 Reducing the skill gap in the Supply Chain

Major levers to address supply chain talent concerns include operating model modifications, organisational reorganisation, managed services, and internal certification programmes to foster expertise. Many organisations closely examine what should remain near markets and production sites vs. what can be consolidated in regional or global centres. Ultimately, businesses must weigh the trade-offs between local agility, hiring/training scale, and speed-to-innovation (Jenkins, 2023).

4.2 Upskilling and Ongoing Education

Organisations should prioritise essential core tasks when it makes sense to upskill, using platforms to facilitate virtual on-demand training and knowledge exchange. Businesses may also implement a certification programme to foster internal mastery and a culture of continual learning by aligning incentives with critical roles (Jenkins, 2023).

Finding fresh talent with the necessary abilities is essential to addressing the skills gap and overcoming the need for more capable workers. Many supply chain administrators are engaging staffing firms that focus on supply chain recruiting to do this. Another efficient way to find individuals with the required abilities is to cultivate links with universities to generate students in the supply chain, logistics, and project management programmes for training periods, entry-level roles, and skilled growth (Jenkins, 2023).

4.3 Form Partnerships

Solid connections are vital for the supply chain's performance, resulting in lower expenses and excellent reliability. If countries treat each other as collaborators, they should benefit equally from their exchanges. This necessitates collaboratively defining goals that assist each country in accomplishing its objectives and finding balanced solutions to difficulties (Jenkins, 2023).

The countries of origin must support collaboration across universities, colleges and schools under G2G Model with the countries of destinations.

4.4 Demand Forecasting

An adequate supply chain can accurately anticipate talent needs through demand forecasting. Supply chain managers must establish best practices for replenishing goods and determine the ideal demand levels for the present and the future. In supply planning, they have visibility into demand, which aids in more precise forecasting. Making sure that demand forecasts are in line with supply chain goals is another crucial factor. This entails figuring out where in the supply chain to make changes, such as resolving supply mismatches, cutting the overall cost of skilling, quickening the migration process, or enhancing document management(Jenkins, 2023).

4.5 Enhanced Supply Chain Visibility

Proper messages, appropriate updates on demand, and trustworthy supply certification are essential components of an effective supply chain. Global supply chains require accurate

end way visibility, considering all relevant factors related to the source and destination countries. Actual data sharing throughout the supply chain offers a comprehensive overview and more detailed information about individual nodes (Jenkins, 2023).

Chapter – 5

Existing Vs Proposed Overseas Migration Model

(“AS IS” vs “TO BE”)

The existing overseas migration models know as “AS IS” have been developed for testing with ‘TO BE’ model of overseas migration. The models were developed using the scientific process mapping tool IDEF0 (Integrated Definition for Function Modeling).

A specialised software solutions that provide the appropriate symbols and capabilities can be used to build IDEF0 diagrams. These diagrams may be utilised throughout the system development lifecycle, beginning with requirements analysis and progressing to system design, process improvement, and documentation.

IDEF0 is a structured modelling approach for describing, analysing, and documenting the functions of a system or organisation. It is a member of the IDEF modelling language family established by the United States Air Force. (Kassem, Dawood, & Mitchell, 2011)

IDEF0 models function hierarchically, dividing them down into lower-level sub-functions. Diagrams using boxes, arrows, and other symbols illustrate the models graphically. The primary goal of IDEF0 is to offer a transparent and standardised means of communicating and understanding system operations and processes. (Kassem, Dawood, & Mitchell, 2011)

The following are the essential components of an IDEF0 diagram:

Functions: Functions, represented as rectangular rectangles, explain the system's tasks or activities. By decomposing functions into lower-level subfunctions, a hierarchical structure can be created.

Inputs and Outputs: Arrows show how inputs and outputs flow between functions. Inputs are the materials, information, or energy required for a function to work, whereas outputs are the results or consequences of a function.

Controls: Controls, represented by arrows, are the mechanisms that govern the behaviour of functions. Policies, rules, regulations, and decision-making procedures can all be included.

Mechanisms: Mechanisms are the physical or conceptual components that perform functions and are represented by triangles. They represent the tools, equipment, or software used in job performance.

Decision Points: Decision points, represented by diamonds, are locations where decisions are made depending on specified conditions or criteria.

By utilising IDEF0, stakeholders can better understand the system or organisation being modelled, suggest areas for improvement, and enhance communication among team members participating in system development or process improvement initiatives.

5.1 Existing Overseas Migration Model of Employment in Canada (“AS IS”)

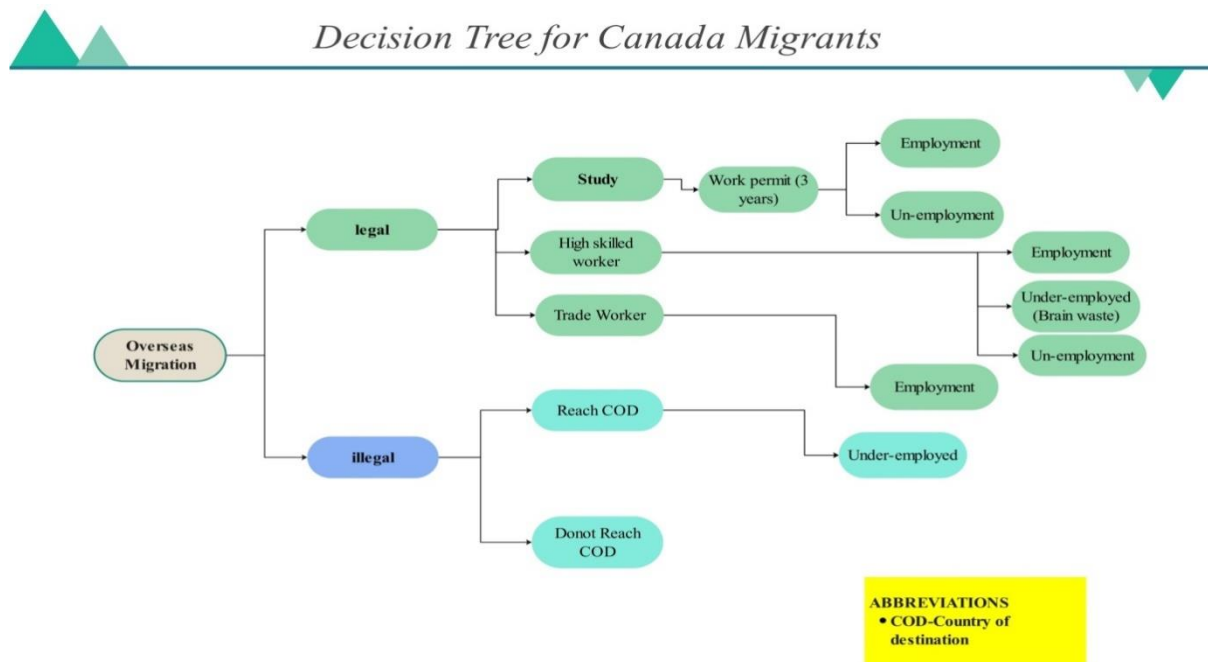


Figure 5.1: Decision tree for Canadian migrants

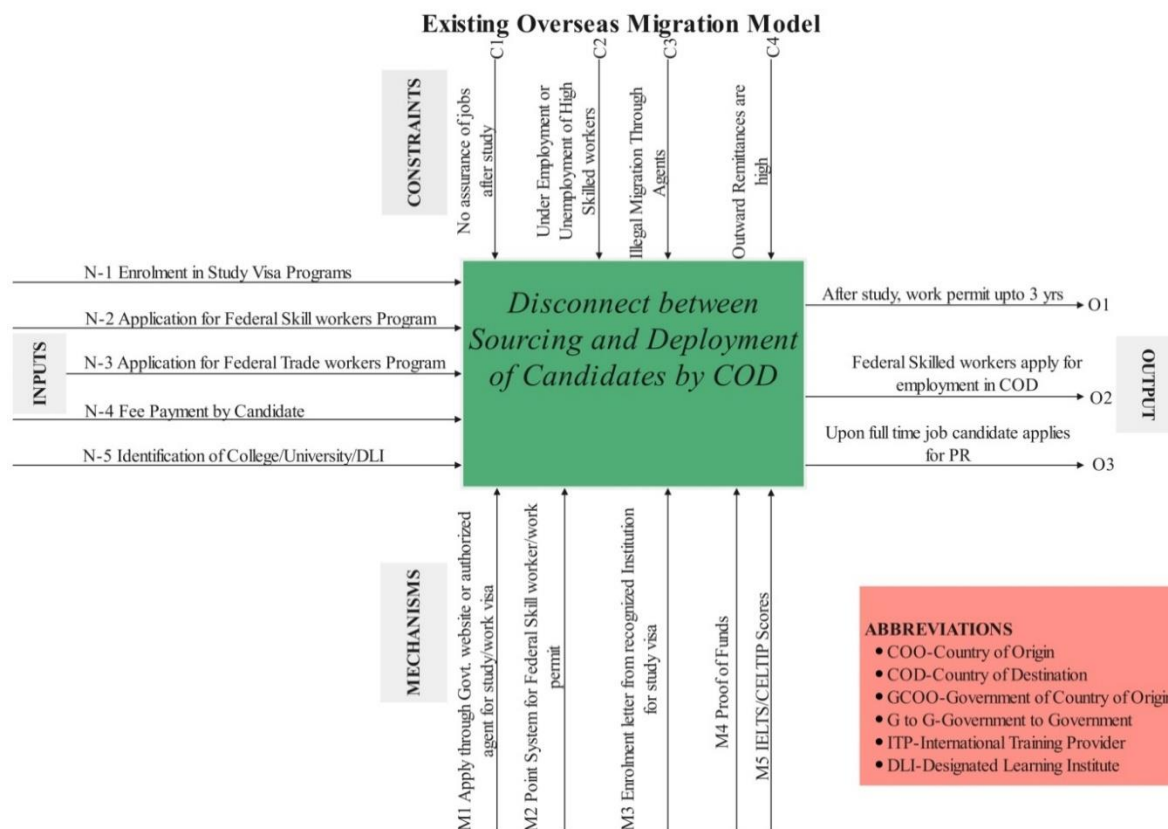


Figure 5.2: Existing Overseas Migration Model for Employment in Canada

Canada is a popular destination for Indians because of the community's significant overseas presence and the privileges provided by the graduation and Post-Graduation Work Permit. According to policy experts, Indian students planning to study in the United States are instead relocating to Canada due to the former's unfavourable quota-based H-1B visa programme. Australia and New Zealand's announcements to restrict their borders to international students in 2021 also increased Indian student migration to Canada. According to student reports from India, the Fall 2021 semester had a 60% denial rate for study permits to Canada. According to Narpat Singh Babbar (2021), a Canadian education expert, students with weak academic records and those from less fortunate financial backgrounds were denied study permits.

5.1.1 Inputs

5.1.1.1 Enrolment in Study Visa Programs: Students must first choose a Canadian educational institution recognised by the government to welcome overseas students before applying for a study visa. As per CANADIM (Canadian Immigration law firm), the list of Designated Learning Institutions (DLIs) is available on the Immigration, Refugees, and

Citizenship Canada (IRCC) website. After selecting a DLI, students must apply for admission to the programme of study of their choice. Students must check the institution's website for further information on their application procedure and prerequisites. Prepare required papers, such as academic transcripts, letters of recommendation, a statement of purpose, and results of English language proficiency tests (such as IELTS or TOEFL). The application procedure for a student visa can be complicated and time-consuming. Students must manage various visa procedures, produce significant documentation, and adhere to immigration restrictions. Meeting these standards and ensuring that all relevant documentation is in order can be difficult, especially for students who are inexperienced with the procedure or originate from low-income countries. (URL:<https://www.canada.ca/en.html>),

(URL:<https://www.canadim.com/study/become-an-international-student/designated-learning-institutions/>)

5.1.1.2 Application for Federal Skill Workers Program: As per the government of Canada, except for Quebec, skilled workforce with international job experience, education, and language proficiency desire to live and work in any province or territory in Canada can apply for Federal Skill Workers Program. This program has minimum requirements for:

- skilled work experience
- language ability
- education

One must meet all the minimum requirements to be eligible.

Although FSWP has strict qualifying requirements, such as minimum education, job experience, language competence, and other variables, meeting all qualifying criteria might be difficult for some candidates, particularly if they lack the necessary education qualifications, employment experience, or language fluency. Applicants must receive an Educational Credential Assessment (ECA) to verify that their international educational qualifications are like Canadian standards to qualify for the FSWP. Obtaining the ECA can be time-consuming; further documentation and verification from recognised organisations may be

required.(URL:<https://www.canada.ca/en.html>)(URL:<https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/eligibility/federal-skilled-workers.html>)

5.1.1.3 Application for Federal Trade Workers Program: As per Canada Govt. skilled tradespeople seeking permanent residency in Canada. It is available to skilled individuals in certain trade occupations. Applicants must have a valid work offer from a Canadian employer for at least one year to apply for the FSTP (Federal Skill Trade Program). Finding a company ready to make a job offer can be difficult, particularly for applicants outside Canada. The employment offer must also satisfy specific criteria, such as being in a skilled trade occupation categorised by the National Occupational Classification (NOC) system. Recognising foreign credentials and qualifications might be difficult for FSTP candidates. In some situations, applicants' skills and qualifications may have been obtained outside of Canada, and Canadian authorities may not readily recognise or acknowledge their credentials. Obtaining the proper credential evaluations or certification in Canada might take time and may include further training or tests. (URL:<https://www.canada.ca/en.html>)URL:<https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry/eligibility/federal-skilled-workers.html>

5.1.1.4 Fee payment by candidate: When applying for a study visa, students must pay a study permit application cost. The fee amount is open to change, so check the IRCC website or the Canadian immigration office in your country for the most recent information. Tuition fees vary by institution/ university and province in Canada. However, they are usually less expensive when compared to other nations throughout the world. Technical and medical education are more costly than arts education. Tuition and expenses for an overseas student range from CAD (Canadian Dollar) 7,000 to CAD 25,000 per year on average. (Canada University Fees, 2023).(URL: <https://www.canada.ca/en.html>), (URL: <https://www.y-axis.com/visa/study/canada/>)

5.1.1.5 Identification of Colleges/University DLI: As per the CANADIM (Canadian Immigration law firm), International students unfamiliar with the Canadian education system may be perplexed by the relevance of designated learning institution DLIs and their involvement in the student visa application process. Students new to the Canadian education environment may be unfamiliar with the complexities of DLIs, such as their influence on work permits and eligibility for post-graduation career prospects.)(URL:<https://www.canada.ca/en.html>)

The first important thing is receiving reliable and up-to-date information regarding DLIs. The list of DLIs is updated regularly as new institutions are added or withdrawn. It can

be challenging for overseas students to find credible sites with the most up-to-date information about DLIs. The DLIs' designation status can be modified or withdrawn for various reasons, including compliance concerns or changes in government rules. This might occur during the application process or while students are in the middle of their studies. It can be challenging to stay up to speed on any changes to DLI status, and students must verify that their selected institution retains its DLI status throughout their period.
(URL:<https://www.canada.ca/en.html>), (URL:<https://www.canadim.com/study/become-an-international-student/designated-learning-institutions/>)

5.1.2 Mechanisms

5.1.2.1 Apply through the government website or authorised agent for a study work visa:

It is often advised to apply for a study and work visa through the official government website of the country where they intend to study and work. By submitting their application directly through the government's website, they can be confident it will be reviewed by the proper parties and lower their chance of falling victim to fraud or scams. During the application procedure, government websites may provide minimal assistance or guidance. If they have questions or require assistance, locating relevant information or contacting the proper authorities for clarification may be difficult. When they apply through the government website, they are responsible for compiling all the relevant papers, ensuring they fulfil the requirements, and accurately uploading them; there is typically no individualised support available to help adapt their application to their circumstances.(URL: <https://www.canada.ca/en.html>),

5.1.2.2 Point System for Federal Skill Worker/Work Permit: The Express Entry Comprehensive Ranking System (CRS), used for Canada's Federal Skilled Worker (FSW) programme, is points-based. Candidates seeking permanent residency under the Federal Skilled Worker category have their profiles evaluated and ranked using the CRS. Maximum points are awarded to candidates between 18 and 46 (CANADIM, 2023 (Canadian Immigration law firm). For those who are younger or older, points are deducted. More points can be attained by having a Master's or Ph.D. To verify whether educational credentials are equivalent to Canadian educational requirements, recognised organisations must evaluate the credentials. Your spouse or common-law partner's education, language ability, and employment history in Canada may also contribute to your CRS score. Evaluating educational qualifications to determine whether they are equivalent to Canadian requirements is difficult

and time-consuming. The credentials considered for visa purposes did not ensure employment in COD (CANADIM, 2023).

(URL:<https://www.canadim.com/study/become-an-international-student/designated-learning-institutions/>), (URL:<https://www.canada.ca/en.html>),

5.1.2.3 Proof of funds: According to the Government of Canada, **a candidate must show the bare minimum funds**, for programme fee and living expenses. Typically, the immigration authorities or institution will offer information on the needed amounts. The exact criteria for evidence of money given by immigration officials or the educational institution to which they apply; each nation and institution may have different standards, so it is critical to understand what is required. Understand the permitted sources of cash for use as proof. Personal savings, scholarships, sponsorships, loans, or financial assistance from family members are all acceptable sources. Collect the documentation required to verify their economic capabilities. Bank statements, financial statements, sponsorship letters, scholarship award letters, and any other related financial papers are examples of these documents. Check the particular criteria to verify that they have everything they need.(URL:www.y-axis.com/visa/study/canada), (URL:<https://www.canada.ca/en.html>)

5.1.2.4 IELTS/CELTIP Scores: Many central study locations, including the United States, the United Kingdom, Canada, and Australia, require overseas students to show English language ability through standardised examinations such as (International English Language Testing System) IELTS or (Test of English as a Foreign Language) TOEFL. Obtaining the needed language scores can be a substantial challenge for non-native English speakers, necessitating more time and effort in preparation. Communicating in one of Canada's official languages, English or French, is essential for effective integration into the Canadian workforce (CANADIM, Canadian Immigration law firm). Language problems, on the other hand, can offer considerable challenges for migrants, particularly those from non-English or non-French speaking nations. The current paradigm may not give enough assistance or resources for language instruction and acquisition.(URL:<https://www.canadim.com/study/become-an-international-student/designated-learning-institutions/>)(URL:<https://www.canada.ca/en.html>)

5.1.3 CONSTRAINTS

5.1.3.1 No assurance of jobs after study: It might not be easy to find suitable employment in Canada that relates to the candidate's area of study and fulfils the National Occupational

Classification (NOC) system to identify and categorise professions (occupations) based on training, education and experience. A competitive employment market and a lack of professional networks may make acquiring suitable work experience challenging for Indian students. As an international student, they may have little or no job experience in Canada. Many Canadian employers admire Canadian work experience. It is not easy to compete with local applicants. Students may address this obstacle during their education by networking and acquiring relevant Canadian job experience. To practice in several professions in Canada, students need a special license or certification. To satisfy the regulatory criteria, they might need to pass extra examinations or get other credentials, depending on their subject of study. Comprehending these criteria and preparing appropriately is crucial (The Economic Times, 2022).

5.1.3.2 Under Employment or Unemployment of high-skilled workers: Insufficient Canadian work experience may make it difficult for recently graduated students or immigrants to get a job in their chosen field. As they take on tasks beyond their field of competence to bring local expertise, this might result in underemployment. Not recognition of credentials. It might be difficult for certain professionals with education from abroad to have their credentials accepted in Canada. Depending on the licensing and certification standards, people may be hired for jobs that do not match their skills.(URL: <https://www.canada.ca/en.html>),

5.1.3.3 Illegal migration through agents: The admission and duration of visitors' stays in Canada are governed by established immigration rules and regulations. To guarantee a legitimate and secure immigration procedure, it is crucial to observe and abide by these regulations. Engaging with unlicensed agents or consultants who claim to be able to help with illegal migration is highly hazardous and can have serious repercussions. These agents could give incorrect information, commit fraud, and exploit vulnerable people trying to relocate. Illegal migration can have severe repercussions, such as deportation, entrance prohibitions, and legal fines. To fulfil the immigration goals, it is essential to adhere to immigration laws and look for lawful ways (The Hindu, 2023).

5.1.3.4 Outward Remittances are Very High: An adequate amount of money is transferred from one country or area to another. "outward remittances" often refer to money transmission by people or corporations across international borders. These funds may be used for various things, including transferring money to family members, covering medical or educational costs or making international investments. Remittances are a significant source of foreign funds and revenue for several nations. A nation that receives many remittances from abroad

may become economically dependent on them and more susceptible to changes in the global economy or host nation policy. India is one of the world's most significant sources of overseas students. Many Indian students study in foreign nations, mainly the United States of America, the United Kingdom, Canada, and Australia. Education, daily living, and other relevant expenses contribute to substantial external remittances (Agrawal, 2022).

5.1.4 Output

5.1.4.1 After-study work permits up to three years: Many nations give overseas students a chance to acquire a work permit or a post-study work visa that enables them to work for a specific amount of time after finishing their studies. This allows students to gain real-world job experience related to their research. While post-study work permits for up to three years might give excellent possibilities for overseas students, they can also face some obstacles. It may be difficult for recent graduates to get employment since certain firms may favour applicants with past job experience. It can be particularly challenging to handle this "catch-22" position, in which students struggle to get experience without a job but need experience to find one. Entry-level salaries may not always be adequate to meet the cost of living, particularly in high-cost locations. Students may need to carefully manage their funds and make lifestyle changes to survive throughout their post-study work phase. Immigration regulations vary over time, and post-study employment permit rules may be altered during the students' stay. This ambiguity might pose difficulties and influence their long-term goals, such as obtaining permanent status or keeping their jobs in the host nation (CANADIM, Canadian Immigration law firm).

(URL:<https://www.canadim.com/study/become-an-international-student/designated-learning-institutions/>), (URL:<https://www.canada.ca/en.html>),

5.1.4.2 Federal Skilled Workers Apply for COD: FSWs compete with other highly skilled workers, especially Canadian permanent residents and overseas candidates. It is critical to stand out by emphasising relevant talents, certifications, and experiences. In Canada, recognising foreign qualifications may be a complicated procedure. As per (CANADIM, a Canadian Immigration law firm) to fulfil Canadian requirements, FSWs might be required to evaluate their educational degrees, professional credentials, and licenses and undergo further certification or training. FSWs might need to modify their job search techniques to fit the Canadian market. Using Canadian job search portals, visiting job fairs, networking with local recruiting firms, and editing resumes and cover letters to fit Canadian employer

standards may all be part of this. International credentials of FSWs are often reviewed and recognised in Canada. The procedure can be time-consuming and complex, and there may be differences between their native country's regulations and those in Canada. Many Canadian firms favour people with Canadian job experience. FSWs may struggle to compete with applicants with prior work experience in the Canadian labour market. FSWs must understand the Canadian employment market, industry trends, and job-specific needs. A lack of understanding of the local work market may hamper their job search attempts.

(URL:<https://www.canadim.com/study/become-an-international-student/designated-learning-institutions/>), (URL: <https://www.canada.ca/en.html>)

5.1.4.3 Upon full-time job, a candidate applies for PR (Permanent Resident): Meeting the qualifying criteria for permanent residence programmes might be difficult, especially if an applicant lacks the necessary job experience, education, language competency, or other specialised criteria. In certain circumstances, candidates might be required to take action to improve their credentials or abilities to be considered. PR programmes frequently have restricted spaces, and the number of applications may outnumber the available slots. As a result, the process becomes highly competitive, with those with higher scores or credentials having a better chance of getting chosen. Competition may be fierce, especially in popular immigration programmes (CANADIM, Canadian Immigration law firm).

(URL:<https://www.canadim.com/study/become-an-international-student/designated-learning-institutions/>), (URL: <https://www.canada.ca/en.html>),

5.2 Existing Overseas Migration Model of Employment in the UK (United Kingdom)

5.2.1 Inputs:

5.2.1.1 Enrolment in the study Visa program: The United Kingdom is a popular destination for overseas students, and admittance to renowned colleges can be complex. Meeting academic and entrance standards and distinguishing in a crowded field of candidates can be difficult. (URL:<https://www.gov.uk/>)

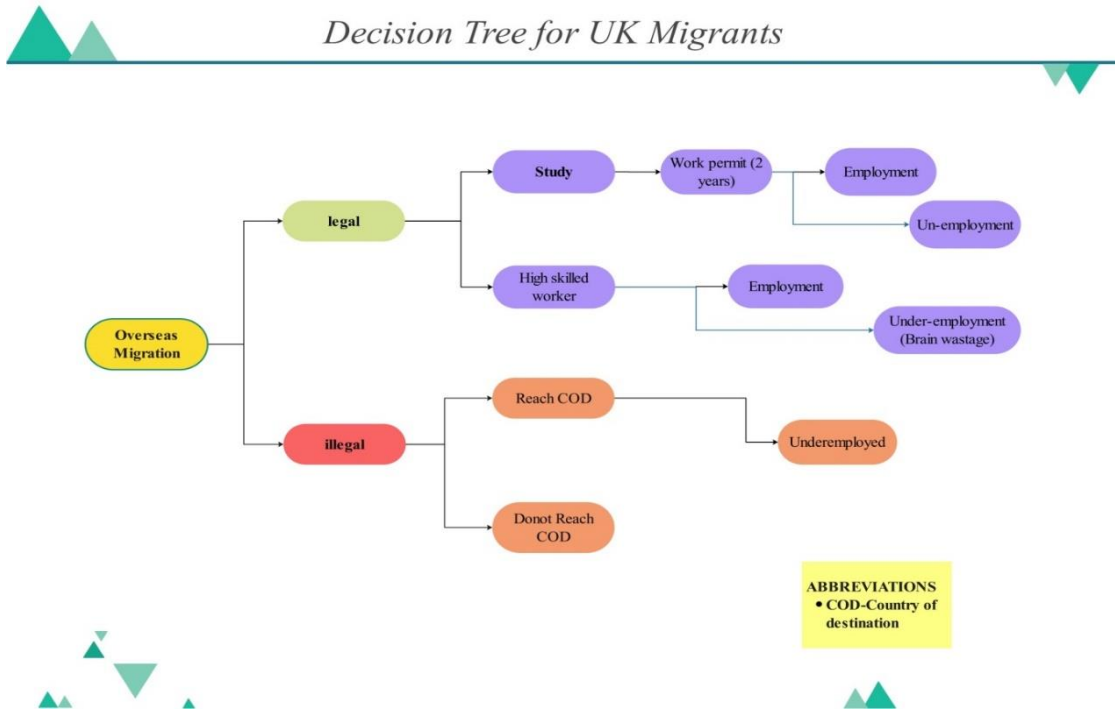


Figure 5.3: Decision tree for UK migrants

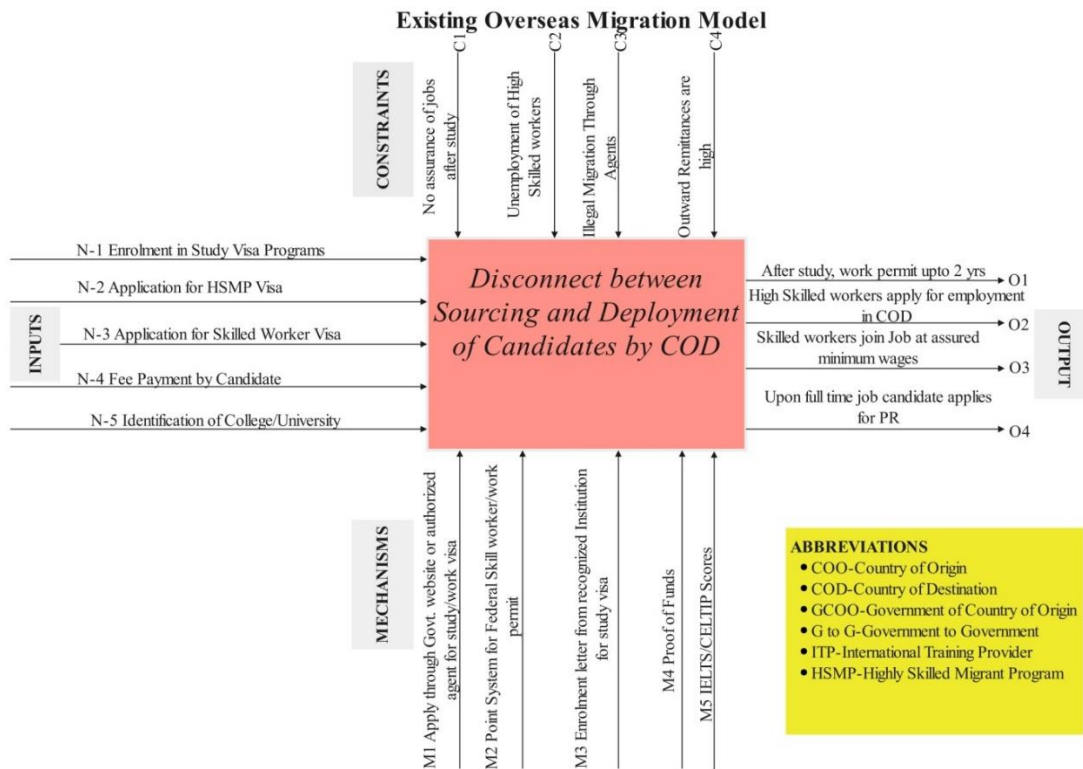


Figure 5.4 Existing Overseas Migration Model for Employment in the United Kingdom

5.2.1.2 Application for Skilled Worker Visa: To ensure a successful visa application, it is essential to pay close attention to the precise criteria and guidelines provided by the UK government. Students can also seek personalised counsel and help from an immigration attorney or solicitor during the application process. Check the UK government's official website to verify and fulfil the Skilled Worker Visa qualifying requirements. To be qualified, students must have a legitimate work offer from a UK company and a Certificate of Sponsorship (CoS) (Strain & Sumptio, 2021). As of my most recent update in September 2021, Indian students seeking a Skilled Worker Visa (formerly known as a Tier 2 General Visa) to the UK may experience several difficulties. For Indian students, meeting the exact visa criteria might be difficult. This involves having a legitimate work offer from a UK company, a valid Certificate of Sponsorship (CoS) and proving the necessary English language skills (Martin, 2012). Visa processing periods vary, and there may be delays in receiving a decision on the visa application, causing uncertainty for students arranging their trip and study/work arrangements. (URL:<https://www.gov.uk/>)

5.2.1.3 Fee Payment by Candidate: International students, which includes those from India, were obliged to pay tuition fees to UK colleges and universities as of my most recent update in September 2021. Tuition costs for each course or programme may differ based on criteria such as the level of study (e.g., undergraduate or postgraduate), the institution's reputation, the exact course chosen, and the length of the programme. The United Kingdom's higher education system is recognised for providing high-quality education but is also costly compared to other nations. Tuition costs for international students are often more significant than those for domestic (UK/EU) students. Candidates must investigate and comprehend the tuition fees and other charges related to their selected course or programme. These extra charges might include accommodation, living expenses, study materials, and other personal expenses, which are additional costs. International students' tuition expenses might be much greater than that of native students. This might put a significant financial strain on the candidate and their family. Candidates must guarantee their payments to reputable and authorised educational establishments. International students may be vulnerable to online payment scams and deceptive practices. (URL:<https://www.gov.uk/>)

5.2.1.4 Identification of College /University: Universities and Colleges Admissions Service (UCAS) is the principal organisation that handles all undergraduate programme applications in the United Kingdom. Their website (www.ucas.com) gives detailed information about universities, institutions, and courses available, as well as application instructions. There are

several university rankings and guides accessible both online and in print. These rankings might help the students to identify the best colleges in specific subjects or overall. Quacquarelli Symonds World University Rankings, Times Higher Education World University Rankings, and The Guardian University Guide are some renowned ratings universities. The United Kingdom boasts a vast number of colleges and universities, each of which offers a wide choice of courses and programmes. It might be challenging to sort through the lengthy list and select the best alternative. The entrance criteria for different universities' courses vary. Some children may struggle to meet specific standards, such as specified grades, standardised exam scores, or language proficiency. Many top institutions in the United Kingdom get many applications yearly, making admission extremely tough. Admission to a prestigious college may require extraordinary academic performance and significant extracurricular activities. (URL:<https://www.gov.uk/>)

5.2.2 Mechanisms

5.2.2.1 Apply through govt. Website or authorised agent for study /work visa: When applying for a study or work visa, it is usually best to go straight to the official government website of the nation where students want to study or work. The official government website will give up-to-date information on visa requirements, application procedures, costs, and changes in immigration rules. The application procedure for a government visa might be complicated, needing applicants to complete specified stages, present numerous papers, and fulfil specific criteria. It can be not easy to navigate these processes independently, especially if applicants are new to the process. Technical difficulties or connectivity issues in online application systems can cause annoyance and delays in the application process. (URL:<https://www.gov.uk/>)

5.2.2.2 Point system for federal skill worker/work permit: The United Kingdom's migration process underwent major modifications as of the latest update in September 2021, and a new points-based system for the Skilled Worker visa (formerly known as the Tier 2 visa) was established, on December 1, 2020. Applicants must obtain 70 points under the points-based system to qualify for the Skilled Worker visa. Points are granted based on the following criteria: Job Offer from a Licensed Sponsor (20 points), Skill Level of the Job (20 points), English Language Proficiency (10 points), Salary Requirement (0-20 points), Shortage Occupation Job (20 points, optional), Meeting the minimum income requirement might be difficult, particularly for applicants in specific industries or for entry-level employment (Gov.U.K, 2022). Some work roles may not give incomes that are sufficient to gain points.

Securing a job offer from a UK business with a valid sponsor license may be difficult, especially for applicants living outside the UK. Employers may also prefer recruiting applicants who already live in the UK to avoid further difficulties. While having employment on the Shortage Occupation List might provide an advantage, not all candidates will be qualified for employment in these areas or industries (Gov. U.K, 2022). Some candidates may find it challenging to demonstrate English language ability at the requisite level through recognised examinations or certifications, especially if English is not their first language (Gov. U.K, 2022). Visa application processing timeframes can vary, and delays might arise due to causes beyond the applicant's control, causing uncertainty and potential interruptions in travel plans or work possibilities. Obtaining and certifying the essential papers to support a visa application can be time-consuming and inconvenient, especially for candidates with complicated personal or professional backgrounds. (URL:<https://www.gov.uk/>)

5.2.2.3 Enrolment Letter from Recognized Institution for Study Visa: A document of Enrollment is an official document from the institution confirming the approval for admission to the programme. The document is on letterhead and includes the candidate's details, such as name, ID number, programme mode, and academic year enrollment date. The letter of enrollment is delivered straight to the student's email address. Throughout the term of enrollment, students are encouraged to have a copy of their letter of enrolment as documentation of their candidature for the specific university. (URL:<https://www.gov.uk/>)

5.2.2.4 Proof of Funds: To acquire a Study Visa for the UK, an Indian student must provide proof of adequate cash to pay their tuition and living costs throughout their time. To show their capacity to sustain themselves while studying in the UK, the UK government has particular financial criteria that students must satisfy. Suppose a parent, guardian, or other sponsor financially supports their ward. In that case, they must submit a formal statement declaring their relationship, their commitment to sponsor their education, and a declaration of the amounts. An affidavit is a legally enforceable document in which the sponsor commits to pay for their studies and living costs in the UK. Provide the sanction letter from the bank regarding an education loan if students are supporting their studies with an education loan. Examine the particular financial criteria and recommendations offered by the UK government and the British High Commission in India before filing a visa application (Gov. U.K, 2022). One of the most challenging hurdles is establishing that students have the finances to cover their tuition and living expenses in the UK. The UK government has particular financial

criteria, and some students may find it challenging to demonstrate that they have the necessary cash. (URL:<https://www.gov.uk/>)

It is critical to provide accurate and reliable documentation of the origin of their funds. Students may experience difficulties if their financial background is complicated or if they rely on finances from many sources. Suppose students are financially dependent on their parents or sponsors. In that case, they may be required to present extra documentation, such as affidavits or sponsorship letters, to demonstrate that they have adequate financial support. Students who rely on student loans may face difficulties if the loan sanction letter or other supporting documentation does not fulfil the UK visa criteria. (URL:<https://www.gov.uk/>)

5.2.2.5 IELTS/CELPIP scores: With the growing popularity of foreign studies, the demand for IELTS and CELPIP scores has skyrocketed. Many English-speaking institutions and colleges demand these scores as part of the admissions process for overseas students. Language obstacles may make it difficult for students from non-English speaking nations to get the requisite marks. Improving language skills to attain the IELTS/CELPIP competence level can be time-consuming and require substantial preparation (Zaidi, 2022). Some students, particularly those residing in distant locations, may face challenges due to limited test availability and closeness to test centres. Preparing for IELTS and CELPIP frequently necessitates the purchase of test preparation materials or enrolment in preparatory courses. The accompanying expenditure might be too expensive for students on a limited budget. (URL:<https://www.gov.uk/>)

5.2.3 Constraints:

5.2.3.1 No assurance of jobs after study: Employment uncertainty after graduation is a crucial restraint many people confront while deciding on their educational and professional paths. Tuition fees, living expenditures, and other related charges represent significant financial investments students, and their families make in their education. Taking particular courses or degrees without securing career prospects following graduation is a significant financial risk. Further education is frequently regarded as an investment in one's future, promising more excellent career prospects and increased earning potential. However, in the absence of employment guarantees, the return on investment becomes unpredictable, making it difficult to justify the expense of higher education. Students may feel pushed to choose more traditional or considered "safer" professional routes with more stable employment markets, even if such choices may not correspond to their genuine interests or passions. The

unpredictability of career possibilities might put additional pressure on kids to excel academically. This emphasis on grades may take away from other essential components of education, such as individual development and growth (Mishra, 2023).

5.2.3.2 Unemployment of High-Skilled Workers: Certain high-skilled jobs may face unemployment due to technological improvements and automation. While technological advances bring new employment prospects, there may be a time of transition during which employees must reskill or upskill to remain competitive in the labour market. High-skilled professionals are frequently against competition from worldwide talent pools (Bessen, 2015). Because of the increase in remote work and internet connection, organisations may now employ people worldwide, negatively impacting local job chances. There might be a mismatch between the talents of high-skilled individuals and the skills required by businesses. Rapid development in sectors and technology development can lead to skill shortages, constantly requiring individuals to refresh their knowledge (ILO, 2020). There will be difficulties in recognising foreign degrees and experiences for highly skilled employees moving to the UK. For highly skilled immigrants, this can occasionally result in underemployment or unemployment (Pecoraro & Wanner, 2019).

5.2.3.3 Illegal migration through agents: Using unauthorised entry points into the United Kingdom poses national security issues, making it impossible to monitor and trace those entering the country. This may pose security problems and make detecting persons with criminal intent harder. Migrants who rely upon people traffickers to enter the UK unlawfully may suffer perilous and exploitative situations. They might be abused physically and emotionally, imprisoned, or made to pay excessive fees to smugglers. Undocumented migrants confront legal and social hurdles once they arrive in the UK. They may not get essential services such as healthcare, education, and legal safeguards. Their vulnerability may lead to exploitation and an unwillingness to report crimes or seek help. Undocumented migrants can burden public resources and services since they cannot pay the tax system while receiving certain benefits and services (The Times of India, 2023).

5.2.3.4 Outward Remittances are high: According to (The Times of India, 2024), High external remittances in India may result in lower local spending. When a large amount of a family's income is moved abroad, it may reduce expenditure on products and services in the nation, impacting local companies and the broader economy. Currency changes are expected in outward remittances, exposing the sender and the receiver to foreign exchange rate risks. Exchange rate fluctuations can influence the amount received by the beneficiary, thereby

causing financial instability. Individuals and enterprises involved in overseas remittances must adhere to several regulatory regulations set by the Indian government and the countries to which the payments are transmitted. Noncompliance might result in legal problems and financial fines.

5.2.4 Output:

5.2.4.1 After study work permits up to two years: Under the Graduate Route, qualifying overseas students who have earned an undergraduate degree or higher at a recognised UK higher education institution may apply for a work visa allowing them to stay and work in the UK for up to two years (or three years for PhD graduates). During the authorised period, graduates may work in any position or be self-employed in the UK. Individuals who match the qualifying criteria may be able to convert to other visa categories, such as the Skilled Worker Visa, after the two-year (or three-year) period on the Graduate Route (Govt. of U.K, 2022). Because immigration regulations sometimes change, it is crucial to check the UK government's official immigration website or consult with UK Visas and Immigration for the most up-to-date information on the Graduate Route and other post-study work permit possibilities. Individuals who want to stay in the UK longer than the two-year Graduate Route may need to move to another visa category, such as the Skilled Worker Visa (Davidson Morris, 2023). Meeting the qualifying conditions for the extension may be difficult, especially if there are few work possibilities or sponsorship opportunities.

5.2.4.2 High-skilled workers apply for employment in COD: The highly skilled migrants employed in various nations are compensated, with the highly skilled comprising those earning more than a certain amount. There are two primary methods for attracting highly trained people from abroad. Employer demands drove the first. The alternative is supply-driven, and it entails asking applicants to apply and selecting them based on certain factors such as age, educational achievement, language proficiency, and employment, for which points are awarded—candidates with more than a certain number of points can establish residency. Supply-driven systems have reached their limitations in recent decades, making it more difficult for settlement nations to choose for success in the labour market (Chaloff & Lemaitre, 2009).

5.2.4.3 Skilled workers join jobs at assured minimum wages: Integrate minimum wage rules into the UK immigration system, requiring firms to show that they follow minimum pay norms when sponsoring qualified individuals for employment-based visas or work visas.

Begin public awareness initiatives to educate businesses and skilled employees regarding their rights and responsibilities related to the bare minimum wage. This can assist in avoiding exploitation and ensure immigrants understand their rights under UK labour laws.

5.3 Proposed Model of Skilling in India for enhancing the Overseas Migration Outcomes

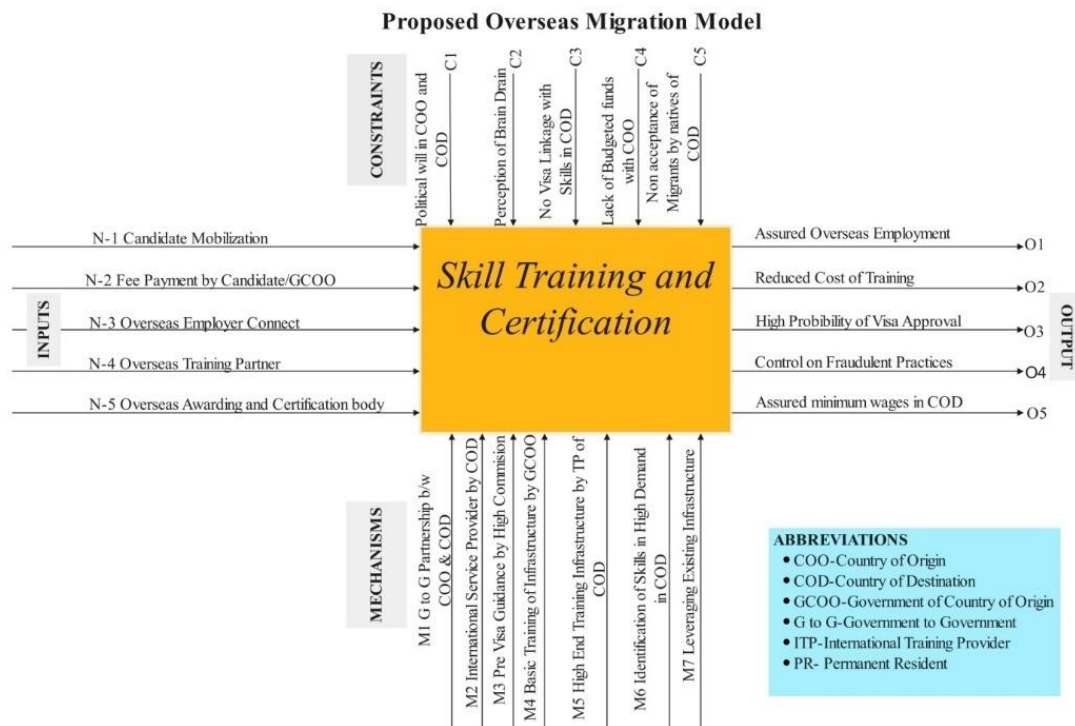
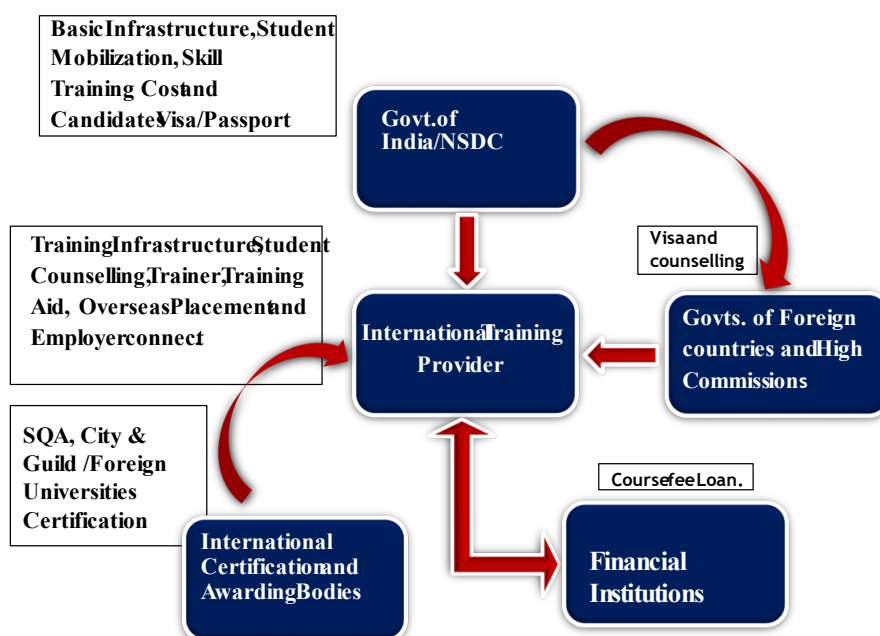


Figure 5.5: Proposed Model of Skilling in India for enhancing the Overseas Migration Outcomes

Proposed Model of Overseas Migration of Health Care Workforce through Skill Training And Recognition



12

Figure 5.6: Proposed Model of Overseas Migration of Health Care Workforce through Skill Training and Recognition

Global demand for Healthcare Workforce by 2030 is expected to be 18 million, which comprises of:

- Doctors
- Nurses
- Care Givers
- Elderly Care
- Allied healthcare professionals such as dentists, pharmacists, dialysis technicians, respiratory therapists, ICU specialists, etc (Ferry, 2018).

The NSDC's Global Talent Gap Study identifies 15 nations that need in-depth research. Gulf Cooperation Council (GCC) Countries where skilled Indian workers can relocate. Each country has undergone a thorough investigation to understand better the influence of socioeconomic and sector-specific variables on employment and international

migration. The research outlines major industries and vocations in which migrants may be absorbed, and it suggests solutions and international discourse to encourage migration. The primary basis for categorisation is the Global Migration Attractiveness Index (Global Skill Gap Report by NSDC, 2020).

These shortlisted nations are divided into three slabs:

- (1) European countries (EU), including Germany, the Netherlands, and Sweden, were shortlisted out of Austria, Belgium, Bulgaria, Croatia, the Republic of Cyprus, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, and Sweden.
- (2) Qatar, Saudi Arabia and the United Arab Emirates were shortlisted among Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates under Gulf Cooperation Council (GCC) countries (Global Skill Gap Report by NSDC, 2020.,
- (3) Countries with mature migration systems are the United States, UK, Singapore, Canada, Australia, Malaysia, New Zealand and Japan (Global Skill Gap Report by NSDC, 2020).

These categories are shown in Figure 5.7 as follows:

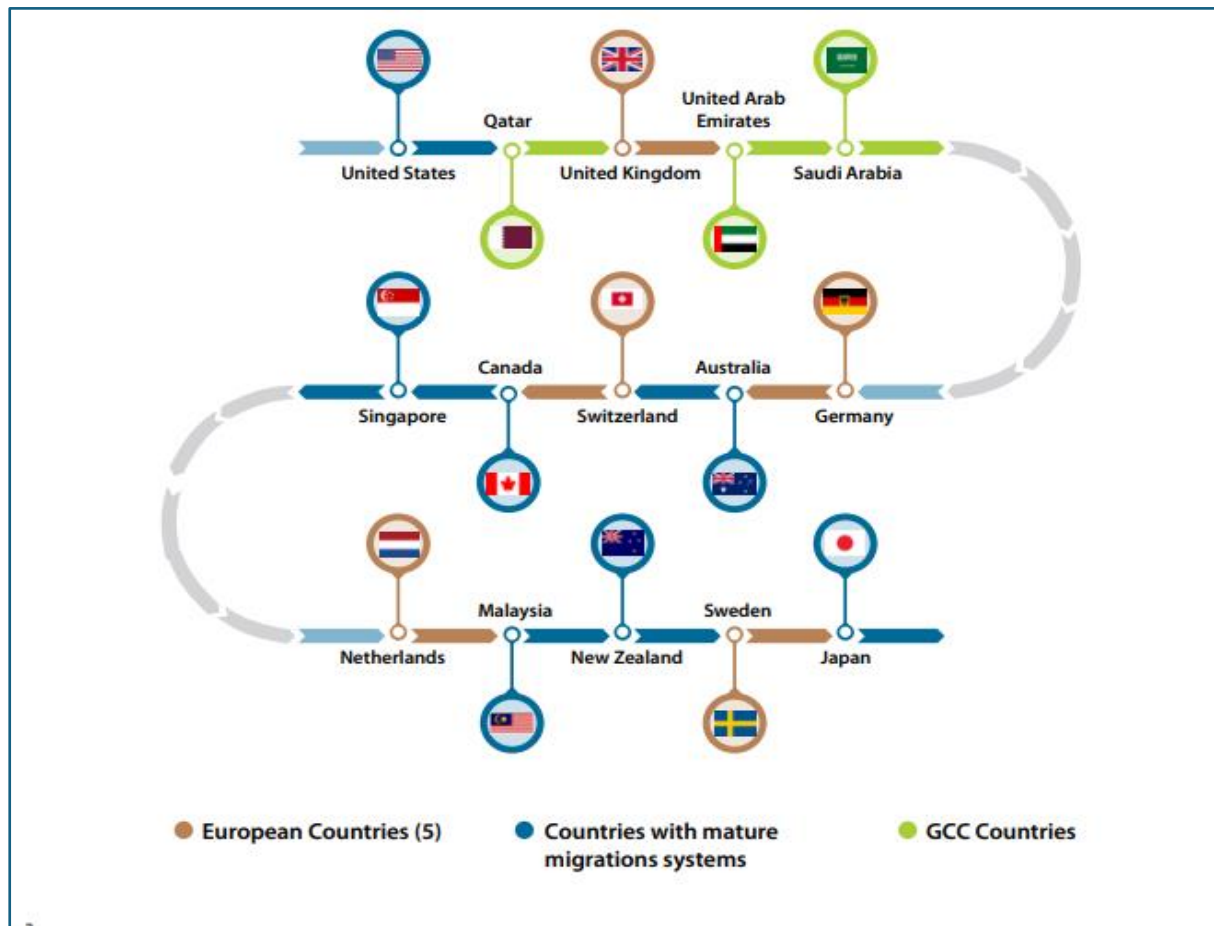


Figure 5.7: Shortlisted categories for different countries

The language proficiency skills and domain requirements for recruiting healthcare workforce are given in Table 5.1 as follows:

Table 5.1: Domain and Language proficiency requirements for recruitment of Healthcare Workforce, preferably Nurses in India

Sr No	Country	Type of System	Language Requirement	Domain Skills Test
1	Netherlands	European Countries	English (B2/C1) and Dutch (A1)	Validation with Nuffic
2	United States	Countries with mature migration systems	English IELTS(C1) /OET(B)	NCLEX-RN (for registered nurses) and the NCLEX-PN (for practical/vocational nurses)
3	United Kingdom	European Countries	English IELTS(C1) /OET(B)	Validation with Nursing and Midwifery Council
4	Singapore	Countries with mature migration systems	English IELTS(C1) /OET(B)	Validation with Singapore Nursing Board (SNB)
5	Australia	Countries with mature migration systems	English IELTS(C1) /OET(B)	Nursing and Midwifery Board of Australia (NMBA) and Australian Health Practitioner Regulation Authority (AHPRA)
6	New Zealand	Countries with mature migrations systems	English IELTS(C1) /OET(B)	Nursing Council of New Zealand (NCNZ) and Competence Assessment Programme (CAP)
7	Canada	Countries with mature migrations systems	English IELTS(C1) /OET(B)	NCLEX-RN (for registered nurses) and the NCLEX-PN (for practical/vocational nurses)
8	Switzerland	European Countries	German (B1)	Validation with German Nursing Qualification
9	Germany	European Countries	German (B2)	Validation with German Nursing Qualification
10	Japan	Countries with mature migration systems	Japanese Language Proficiency Test (JLPT)	Specified Skilled Workers (SSW)
11	Sweden	European Countries	Swedish language (C1) and Swedish medical terminology	National Board of Health and Welfare, Sweden
12	Qatar	GCC Countries	English	Prometric Examination for Nurses
13	United Arab Emirates	GCC Countries	English	Prometric Examination for Nurses
14	Saudi Arabia	GCC Countries	English	Prometric Examination for Nurses
15	Malaysia	Countries with mature migration systems	English	Malaysian Nursing Board and APC (Annual Practice Certificate)

Source: NSDC International (Skill India Mission)

To meet the requirements of destination country, the SIICs and NSDC International Language Training Centres are skilling the young workforce. The information regarding SIICs and NSDC International Language Training Centres is given in Figure 5.8 and 5.9 respectively as follows:



Figure 5.8 Information about SIICs

Source: NSDC International (Skill India Mission)



Figure 5.9: Information on NSDC International Language centres

Source: NSDC International (Skill India Mission)

The data collected from various sources regarding supply of healthcare workforce in India is given in Table 5.2 as follows:

Table 5.2 Supply of Healthcare Workforce in India

Healthcare Workforce				
	Degree/Diploma	No. of Colleges	No. of Seats	Occupancy
Doctors				
	MBBS	654	98012	99%
	MS		92180	99%
	Dentist		27698	65%
	Ayush		50782	60%
	Total	654	268672	
Nurses				
	B.Sc	1958	98745	99%
	GNM	3155	128621	86%
	ANM	1890	54948	80%
	M.Sc	650	12955	65%
	Post Basic B.Sc (PBBS)	765	24040	90%
	Nursing Practitioners in Critical Care (NPCC)	57	810	90%
	Total	8475	320119	
	Grand Total	9129	588791	

Source: Indian Nursing Council (URL: <http://indiannursingcouncil.org>), Medical Council of India (URL: <https://www.nmc.org.in/information-desk/for-medical-professional/mci-online/>), Dental Council of India (URL: <https://dciindia.gov.in>)

The major challenges have been identified where there is gap between supply chain of skilled healthcare workforce from India and requirements of destination countries. These challenges are:

Challenges Identified

The following challenges were identified to make the overseas migration program effective in the healthcare sector:

1. In the absence of a structured model, overseas migration of the healthcare workforce is time-consuming.

2. Job requirements are not uniform across countries of destination reducing migration outcomes.
3. Focused programs are not available to meet the skill shortages at the Country of Destination (COD) (UK, Germany, Canada, Japan, Australia, and Singapore).
4. Specific skill sets required to migrate to a COD are not documented. For instance, the skills of an operation theatre technician might vary from country to country (say, what is suited for the US may not meet the requirement in Sweden).

To overcome all these challenges, the proposed model was designed by the researcher. The major highlights of the Proposed Model are as follows:

Major Highlights of the Proposed Model:

- G2G partnership
- Leverage India's existing VET (Vocational Education Training Infrastructure)
- Employment assurance
- High probability of visa approval
- Reduced cost of training
- More employment opportunities will open-up beyond GCC countries like Canada, UK, Australia

In recent years, many of India's young workforce have been moving to other nations, primarily Canada, Australia, New Zealand, the United States, the United Kingdom, and other European countries on study visas. A considerable amount of money is spent on obtaining education and skills in overseas institutions. Even if students cannot pay the course price, they may drop out, putting them at a disadvantage and deporting them. Students may even finish study courses on time. The employment offers are not arranged, resulting in the non-extension of the work permit. Aside from study visas, a large number of people who are unable to arrange study visas due to a lack of education use other illegal routes to migrate to greener pastures through unscrupulous agents by paying large sums of money and ending up in foreign jails or being deported. There is a need to skill youngsters about trades in demand in foreign nations in partnership with foreign embassies/countries via overseas training partners. Students who have been taught in a specific trade for a particular nation may obtain work visas and move to the desired countries; hence, the skilling workforce of India with a global perspective can help the youth lawfully migrate to foreign countries and earn a living. This

would lower the burden on youngsters and their parents because skilling in India will be less expensive than in a foreign nation and produce economic activity/employment in India. To overcome the drawbacks of the existing model shown in Figures 5.1 and 5.2, a new model is developed with the following mission and objectives. This essentially changes the input, mechanism, constraints and output represented in the IDEF diagrams. Four process metrics (Cost, lead time, Yield and Risk) are used to measure the efficacy of the proposed model, which are quantified in Chapter 7.

5.4 Mission

To achieve the vision of making India the Skill Capital of the World, the Government of India envisions the establishment of Skill India International Centres (SIICs) to empower youth through Skills, Knowledge, and Internationally Recognised Qualifications to gain access to decent Overseas Employment through government-to-government (G2G) Partnerships with countries.

5.4.1 Objectives

- 5.4.1.1** Develop an Implementation Strategy for Overseas Skill Development at the national level.
- 5.4.1.2** Identify areas for Overseas Employability and promote Skill development in such sectors.
- 5.4.1.3** Advice on Remodeling Existing Skill Development Programmes to Match International Requirements.
- 5.4.1.4** To provide proper work Visa Guidance through the High Commissions of Respective Countries.
- 5.4.1.5** Providing International skill training to deserving yet under-served youth and helping them seek gainful Overseas employment.
- 5.4.1.6** To help unemployed youth find jobs in Overseas countries through legal means and save them from unscrupulous agents.
- 5.4.1.7** To design a system for skilling and overseas migration of the Healthcare workforce from India.
- 5.4.1.8** To reduce the cost of skilling and migration process
- 5.4.1.9** To reduce the lead time of the skilling and migration process
- 5.4.1.10** To maximise the yield (% of trainees getting jobs overseas)

5.4.1.11 To minimise the Risk (not getting employed after migration, underemployment after migration, fraud by unscrupulous agents, etc.)

5.4.1.12 To minimise the illegal migration

5.5 India Overseas Migration Model

5.6 Target Beneficiaries:

5.6.1 Completed Basic Minimum Qualification – ANM/ GNM/ B.Sc. Nursing

5.6.2 Basic English – Level – Read, Write, Speak & Listening

5.6.3 Additional Qualification:

- Basic Experience in the Industrial/ Service Sector.
- IELTS – 6 band or above (each in Reading, Writing, Listening and Speaking).
- Computer Literacy
- Any other country's specific requirement of the respective country of destination.
- Compliance with the Foreign country-specific Immigration requirements.
- Police verification
- Age 18 to 45 years.

Compliance with the Foreign country-specific visa Clearance, which the training partner does.

5.7 Selection of Beneficiaries:

5.7.1 The National Skill Development Corporation International (NSDCI) selects the candidates for the training based on their suitability for the country-specific job requirements.

5.7.2 The training was organised for both language and technical skills per the foreign country's requirements.

5.7.3 NSDCI mobilises the candidates.

5.7.4 Mobilization was done country-wise by giving a Public Notice trade-wise. The students must register on the Government of India portal, Skill India Digital Platform.

5.7.5 If any student selected based on merit-cum-seniority fails to join the skill training course, the seat is offered to the next candidate on the seniority-cum-merit basis. That student gets placed at the last number on the list.

5.8 Key Features of the scheme:

5.8.1 The skill gap in demand-supply may be filled.

5.8.2 The employability of unskilled youth of India in foreign countries may increase.

- 5.8.3** Illegal immigration and exploitation of students going under study visas may be reduced.
- 5.8.4** Exploitation of work visas may be reduced under Labour Market Impact Assessment (LMIA).
- 5.8.5** The cost of migration may be reduced, and the migrant worker may pay back to the country/state the revenue/income earned overseas.
- 5.8.6** Foreign training partners provide training as the foreign country/High Commission recommends.
- 5.8.7** MOU signed between the Gov. of India with Foreign country through the Ministry of External Affairs.

5.9 Potential Foreign Countries for Overseas Employment:

1. Canada
2. UK
3. Australia
4. USA
5. European Countries
6. Japan
7. Singapore
8. Gulf Countries (GCC)

5.10 Fee Structure:

- 5.10.1** The fee amount shall be decided based on the requirement of country basis by the committee constituted by the State for the purpose. The fee is to be compensated through funding by Government of India or by employers.
- 5.10.1.1** The fee may be sponsored through the Skill Loan Model.
- 5.10.1.2** The employer bears visa fees and all other associated costs, such as medical, flights, etc.
- 5.10.1.3** If the Training Partner fails to provide the candidate with overseas employment, the Training Partner will refund the fee collected from the candidate.
- 5.10.1.4** No refund given if a candidate decides not to take up the offered employment.
- 5.10.1.5** No refund was made if a candidate decides not to continue with the course or he/she is suspended or dismissed due to behaviour issues, etc.

- 5.10.1.6** No refund was provided if a candidate has successfully passed the training course or been offered employment but fails to obtain a visa due to not declaring a medical condition, criminal record, or any other condition, etc.
- 5.11 Role and Responsibilities of State:**
- 5.11.1 Training targets:** The Department shall agree with the training partner to allocate the training targets in a certified phased manner. The duration of each course will range from two to six months, depending on the chosen country, prior experience, and level of qualification to be taken.
- 5.11.2 Sourcing of candidates:** By NSDCI and training partners
- 5.12 Role and Responsibilities of International Training Partner:**
- 5.12.1 Overseas Employment:** Training Partner shall Guarantee 100 % Placement of all certified students.
- 5.12.2** All candidates who complete the training and get a certificate will be provided Overseas Job letters in their respective countries within a maximum of two months after completion of the course. The Job letters should comply with all of the requirements of the country of destination.
- 5.12.3** After getting the job letter, all candidates will file a visa with an Embassy, and a training partner will support them with the required compliance.
- 5.12.4** Training Partner will support candidates after landing in their respective country to find residential facilities.
- 5.12.5** The Training Partner shall comply with the Ministry of External & Affairs guidelines in declaring placements and submitting documents. The Partner shall also follow the guidelines per the “Standard Operating Procedures” of the Govt. of India.
- 5.12.6 Training:** Provide training and international certification that meets the destination country's minimum national occupational skills standards. Training will be conducted at Training Centres as per the Agreement through online/ offline or Hybrid mode. Classroom lessons and practical workshops will play a significant part in the Centre's activities. Due emphasis will be placed on English and country-specific languages, which will assist the students with international placements.

- 5.12.7 Training duration:** Training length depends on country requirements and is decided by the Training partner per the guidelines of awarding bodies. Working days will be five days per week, 8 hours per day.
- 5.12.8 Course Structures and Classroom Requirements:** Training will be conducted by certified Trainers of Training Partners both indoors in classrooms and outdoors in practical workshops and even on-job. The class size will be a minimum of 30 and a maximum of 50 students. All course materials and training equipment will be provided and supervised by the Training Partners
- 5.12.9** Where it is deemed appropriate, delivery of learning and training will be conducted as a mixture of:
- 5.12.9.1** Predominantly classroom/workshop-based, tutor and trainer-led instruction and project work.
- 5.12.9.2** Supplementary training by on-the-job assessments if the opportunity arises.
- 5.12.10 Monitoring candidates' learning:** The Training Partner creates and establishes individual training and assessment records and analyses them to understand the candidates' training requirements and placement opportunities.
- 5.12.11 Competent Faculty:** The training Partner deploys trainers from a specific country to train local students to a standard acceptable by the respective country's NOS to ensure high competence levels of Trainers.
- 5.12.12 Mobilization & Counselling:** The training Partner evolves a Strategy to create awareness among the trainees of careers identified in the sectors. Accordingly, the Training Partner evolves a plan for counselling and selecting potential trainees per eligibility criteria specified by the global employers.
- 5.12.13 Training Targets:** The training Partner trains approximately 500 candidates in the first 12 months of commencement, subject to the job availability in the respective destination country. Training Partner shall implement the training program as per the implementation plan along with the following key deliverables:
- 5.12.14** The Training Partner deploys competent trainers aligned to the respective trade skills. The Training Partner ensures that its trainers have the required experience and skills, in particular trade skills, before the commencement of training.

- 5.12.15** Training Partner provides internationally accredited certificates for successful course completion to trainees. It secures and provides employment offers for trained and certified candidates.
- 5.12.16 Training Quality Assurance:** If not otherwise specified, the training Partner ensures the implementation of training according to industry standards defined by the respective country. The deployed training methodologies ensure that candidates grasp and have achieved the required skills and competencies in their chosen trade according to their level of qualification.
- 5.12.17 Assessment & Certification:** The training Partner ensures the conducting of internal and external assessments per the respective courses' assessment pattern and provides internationally accredited certification to the successful candidates through International Agencies.
- 5.12.18 Monitoring & Evaluation:** The training Partner should provide a comprehensive, well-articulated Progress Monitoring Mechanism to capture progress in mobilisation, programme initiation, assessment, placement and sustainability of skilling interventions.
- 5.12.19 Immigration Process:** The training Partner facilitates the candidate's completion of all visa formalities. Candidates and employers (which vary from country to country) pay all fees related to the immigration process.
- 5.12.20 Performance Guarantee:** The training Partner provides an NSDC with a performance Guarantee Equivalent to the total student fee, or paid by Government of India.
- 5.12.21** Training Partner complies with all laws, rules, and regulations of Central and State Governments or local authorities that may be applicable from time to time regarding any personnel deployed or engaged by Training Partner either directly or indirectly. Concerning their employees or assignees, Training Partner shall be solely responsible for strictly following all laws, industrial laws, factories act, minimum wages act and other such laws that are applicable from time to time, including but not limited to the modification, amendments or additions which are made to these laws during the period of this agreement. Training Partner takes necessary steps and put in mechanisms to guard against sexual harassment on their training premises.

5.12.22 Training Partner ensures the candidate's employability for a minimum period of one year. No fee was refunded if a candidate's employment is terminated within three months due to disciplinary issues, poor artistry, etc.

5.12.23 If a candidate's employment is terminated due to employer redundancy or events outside his control within a 3-month probationary period, Training Partner endeavour to find work placement with another employer. If the Training Partner fails to provide alternative employment within one month, the fee will be refunded.

5.13 Roles and Responsibility of the Foreign Country/High Commission:

5.13.1 They must facilitate the transfer of the required expertise from a foreign country to promote skill development in India for overseas employment.

5.13.2 Connect the required Foreign country skill-providing agencies with the NSDC International.

5.13.3 Connect the foreign country's universities and colleges with universities/colleges of Punjab to promote partnership in professional and technical education.

5.13.4 Promote required foreign country agencies for partnering NSDC International for the SIICs.

5.13.5 Sharing technical expertise and building linkages with Skill India Universities in India.

5.13.6 Visa Compliance document for selection of suitable candidates for various courses in SIICs.

5.14 NSDC International

5.14.1 Communicate clearly regarding the need and specific requirements for skill development and the relevant budget.

5.14.2 Provide the requisite administrative and financial support to the foreign country Skill Training providers to fulfil their commitments in India for Skill Development of the youth of India and Overseas Employment.

5.15 Implementation Model:

5.15.1 The NSDCI enters into a minimum three-year agreement with the High Commission/Province of the Foreign Country with the permission of the Ministry of External Affairs.

- 5.15.2** The High Commission/ Province of the Foreign Country recommends the foreign training partner and trades for which the candidates will be trained for overseas employment.
- 5.15.3** NSDCI enters into an agreement with the Training Partner according to the policy's terms and conditions.
- 5.15.4** The mobilisation of the candidate was done by NSDCI.
- 5.15.5** The Training Partner establishes the required facility for the training in SIICs and NSDCI.
- 5.15.6** Two SIICs, SIIC Varanasi and SIIC Bhubaneswar, are currently operational. Twelve NSDCI training centres are currently operational.
- 5.16** Regular training provided in the NSDCI Skill Development Centre, including classroom and practical training, where candidates gain hands-on experience with the tools and equipment used internationally.
- 5.17** Training Centres' functional and operational five days a week.
- 5.18** Evaluation and certification of the candidate.
- 5.19** The Training Partner arranges a job letter from the foreign employers.
- 5.20** The visa application applied through a Training Partner.
- 5.21** Training Partner supports candidates after landing in a specific country to find residential facilities.

5.22 Monitoring & Evaluation:

- 5.22.1 Reporting:** The Reporting of training activities capture all essential details of Pre-Training, Training and Post-Training Phases and cover the critical aspects like Awareness, Mobilization, Counselling, Batch Formation of candidates, Batch status track essentially right from trainee registrations, Batch formation with unique Identification, Training Progress, Assessment, Post Training Phase details like Placement reporting, Placement Tracking and Retention Details. In addition to the above details, the reports shall reflect the batch-wise payment status details for training and Assessments.
- 5.22.2 Monitoring:** The Monitoring and Evaluation process of this training initiative essentially comprised of the following items:

- a) Practical, Theoretical and Holistic Training Progress;
- b) Assessment during and after the training;
- c) Productivity norms and data during training
- d) Best/Bench Mark standards introduction & Implementation;
- e) Feedback from the Department of Employment Generation & Training;

In order to achieve the above Monitoring and Evaluation objectives, the Training Partner and NSDC holds a monthly review meeting.

Chapter – 6

Data Collection and Analysis

As a part of this research, both qualitative and quantitative data have been collected through roundtables involving international training partners/ certification agencies, ambassadors, policymakers, government-to-government (G2G) connect at the Provincial and Federal levels with potential Countries of Destination (COD), Authorised Recruiting Agents from foreign countries and India, Principals and Students of colleges and universities across India including working professionals. To understand the risk associated with the current migration model, the impact of the closure of three colleges in Canada on the students who moved from India, primarily through agents and middlemen, was also studied. This exercise was done through the collection of primary data.

We have collected data from 10404 stakeholders. Here is a broad category of data we collected during our research:

1. Qualitative data: interactive multi-state and multi-country roundtables (virtual sessions from ISB studio)
2. Quantitative data (survey administered on the Qualtrics platform)
3. Quantitative data for validation of the proposed model (field data)

The data was collected quantitatively and qualitatively through the following exercises:

- 1) Roundtable on Designing a robust system of skilling workforce from India to enhance overseas migration outcomes: It had four sessions focussing on the following:
 - a. Macro-level perspective of overseas migration (UK, Canada & GCC)- 4
 - b. Recruiting Agents for overseas migration through work permits, study visas, and permanent resident status, there were 88 respondents.
 - c. International Training Partners, Foreign Employers, Accreditation Agencies, and Skill India International Centres (SIIC) had 68 respondents.
 - d. Regulated Immigration Consultants of Canada/UK/GCC, there were 66 respondents.
- 2) Interactive sessions with Indian students in Canada adversely impacted by the closure of three colleges—To understand the risk associated with the current migration model, we also studied the impact of the closure of three colleges in Canada on the students

who moved from India, primarily through agents and middlemen. This exercise was done through the collection of primary data from 177 respondents.

- 3) Exporting Skilled Healthcare Workforce from India to Overseas to Meeting Global Skill Shortages: The researcher conducted the roundtable on March 8th, 2022, in three time zones. The first time zone covered Japan, Australia and Singapore. In the second time zone, the researcher covered the UK and Germany; in the third time zone, we covered the US and Canada. The researcher involved policymakers, employers, training agencies, certification and accreditation bodies, principals, faculty, and students of nursing institutions in Punjab. The researcher collected responses from 269 respondents.
 - a. Healthcare Workforce: Survey among the Principal/Faculty in Punjab: The data was collected from 26 April 2022 to 21 July 2022, and 82 responses were received.
 - b. Healthcare Workforce: Survey among the Students in Punjab: The data was collected from 26 April 2022 to 3 June 2022 and received 181 responses.
- 4) Healthcare Workforce: Survey among the Principal/Faculty in Uttar Pradesh: The data was collected from 5 May 2023 to 19 August 2023, and 1664 responses were received.
- 5) Healthcare Workforce: Survey among the Students in Uttar Pradesh: The data was collected from 5 May 2023 to 17 February 2024 and received 6673 responses.
- 6) Healthcare Workforce: Survey among the Principal/Faculty in Punjab: The data was collected from 21st March 2024 to 26th March 2024 and received 75 responses.
- 7) Primary data was collected from 6673 Uttar Pradesh nurses/students and 1664 faculty/principals.

Primary data was also collected with the help of the Indian Nursing Council (INC), the regulator of Healthcare Institutions, particularly Nursing and Allied Healthcare, a Statutory Body Under the Ministry of Health and Family Welfare. A link to the survey was made available on the website of the Indian Nursing Council (INC) to have a pan-India reach. Over 1000 responses were received on ISB's research platform through this process.

The proposed model was also tested by collecting quantitative data under the “As is” and “As should be” models using scientific tools to draw inferences.

The Statistical Tools Used for Research are:

1. IDEF0 for process mapping.
2. Model validation using statistical tools like
 - a. T-test (Effect size has also been calculated using Cohen's d)
 - b. Ranked T-test (Effect size has also been calculated using Cohen's d)
 - c. Chi-Squared Test (Effect size has also been calculated using Cramer's V)
3. Qualtrics is used for statistical analysis

6.1 Analysis of data collected in the First Roundtable:

The First Roundtable on Designing a Robust System of Skilled Workforce from India to Enhance the Overseas Migration Outcomes was held on October 21st, 2021'. There were a total of four sessions with multiple stakeholders focusing on the following:

- a. Macro-level perspective of overseas migration (UK, Canada & GCC)
- b. Recruiting Agents for overseas migration through work permits, study visas, and permanent resident status
- c. International Training Partners, Foreign Employers, Accreditation Agencies & India International Skill Centres (IISCs)
- d. Regulated Immigration Consultants of Canada/UK/GCC

In the current study, the researcher had a roundtable discussion with multiple stakeholders on October 21, 2021. Shri Rana Gurjeet Singh, Cabinet Minister, Department of Technical Education & Industrial Training, Employment Generation, Skill Development & Training, Horticulture, Water & Soil Conservation, Government of Punjab, was the Chief Guest. Apart from the chief guest, Joint Secretary, Ministry of External Affairs, Govt of India, Mr. Abbagani Ramu, First Secretary, Justice, and Home Affairs, British High Commission, Madrid Bree, British Deputy High Commissioner, Caroline Rowett, Director, Trade and Investment, Economic Development and Trade, Government of Alberta, Song Wang, Director of Professional Conduct, ICCRC (Immigration Consultants of Canada Regulatory Council), Michael Huynh, IRCC (Immigration, Refugees and Citizenship Canada) Canada High Commission, Jean - Phillips Gelinas; United Nations ILO Regional Migration Specialist for South Asia, Shabarinath Nair, Secretary-cum-Director, DEGSdT. M_K Aravind Kumar, Indian Administrative Services, Protector of Emigrants, Ministry of External Affairs, Norbu Negi, International Development Programme Australia South Asia Head, and Vishal Gupta

were the guests of honour. This roundtable meeting was held in both face-to-face and virtual sessions.

The roundtable conference was attended by 400 representatives from the Embassy, training partners, potential employers, and accreditation bodies. The information was gathered through focus group talks. Qualtrics was used to create four questionnaires to collect data from delegates. Qualtrics is web-based survey software that may be used to perform surveys, assessments, and other data-collecting tasks. Qualtrics recorded the personal computer address and the longitude and latitude of the participants' location, which were shown on the world map for all questionnaires.

With research ethics in mind, the researcher included the following prologue at the beginning of each questionnaire.

“ISB and the Government of Punjab are focusing on understanding how skill development of the young surplus workforce in the 'Country of Origin' (COO-India) help in meeting the demand of skilled workforce in the 'Country of Destination' (COD, foreign countries) through structured migration. Such initiatives can help improve the overall economic development of the nations' productivity and enable the transfer of skilled workforce globally. We are also trying to understand how an Indian candidate with foreign country competency-based training in India (with or without formal qualification) can serve the demand in the 'Country of destination.' Our study focuses on skilled labour migration from Punjab (India), representing the supply side to the UK, CANADA, and GCC, illustrating the demand side by building a robust system of skilling the young workforce to enhance the outcomes of overseas migration/.study request to the participants: We request your collaboration in filling out the questionnaire to get ground-level insights to develop an effective win-win (both for the Countries of Origin and Destination) model for overseas migration. All data will be kept confidential and reported only at the aggregate level. Please note that participation in this survey is voluntary.”

6.1.1 Analysis of regulatory framework for immigration consultants questionnaire

This questionnaire is appended in Annexure I.

Members of the Regulatory Canadian Immigration Consultants (RCICs) responded to the various questions on the “Regulatory Framework for immigration consultants questionnaire.” RCICs are the legal consultants licensed by the College of Immigration Citizenship and Consultants (CICC), a federal body of the Government of Canada. These

agents are the only legal consultants who can file cases of study for international student visas from India. There were 31 total respondents. To show the location of respondents (who were spread across the globe) to this questionnaire, the world map for longitudinal and latitudinal data of respondents is shown in Figure 6.1.

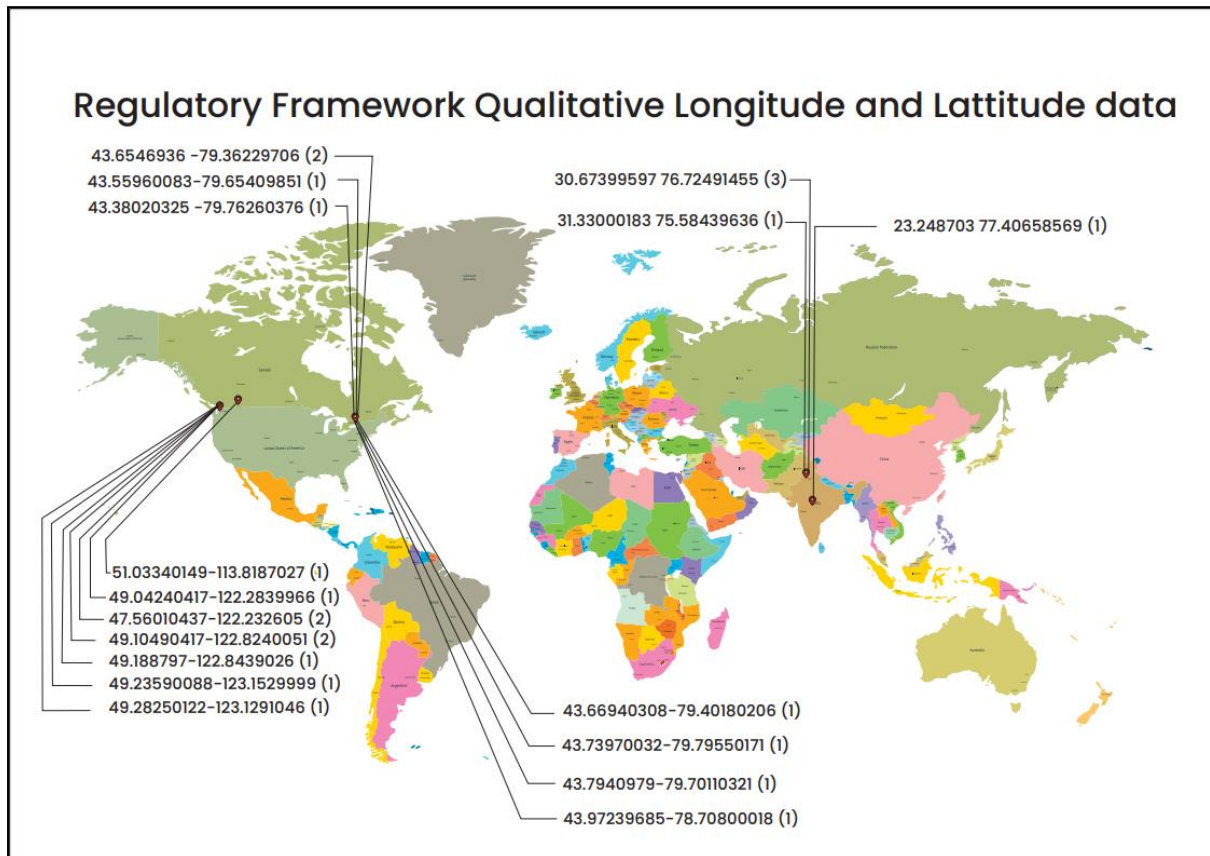


Figure 6.1: World map for Longitudinal and Latitudinal data of respondents

When asked if Regulatory Canadian Immigration Consultants have offices in Punjab or other Indian cities, the majority, or 75%, of the 31 responses responded no. Just 10% of respondents have offices in different Indian cities, compared to 10% in Punjab and other Indian cities. Just 5% of participants in Punjab State have offices. The situation is exceptionally terrible. 4.76% of all responders have their headquarters in Punjab. Several cities in India have offices of 9.5% of Regulatory Canadian Immigration Consultants. Similarly, 9.5% of participants have offices in both Punjab and other cities in India. Surprisingly, 76.19% of respondents still need offices in India. Figure 6.2 captures a visual depiction of Regulatory Canadian immigration consultants with offices in India.

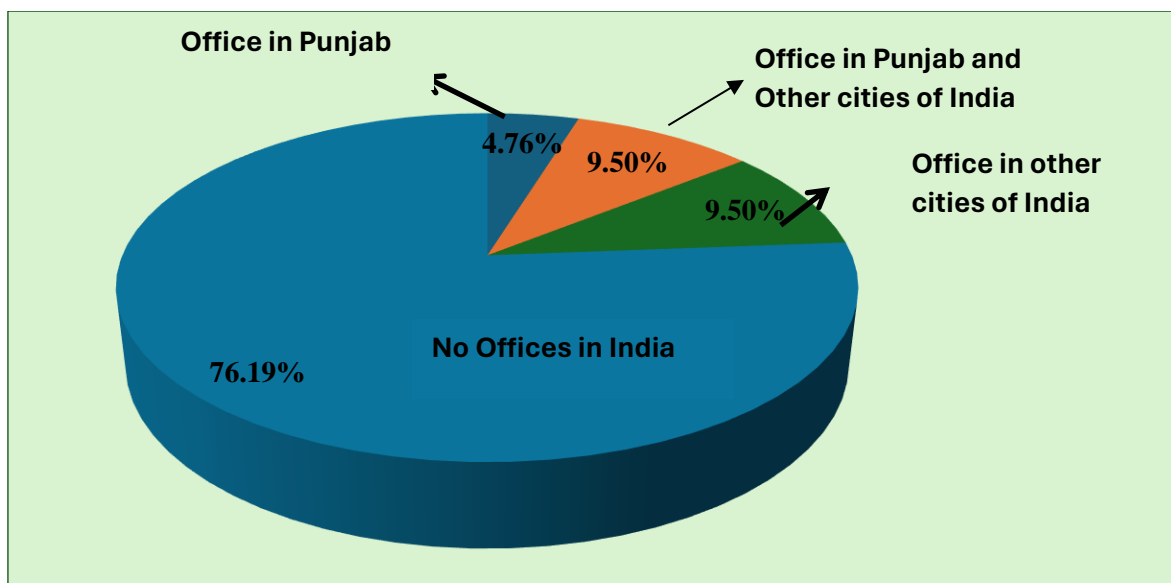


Figure 6.2 Offices of Regulatory Canadian immigration consultants in India

Key Insights:

- The maximum 76.19% of RCICs don't have their offices in India, which means Candidates who are looking for a study visa in Canada have very little access to RCICs; hence, they fall into the clutches of unscrupulous agents.
- The Canadian Govt recognizes these RCICs but not recognised by the Govt of States in India, thereby leading to ambiguity among students while selecting legal agents.

Regarding prevention measures for antifraud operations in overseas migration from Punjab, the researcher only received replies from 18 respondents. All participants who responded to the question discussed possible actions. The individuals who responded to the question discussed possible actions, and no participant was involved in any activity. They were not directly engaged in preventing these activities but explained some fraud activities. 50% of respondents preferred legal review before signing and processing under Regulatory Canadian Immigration Consultants regulations and ethical standards. Five respondents opposed the fraudsters. The participants also complained about clients providing fraudulent paperwork. In contrast, one stakeholder advocated collaborating directly with colleges. One person also brought up the subject of IELTS test results being manipulated. One responder expressed a lack of confidence in their ability to react to such a question.

When the Regulatory Canadian Immigration Consultants were questioned on the need for skill-based migration, just 16 people responded to this poll, and out of 16 people, 15 favoured migration through skilling. One responder opposed skilling for migration. When asked why they prefer skilling for overseas migration, nine Regulatory Canadian Immigration

Consultants said it is because of the scarcity of skilled workers. In contrast, three beneficiaries said it would increase their knowledge and experience. Yet, two recipients believed that skills are only partially necessary. Yet one responder emphasised skill development to boost point scoring. Nonetheless, the main driver of migration overseas is the need to fill the skilled labour deficit. Figure 6.3 visually the requirement of skilling for migration as follows:

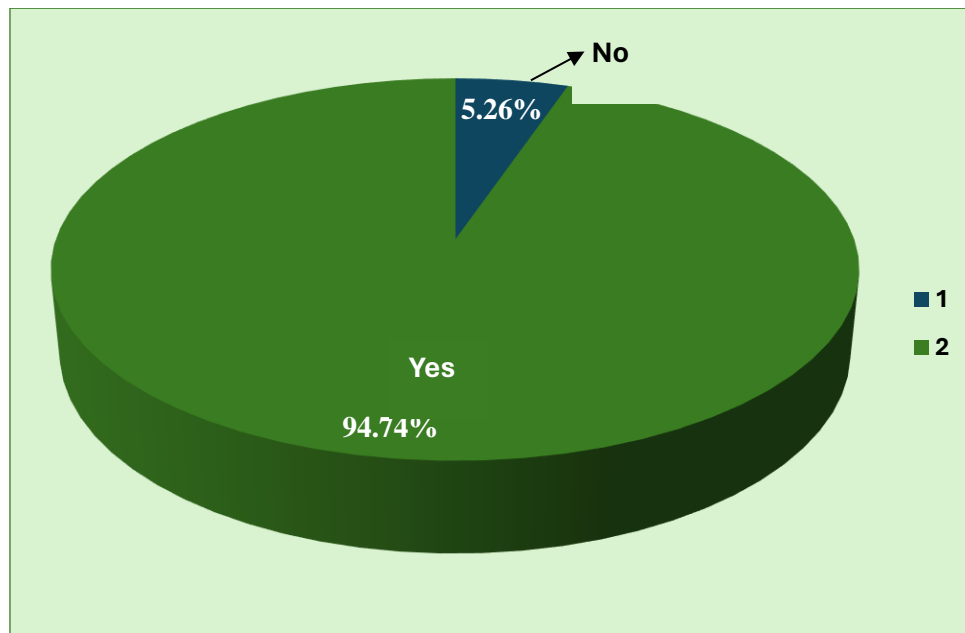


Figure 6.3 Requirement of skills for migration

Key Insight:

The majority of RCICs are in favour of skill requirement for migration. Hence skilling is very effective tool for enhancing the migration.

When asked about the English language proficiency levels of immigrants in Punjab, most respondents (44.5%) rated low language proficiency. There were no respondents who gave immigrants outstanding marks for English language proficiency. Just 5.6% showed a very excellent rating. Indeed, migrants in Punjab rated 11.1% on the English language proficiency scale as very poor. 33.9% of the participants gave their English language proficiency an excellent rating. The pictorial representation of the English language proficiency rating provided by Regulatory Canadian Immigration consultants is shown in Figure 6.4 as follows.

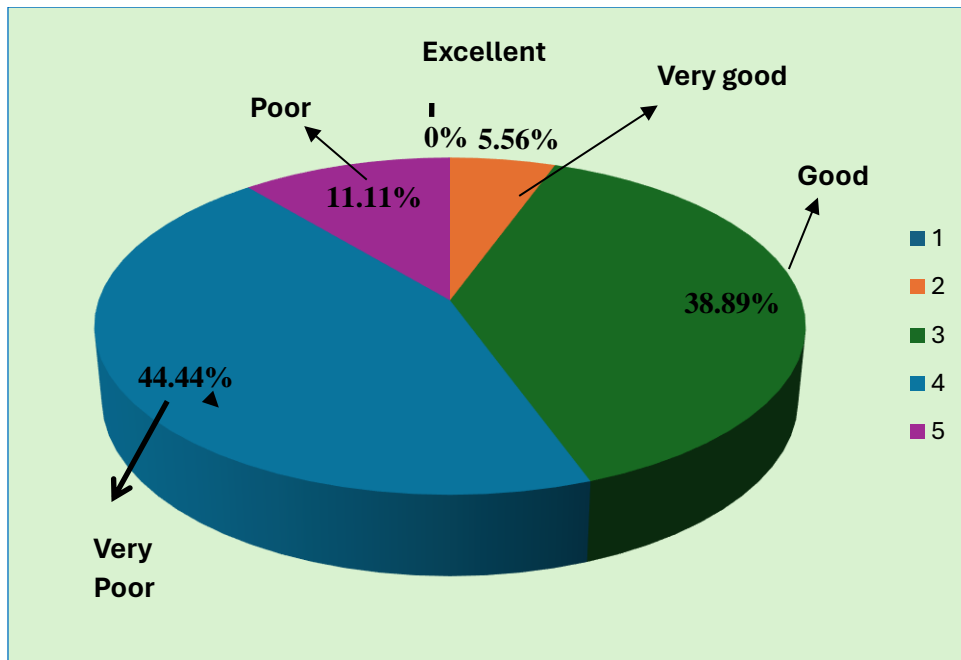


Figure 6.4 English language competency level of migrants from Punjab

Key Insights:

The English language competency level of migrants is very important to keep India as preferred destination for workforce supply.

Just 14 Responses mentioned global migration concerns. Even though the five beneficiaries discussed a need for more language and culture, five people addressed a lack of skills among youngsters. Indeed, five respondents cited a lack of information as a barrier, while three reported a breach of the law. The three responders addressed the increase in fraud agents because of youth hunger for the migrating virus to recipients and the flaws in nations' economic and financial systems.

Key Insight:

In the existing migration model, there needs to be more language proficiency and skills.

All 12 respondents examined the risks, costs, time, and yield that Indian youngsters confront when migrating to foreign nations for studies. In this regard, there were a variety of replies. Unemployment, drug addiction, mental stress, and unpaid loans (as reported by two beneficiaries), the high risk involved in shortcuts (as written by Regulatory Canadian Immigration Consultants), lack of balance between work and study (two respondents), language and cultural barrier (six respondents), and six beneficiaries were in favour of immigration through licensed agents. As they say, it is a safer approach to prevent danger.

Key insight:

Current Migration Model is a high-risk, high-cost, and time-consuming process.

When members of the Regulatory Canadian Immigration Consultants were asked about their strategies for attracting talented workers from India, eight of the thirteen respondents discussed education campaigns and skill promotion through various media. One benefactor discussed paying a fair income, while another respondent discussed trade-recognised franchisees in India. Two respondents continued to favour utilising licensed agents.

85.71% of participants fully support the government of origin to government of destination engagement (G2G) for a demand-based skilling programme model for making overseas migration more successful and contributing to economic activity. Just 14.29% opposed to this skilling programme approach. The reasons given by respondents who supported the skilling initiative model were:

1. Bridging the gap between employees and employers (three respondents),
2. Governments' practical contributions and engagement (four respondents)
3. Government licensing that is valid to reduce ghost consultants (three respondents).

The respondents opposing this model did not respond.

The visual representation of participants' responses regarding the skilling initiative model through Figure 6.5 is as follows.

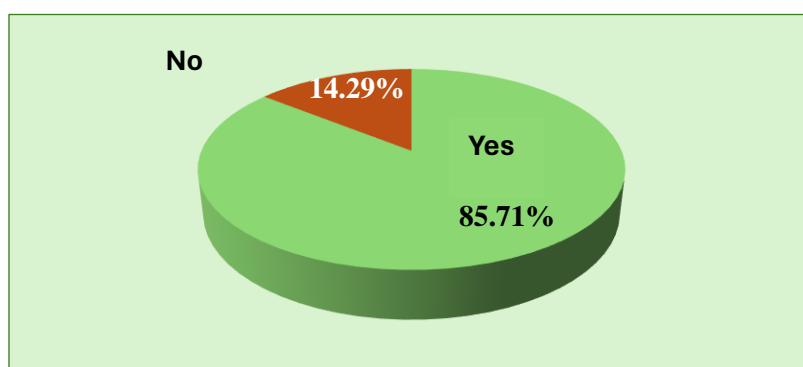


Figure 6.5 Regulatory Canadian Immigration Consultants Response Regarding Skilling Initiative Model

Key Insight:

The G2G initiative model is very effective, focusing on G2G engagements between governments of COO and COD to bridge the demand supply gap and regulation of recruiting agents.

Regulatory Canadian Immigration Consultants' perspectives on government-to-government collaboration in establishing the regulatory framework for immigration consultants in countries of origin and destination were solicited. Three beneficiaries supported the recognition and equivalence of Indian skilled programmes. However, two respondents preferred the regulated structure and a transparency approach. Three respondents also talked about genuine consulting. However, respondents did not see G-to-G contact as a practical use. Thus, the focus would be on G2G's help in bringing regulatory frameworks to structure recognition and equivalence of skilling programmes in COO and COD and regulated structures for genuine immigration consultants.

Four respondents supported the recognition and equivalency of programmes in the Country of destination in response to the question, "How can government-to-government, country-to-country, province, province and even city-to-city relationships improve legal migration?" Yet, four of the ten recipients preferred licensed authorisation. Two beneficiaries appeared to have little chance of this connection since they anticipated several obstacles.

Most Regulatory Canadian Immigration Consultants (84.6%) supported the prospect of collaboration across universities, colleges, and even schools under the government-to-government model to address skill shortages in the Country of destination by building a pipeline of workforce in COO. Just 15.38% were opposed to this partnership. When asked why they were in favour, three respondents mentioned a standard method for student migration, whereas one recipient advocated for consultant licensure. Indeed, one stakeholder highlighted bridging gaps between two governments, while another respondent discussed the economic advantages of institutions. Two recipients talked about the government's lack of interest and corruption. Figure 6.6 visually depicts whether collaboration across universities, colleges, and even schools under the government-to-government model is beneficial.

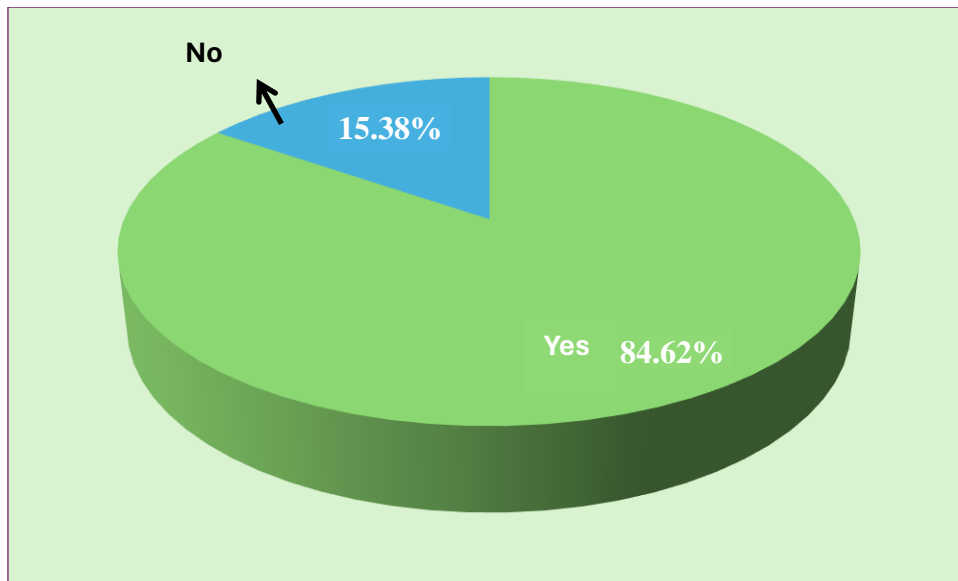


Figure 6.6 Possibility of Collaboration of universities, colleges, and even schools under the government-to-government model

Key Insights:

- The collaboration across universities, colleges, and even schools under the government-to-government (G2G) model was supported by RCICs. Through G2G collaboration, genuine consultancy will be there and students will be saved from clutches of ghost consultants. It will create a pipeline for students for overseas migration.

The Regulatory Canadian Immigration Consultants were questioned on the influence of social, economic, and political forces on migration. The three respondents supported improving the migration procedure. However, four respondents talked of high courts and corruption. Regarding the political dynamics, two respondents favoured avoiding political engagement and raised the issue of brain drain. A respondent who spoke about socioeconomic conditions brought up the issue of linguistic barriers: one respondent mentioned authorised consultants while discussing the economic problem.

Five of the 14 respondents—out of those asked about the expected labour need from India, namely from Punjab, in the upcoming three years—were unsure of the figures, while two others were utterly perplexed. Nonetheless, six respondents gave worker demand estimates in the thousands and lakhs.

Only 12 people responded when asked to estimate the demand for a highly skilled workforce in India, specifically Punjab, during the next three years. Two respondents could not offer any replies. Nevertheless, five respondents needed help clarifying the data. Just five respondents estimated the demand for trained labour in lakhs.

14 Participants discussed their grant approach for recognising prior learning, assessing, and certifying international employees. Five respondents claimed that certification and assessment were meaningless in India or the private sector. Nevertheless, nine respondents highlighted the papers that should be in the hands of the destination country's government to avoid false paperwork, which will be possible by developing a red seal certification. The insight from this discussion is that standards of COD for recognition of prior learning and assessment should be followed in COO to enhance the migration outcome, for example, red seal certification of candidates in India looking for overseas employment in Canada.

Key Insights:

Equivalence of the Skill Programmes of COO and COD will help candidates find employment after overseas migration, resulting in high yield and less risk. Migration outcomes will enhance.

Beneficiaries' perspectives on how skilling can be linked to a visa. Eight respondents said having skills will improve their chances of getting a visa, whereas three Regulatory Canadian Immigration Consultants believed that visas and skills are two independent issues. Two individuals needed clarification about the relationship between visa and skills. Thus, skilling should be connected to a visa.

Several Options were presented to Regulatory Canadian Immigration Consultants about the source of funds available for skilled workers in India, with 55.6% favouring investment by country of origin and 44.4% favouring investment by country of destination. 55.6% of Regulatory Canadian Immigration Consultants preferred to receive financing from global organisations such as the World Bank, ADB (Asian Development Bank), IMF (International Monetary Fund), and others. There were 66.7% of beneficiaries who selected any alternative; however, when asked to describe the source of money, just one respondent answered and agreed that 100% financing should be contingent on COO requests. Thus, to create a skilled workforce pipeline in the COO, either the global funding agent or the investment should come from the COO. The pictorial representation of sources of funds available for skilled workers in India as conceived by Regulatory Canadian Immigration Consultants is shown in Figure 6.7.

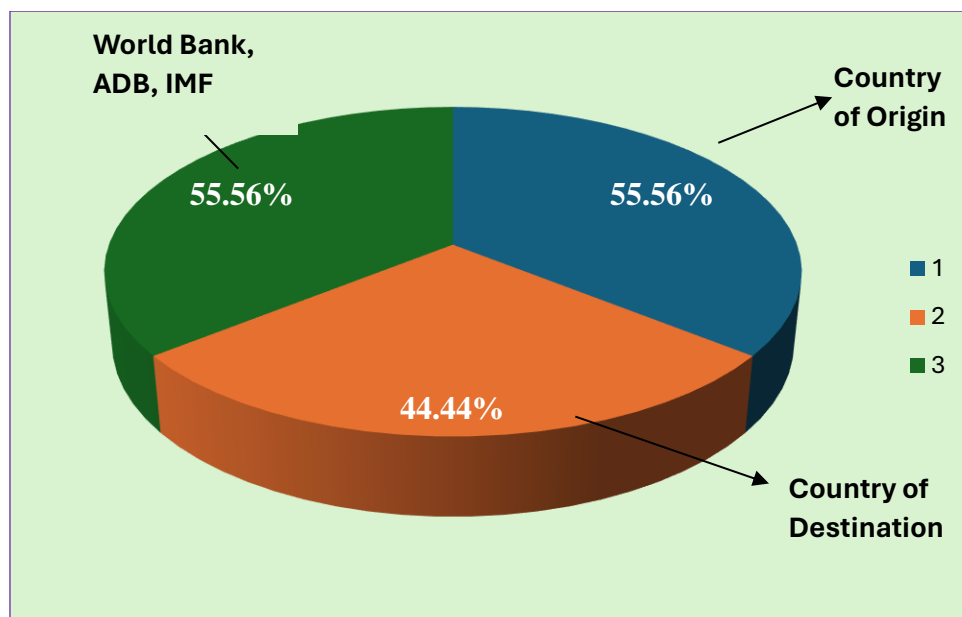


Figure 6.7 Sources of Funds for Skilling

Key Insights:

The COO must invest in the skilling programmes to create a pipeline for COD, whereas agencies such as the World Bank, ADB and IMF can also help the COO in building a long-term pipeline. The COO for the successful deployment of a skilled workforce must be compensated.

The Regulatory Canadian Immigration Consultants were also questioned about the problems that Indian youth encounter while migrating to foreign nations for study, as well as their perspectives on the risk, cost, time, and yield associated with the place of destination. Six beneficiaries were concerned about the expense of living and schooling. In contrast, others were worried about financial stress and the loss of money from India, which is both a risk and a cost problem. The six responders discussed the possibility of ghost agents and the exploitation of part-time employees, which cover the risks and yield both. Two respondents mentioned changes in the destination country. Yet, no one replied to the length of the procedure. Thus the leading tuition fee and living constitute a major cost component and make the costs very high. Loss of money or outward remittances from India is also considered a risk. Another risk is of ghost consultants.

The consultants provided their perspectives on global lessons or proposals for skill development in India. Four respondents advocated promoting trades and skills such as language competence and computer expertise. Three respondents mentioned making

youngsters aware of the benefits and drawbacks of migration. Two responders proposed government-to-government collaboration, although one also urged reducing corruption.

6.1.2 Analysis of Regulatory Framework for immigration consultants questionnaire Session-4a

This questionnaire is appended in Annexure II.

The questionnaire on the Regulatory Framework for Immigration Consultants was open-ended. The study discovered that respondents found it challenging to communicate their opinions. Even the researcher struggled to find acceptable replies. As a result, the researcher included alternative options for all the questions to elicit more concentrated replies. Respondents may select as many alternatives as they want. Regulatory Framework for immigration consultants questionnaire Session- 4a was completed by 35 members of the Regulatory Council of Canadian Immigration Consultants. This questionnaire provides many answers for each topic, and Regulatory Canadian Immigration Consultants were asked to mark as many options as they liked for the specific subject as well as one choice where they could express their own opinions. Figure 6.8 depicts the location on the world map through longitudinal and latitudinal data of respondents of this questionnaire as follows:

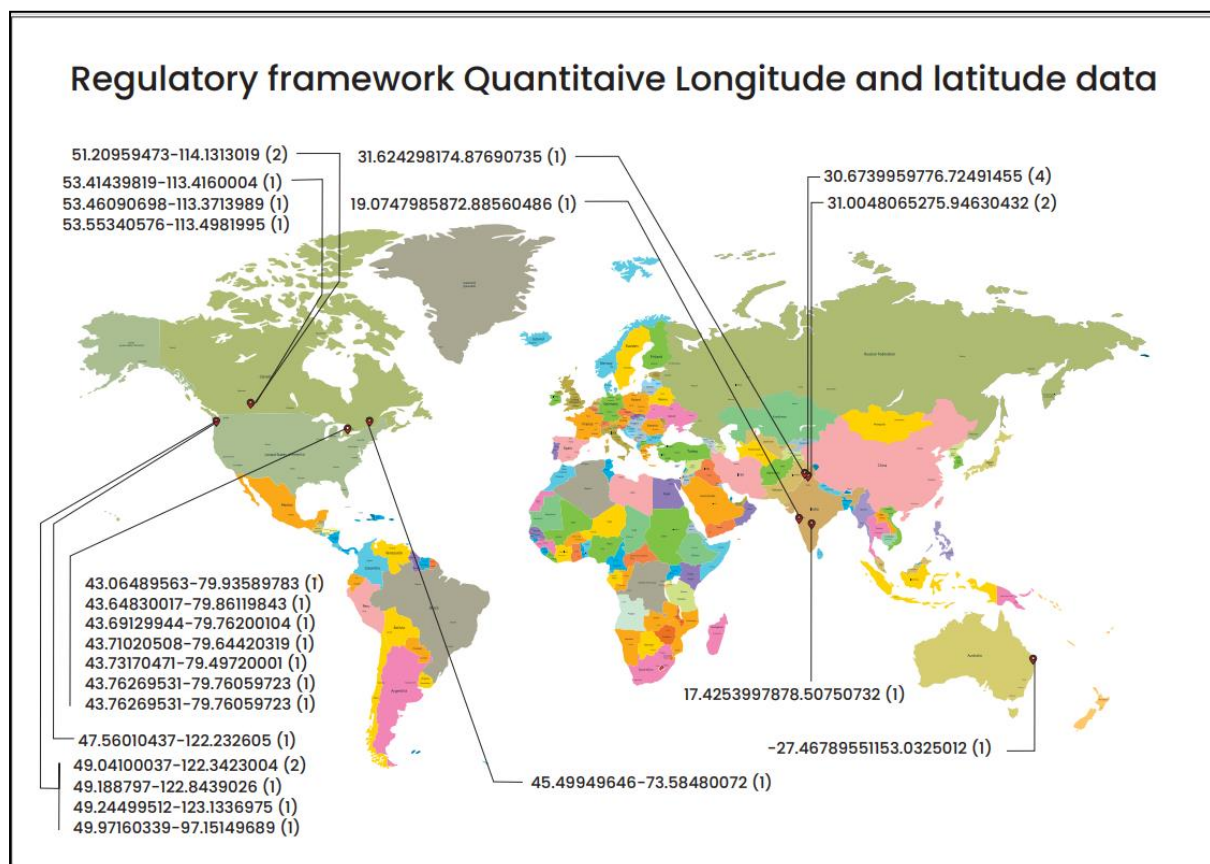


Figure 6.8 World map for Longitudinal and Latitudinal data of respondents

Firstly, they were questioned about whether they had an office in Punjab or any other city in India. Just 59.38% of the members have offices outside of India. Just 21.87% of Regulatory Canadian Immigration Consultants have offices in Punjab, whereas only 9.38% have operations in other states of India. Just 3.13% of Regulated Canadian Immigration Consultants members have offices in Punjab and other Indian states. There were 6.25% of members who had offices in India and other nations, but no one checked the box that said they had offices in Punjab and other states in India and outside the country. Figure 6.9 visually represents Regulated Canadian Immigration Consultants members' offices in Punjab and other cities of India, as shown below.

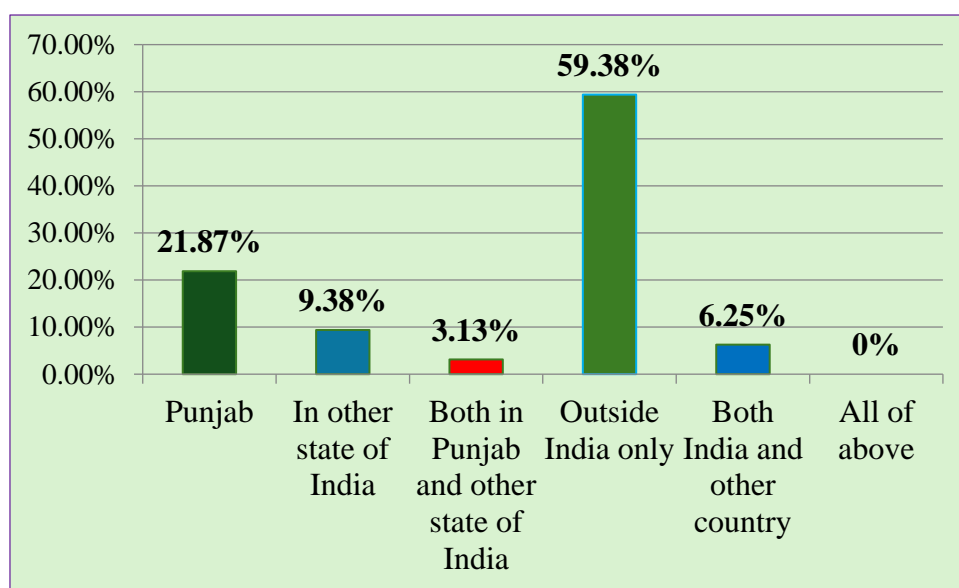


Figure 6.9 Offices of Regulatory Canadian immigration consultants in India

Key Insights:

If government allows offices of RCICs in COO, the candidates can be saved from clutches of unscrupulous agents and get a easy access to legal consultants resulting in creating a smooth pipeline for migration.

The participants were also questioned about their measures to avoid anti-fraud operations in Punjabi abroad migration. Most Regulatory Canadian Immigration Consultants (60%) supported offering to counsel employees and customers and focusing on upholding the code of conduct. Conversely, 20% of members supported the implementation of anti-fraud policies. 13.3% of members sought to implement good recruiting practices. In addition, 10% of members preferred investing in IT security. All the alternatives underlined by the other members were supported by 36% of the members. While a few people proposed different approaches, two members advocated raising awareness about marketing to provide ethical

and authentic information about overseas migration. Another reply mentioned the authorisation of field representatives. The measures taken by Regulatory Canadian Immigration Consultants for preventing anti-fraud activities in overseas migration from Punjab were represented visually in Figure 6.10 as follows:

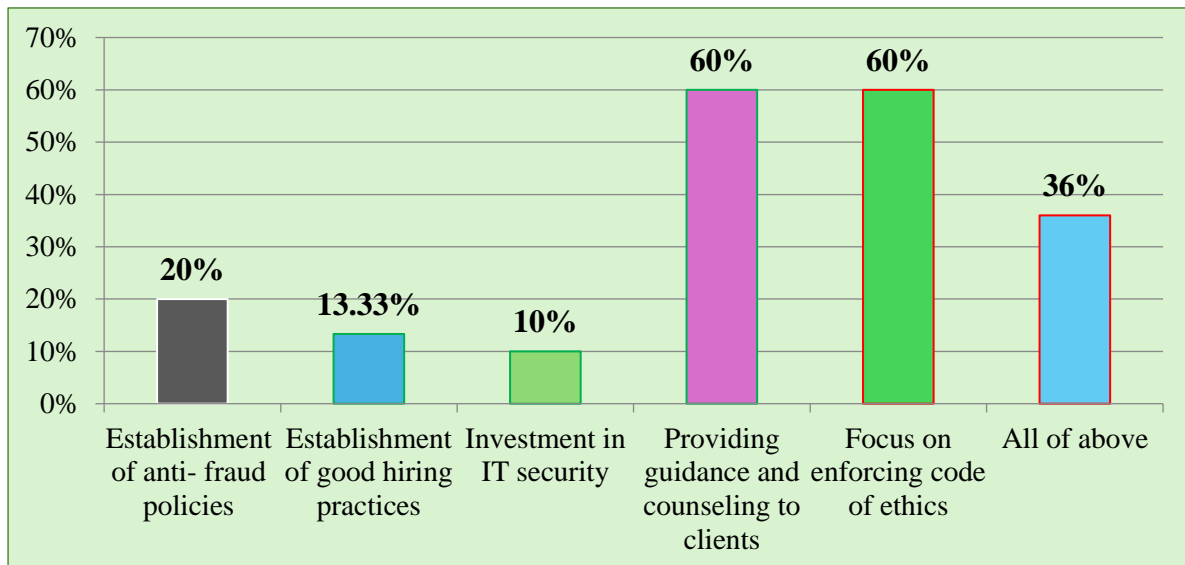


Figure 6.10 Measures for Preventing anti-fraud activities

Key Insight:

Most RCICs try to educate candidates to prevent fraudulent activities. They focus on enforcing the code of ethics. If legal paths are followed, the risk of fraud is reduced.

Just 3.13% of members believe that skilling does not aid in overseas migration, while 96.88% believe that skilling does. Figure 6.11 depicts the number of participants who were in favour of skilling for overseas migration.

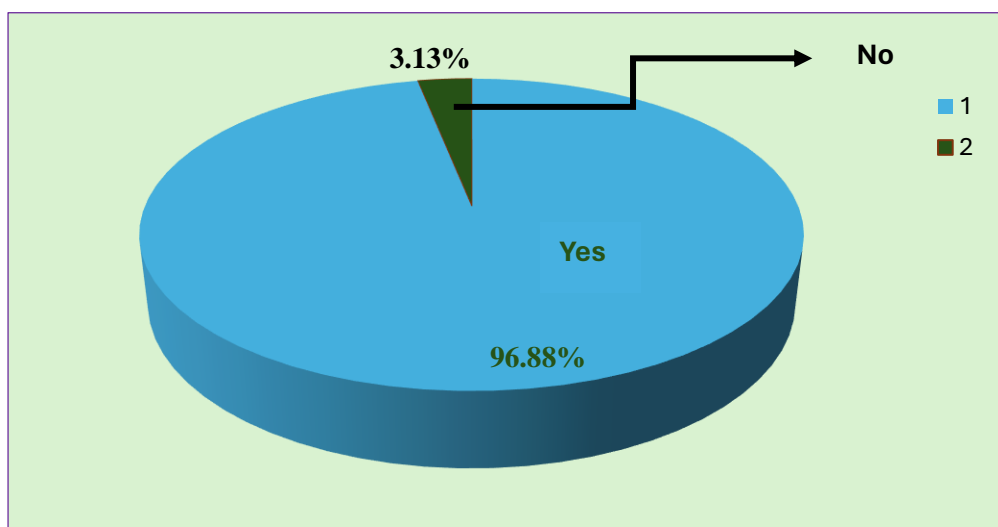


Figure 6.11 Skilling for Overseas Migration

Key Insight:

Skill enhancement in COO will help in overseas migration.

When the Regulatory Canadian Immigration Consultants members were asked to assess the English language competence level of migrants from Punjab, the majority of 50% of members marked English language competency as good." At the same time, 34.38% observed the competency as bad. The competency of 3.13% of members was rated as extremely poor. There were 12.5% of those there who rated their English language proficiency as very good, but no one rated it as excellent. The rating of the English language competency level of migrants from Punjab is represented through the pie chart in Figure 6.12.

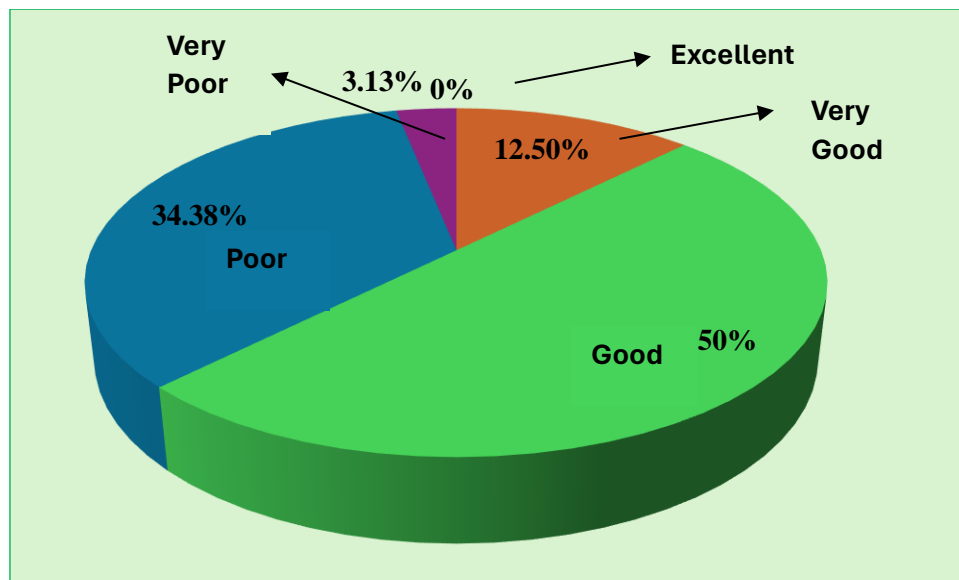


Figure 6.12 English language competency level of migrants from Punjab

Key Insight:

High English Proficiency is required in COD, but there is a complete lack of high English language competency.

Non-recognition of educational qualifications in the country of destination is considered a fundamental difficulty for 42.31% of members. However, 34.62% of Regulatory Canadian Immigration Consultants see a lack of English language proficiency and communication skills as the main obstacle. According to 26.92% of Regulatory Canadian Immigration Consultants, the balance of employment, study, and training is a barrier for migrants. However, significant cultural differences between countries of origin and countries of destination are a huge challenge, according to 26.92% of members. While 15.38% of

members see a lack of skills as a problem for global migration, 30.77% see physical and emotional stress, homesickness, a dwindling social life, and other issues as significant challenges for international migrants. 3.85% of respondents believed that governments of host nations must assist migrants and their families in finding work by informing them of their citizens' rights. 26.92% of Regulatory Canadian Immigration Consultants selected all choices. Nonetheless, 11 respondents shared their perspectives, stating that lack of advice for the migration procedure, currency pricing, and authorised representatives are the primary problems for global migrants. Figure 6.13 depicts the challenges of Global migration.

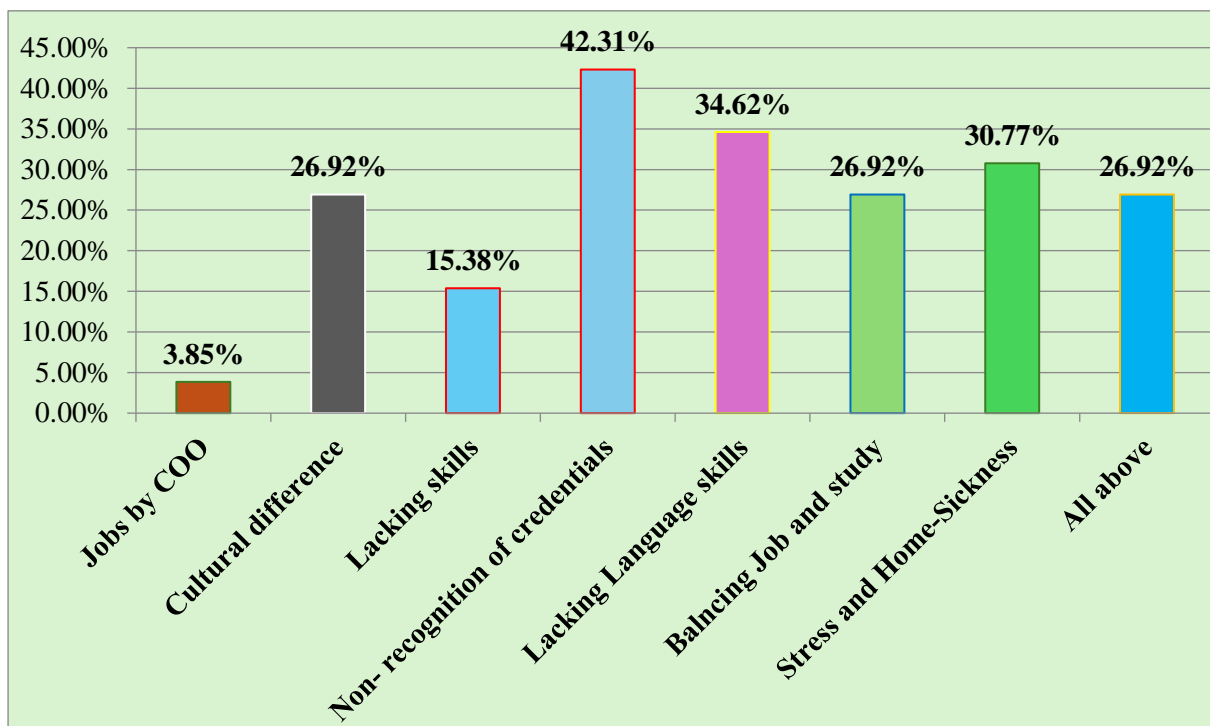


Figure 6.13 Challenges for Global Migration

Key Insight:

In COD, the non-recognition of credentials and educational qualifications is a major concern in global migration, followed by communication skills. Other factors such as lack of skills, balancing job and study, home sickness, stress, cultural differences, and jobs in COO are also challenges.

The Regulatory Canadian Immigration Consultants were questioned about the problems experienced by Indian youth while migrating to foreign nations for education and their perspectives on the risk, cost, time, and yield associated with the destination country. 69.23% of members believe that the high cost of training is a crucial problem for Indian youth

during migration, while 57.69% believe that settling through PR is time-consuming. Moreover, 30.77% said that Indian youngsters faced significant hazards when moving. Seven of the 26 responders expressed their own opinions. Six Regulatory Canadian Immigration Consultants believe insufficient guidance and authenticity are substantial concerns. According to one reply, the study visa is simply a means for students to enter the country of their destination. The challenges faced by Indian youth during migration to foreign countries for the study were represented through the Pie Chart in Figure 6.14.

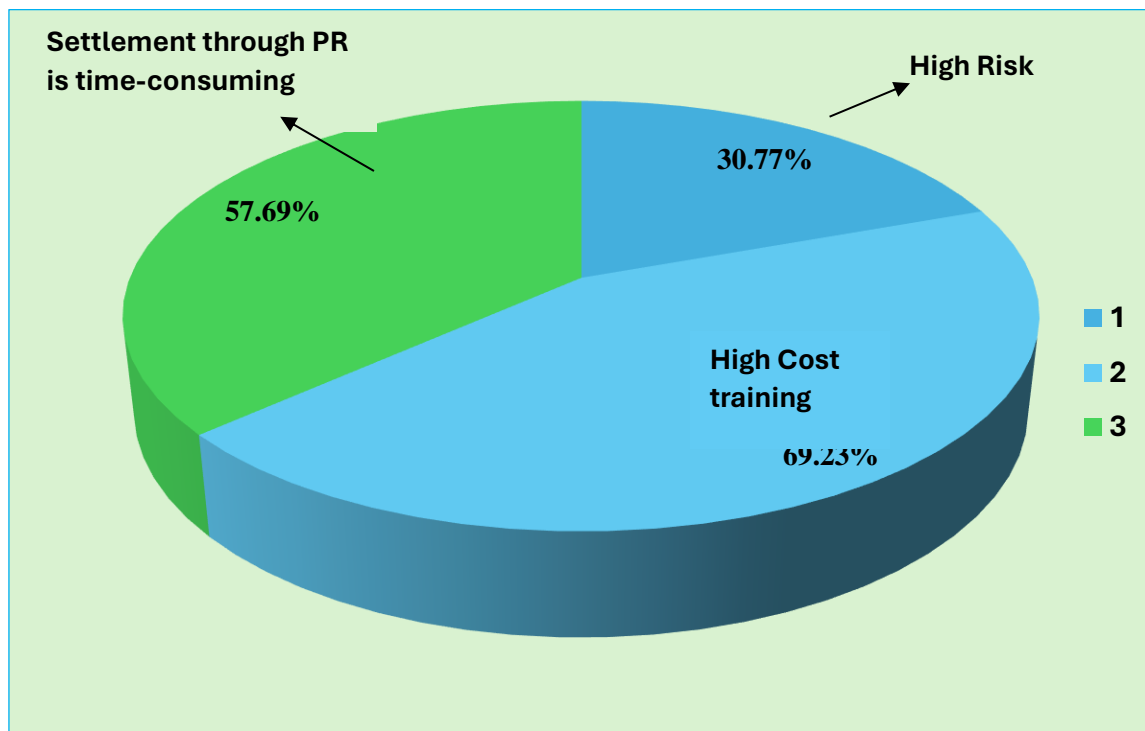


Figure 6.14 Challenges faced by Indian youth during migration to foreign countries for

Key Insight:

The three major concerns of current migration are high training cost, more time consuming process and high risks involved. But high cost and more time consumption is a major challenge.

When questioned about their intentions for recruiting skilled labour from India, 34.60% of Regulatory Canadian Immigration Consultants agreed on securing the supply of skilled labour by investing in skill training in the country of origin and acknowledging the educational qualifications of students from the country of origin. At the same time, 19.23% of respondents agreed on government-to-government interactions and collaboration between academic institutions in both origin and destination nations, whereas 38.46% of Regulatory

Canadian Immigration Consultants explored all alternatives for attracting qualified workers from India. Yet, 14 of the 26 responders expressed their own opinions. Eleven respondents talked about unlicensed immigration advisors. Another person mentioned raising awareness about the pilot programme in Canada. Additionally, one of the Regulatory Canadian Immigration Consultants is concerned with the economic growth of the destination country. Still, another member stated that more excellent education and training are essential in India. Figure 6.15 presents the plans of Regulatory Canadian Immigration Consultants to attract skilled workers from India to other countries.

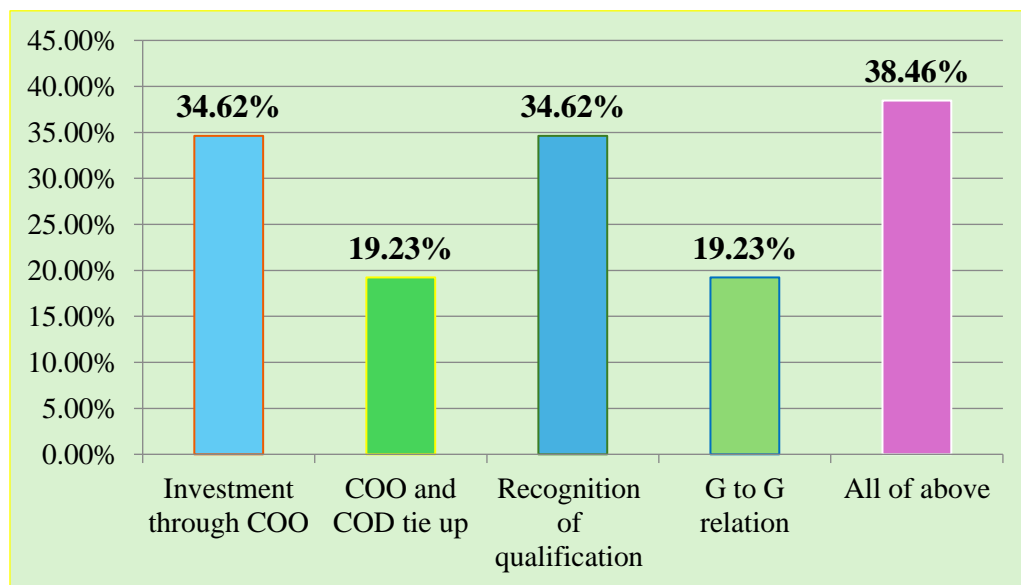


Figure 6.15 Plans for attracting a skilled workforce from India to other country

Key Insight:

Recognition of qualifications and investment in skill training in COO are important to enhancing the supply of skilled workforce from India to COD. Another major problem is that RCICs are not recognized by COO.

When asked if the government of origin to the government of destination participation in the demand-based skilling programme model helps make overseas migrations successful and contribute to economic activity, 78.13% of Regulatory Canadian Immigration Consultants said yes. Just 21.88% of people oppose this plan. Figure 6.16 represents the agreement and disagreement of Regulatory Canadian Immigration Consultants regarding the Government of origin to the Government of destination skilling initiative model.

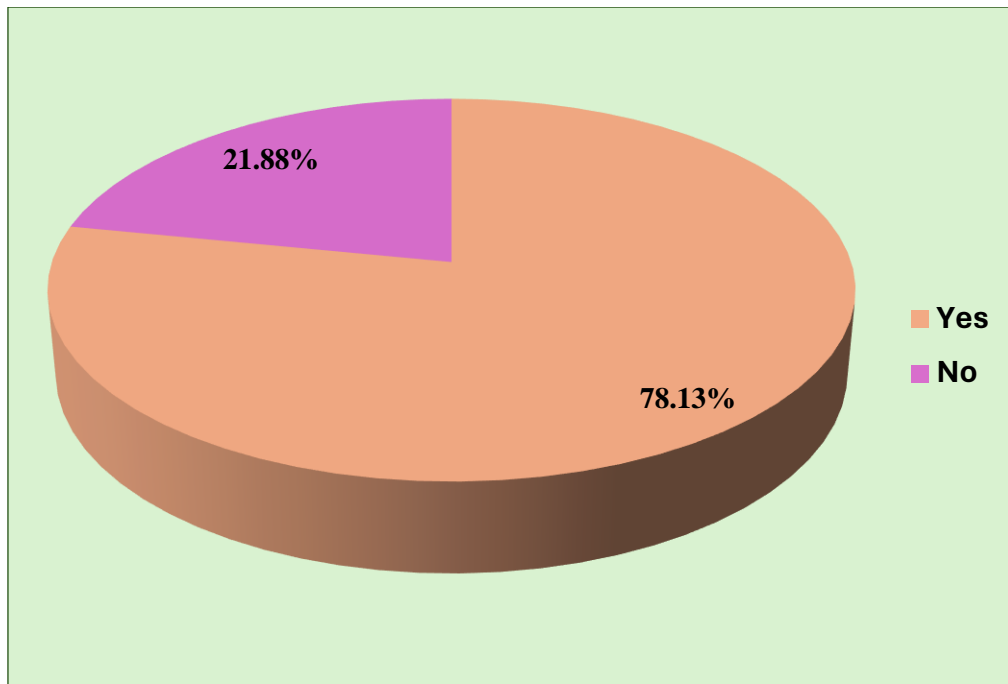


Figure 6.16 Government of origin to Government of destination skilling initiative model

Key Insight:

The proposed skilling model was appreciated by stakeholders from Canada & UK. This model will be very useful to save young workforce from unscrupulous agents.

79.23% of Regulatory Canadian Immigration Consultants agreed that "the Government of India and state governments should develop a regulatory framework for immigration consultants in India using the framework of other nations" through a government-to-government interaction. Just 20.77% agreed with this statement. Figure 6.17 represents the agreement and disagreement of Regulatory Canadian Immigration Consultants regarding the development of a regulatory framework for immigration consultants in India.

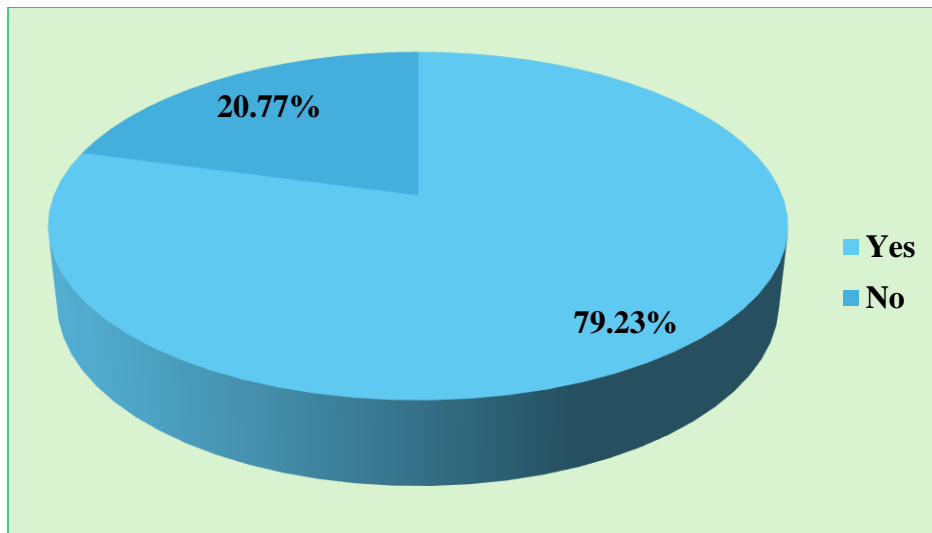


Figure 6.17 Developing a regulatory framework for immigration consultants in India.

Key Insight:

Everybody agrees with regulatory framework, as in Canada and the UK. This model is beneficial to save young workforce from unscrupulous agents,

According to 68.75% of respondents, "government-to-government, country-to-country, province-to-province, and city-to-city relationships facilitate lawful migration." Just 31.25% of people disagreed with this association. Figure 6.18 represents the agreement and disagreement of Regulatory Canadian Immigration Consultants regarding government-to-government, country-to-country, province-to-province, and city-to-city relationships for facilitating lawful migration.

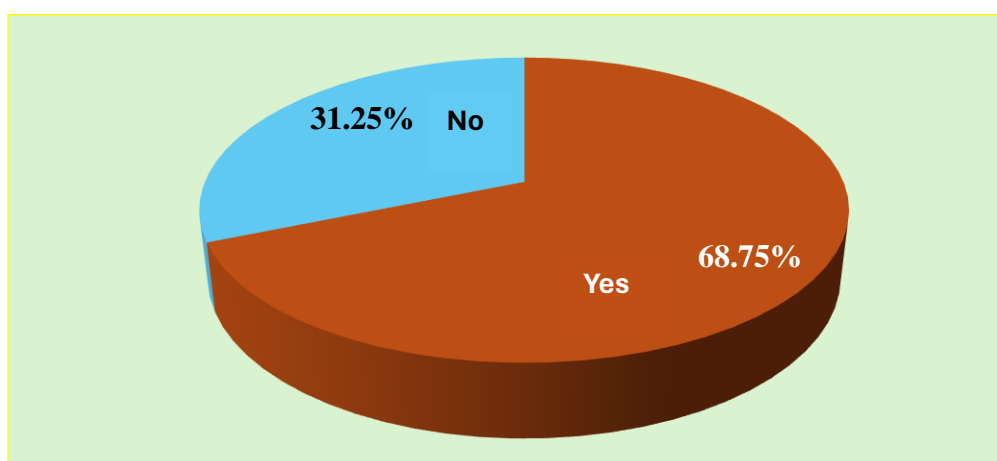


Figure 6.18 Government-to- Government, Country-to-Country, Province-to-Province, and City-to-City relationships

Key Insight:

The G2G model is the most favourable.

When members of the Regulatory Canadian Immigration consultants were asked about the possibility of collaboration between universities, colleges, and even schools under the Government model to meet skill shortages in the country of origin and destination, 65.63% supported it, while 34.38% opposed it. Figure 6.19 represents the agreement and disagreement of Regulatory Canadian Immigration Consultants regarding the possibility of collaboration between universities, colleges, and even schools under the Government to Government model to meet skill shortages in the country of origin and the country of destination.

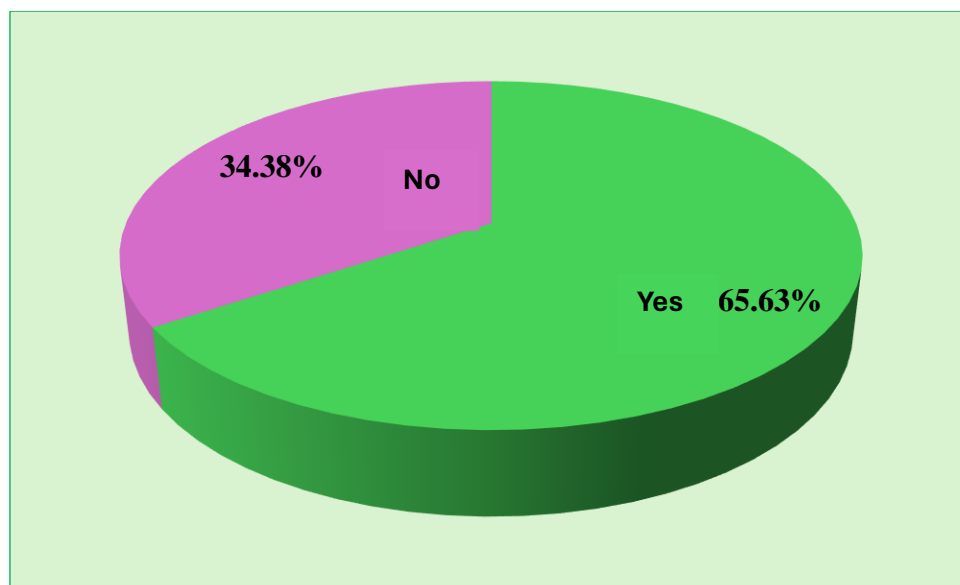


Figure 6.19 Collaboration between universities, colleges, and schools under the Government to Government model

Key Insight:

To create a strong supply line of skilled workforce, there should be strong collaboration between COO and COD Governments as well as colleges and universities.

96.88% of Regulatory Canadian Immigration Consultants believed that social, economic, and political dynamics in COO and COD would influence migration, whereas 3.13% did not think these changes would impact migration. Figure 6.20 represents the beliefs of Regulatory Canadian Immigration Consultants regarding social, economic, and political dynamics in COO and COD for influencing migration.

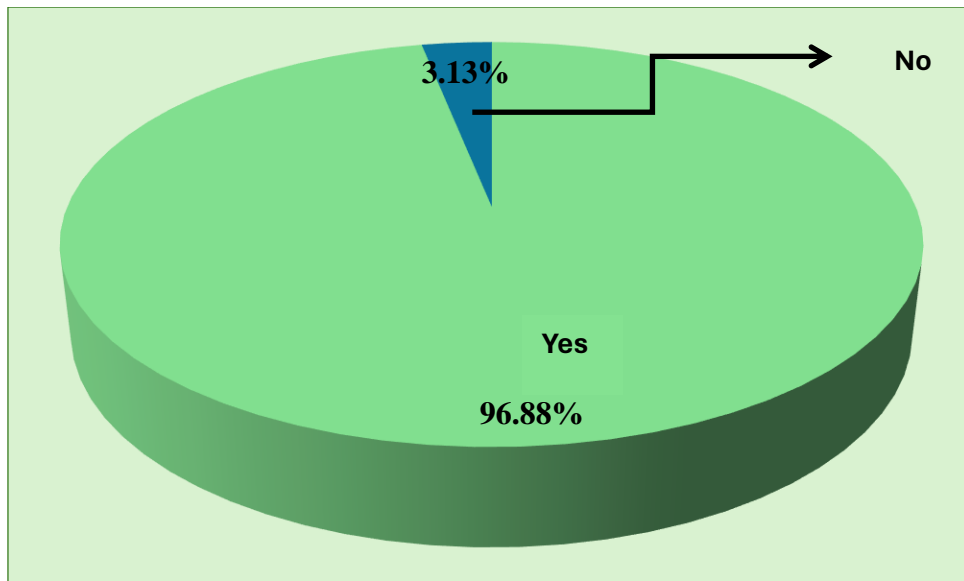


Figure 6.20 Social, Economic, and Political dynamics in COO and COD influence migration

The parties were asked to assess the need for young Indian labour. Just 20 people responded to this question during the following three years. Three respondents cited the necessity of 50,000 young workers, while two gave it a value of one lakh, and another estimated it at three lakhs. Two respondents provided a range of 150 to 200 Indian youthful worker requirements, while two others stated that demand is endless and cannot be satisfied. One respondent offered precise demand numbers of 431645 in 2022, 477,055 in 2023, and 451000 in 2024. One respondent stated that demand is unknown, while three others noted that demand for young Indian workers is moderate to substantial. According to one stakeholder, 7 out of 10 young Indians desire to relocate to a developed country. Another stakeholder stated that the bulk of talented young people will leave the nation soon, leaving just the ignorant in Punjab if the political system needs to improve. One reply stated that only authorised representatives may clear the demand. One respondent mentioned workforce requirements in IT, while another said requirements in skilled craft jobs. One respondent also thought this question needed to be more critical.

Key Insight:

The precise demand given by one respondent in numbers is 431645 in 2022, 477,055 in 2023, and 451000 in 2024 regarding skilled workforce requirement. Others mentioned it in thousands and lakhs.

81.25% of Regulatory Canadian Immigration Consultants Agreed that previous learning, evaluation, and certification aid in the visa procedure for overseas employees,

whereas 18.75% disagreed. Figure 6.21 represents the agreement and disagreement of Regulatory Canadian Immigration Consultants regarding the assessment and certification for Visa procedure.

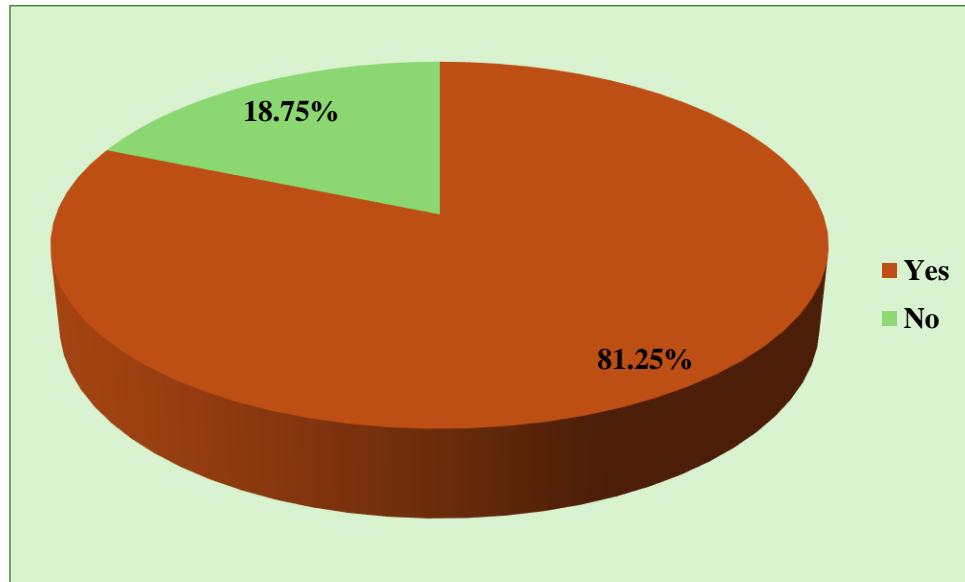


Figure 6.21 Assessment and Certification for Visa Procedure

When asked to specify the most effective way to obtain a work visa in the destination countries, 72.73% of Regulatory Canadian Immigration Consultants thought studying in universities and colleges in those countries was the most effective way. While 66.67% thought skill development in countries of origin as per demand in countries of destination was the most effective way, only 6.06% saw marriage as an effective means. In this case, 9.09% of respondents believe all three selections to be the best. Of the 33 respondents, three expressed their own opinions, with one stating that skill development is insufficient because there are so many vocations licensed in the country of destination that need study in the country of destination. Another respondent said employing an authorised agent was an efficient way to obtain a work visa. One respondent stated the aspirant's accurate and documented job experience was required. The practical means considered by Regulatory Canadian Immigration Consultants to get a work visa in Countries of Destinations were represented pictorially in Figure 6.22.

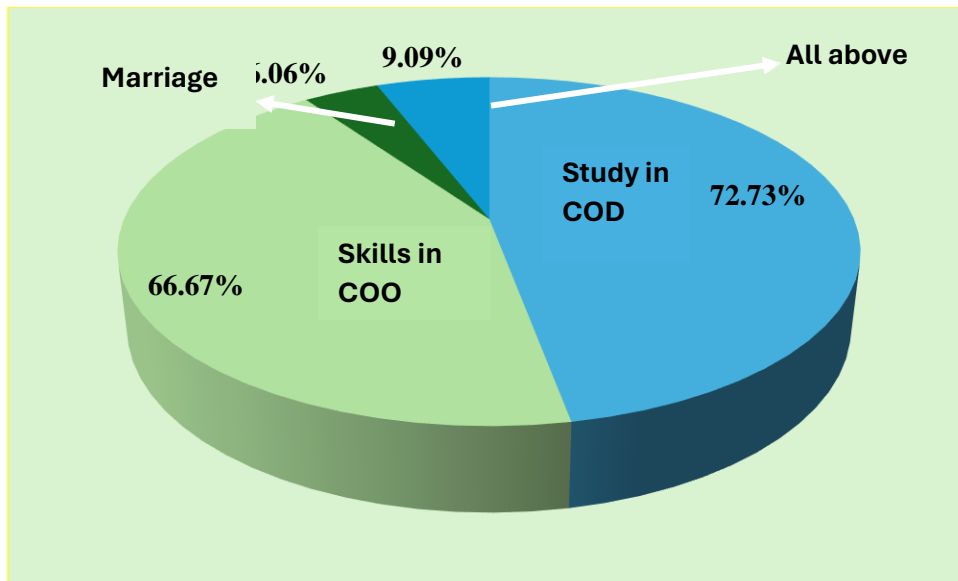


Figure 6.22 Effective means to get a work visa in COD

Key Insight:

The proposed model was appreciated by Regulatory Canadian Immigration Consultants to get a work visa in the countries of Destination by skill development in COO as per the requirement in COD. Though, under current migration model, a student gets a work permit for two to three years by studying in COD but jobs are not assured. By getting relevant skills in COO, the young workforce will surely get a job leading to a work visa. hence skills in COO will enhance migration outcomes. The other routes, such as marriage/ PR, are not very effective in getting a work visa.

Regarding the sources of cash available for skilling the workforce in India, 51.85% of Regulatory Canadian Immigration Consultants preferred investment from the nation of origin. Nevertheless, 11.11% of respondents preferred investment the destination country and investment through global organisations such as the World Bank, ADB, and IMF, while 29.63% chose the above. Two of the 27 replies maintain their opinions, and one needs to know more about any funding source. Nevertheless, the other respondent opposed World Bank assistance and emphasised investment through the Punjab government. Figure 6.23 visually represents the consideration of Regulatory Canadian Immigration Consultants regarding sources of funds available for the skilled workforce in India.

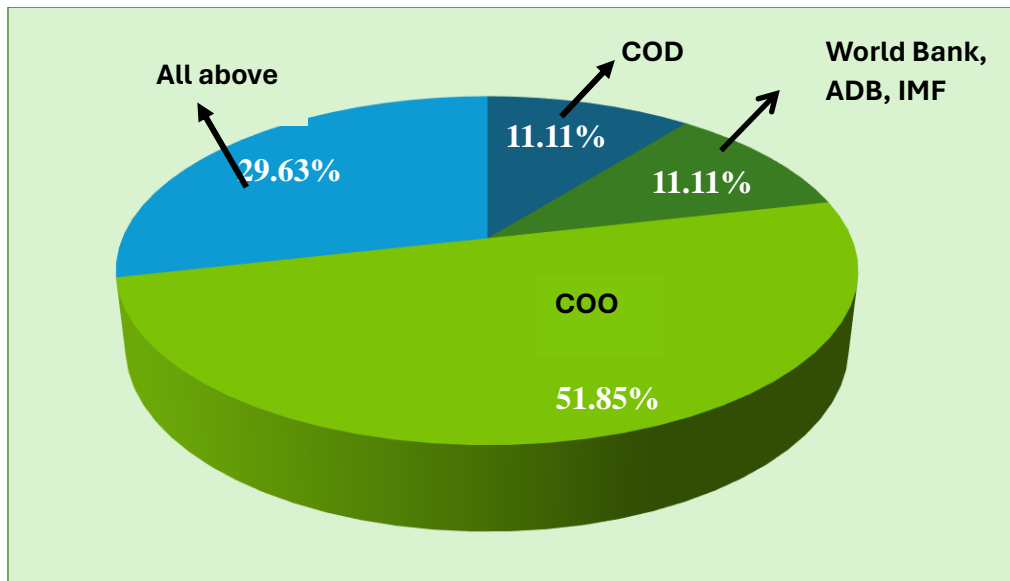


Figure 6.23 Sources of Funds for Skilling

Key Insight:

The COO must invest in the skilling programmes to create a pipeline for COD whereas the agencies such as World Bank, ADB and IMF also helps COO in building long term pipeline. The COD on the successful deployment of Skilled workforce must compensate the COO.

Regarding the desired industries with good career chances in the destination countries, 50% of Regulatory Canadian Immigration Consultants agreed on the healthcare and IT industries, 25% decided on automobiles, and 14.29% agreed on insurance and banking. All of the above options were selected by 60.71% of respondents. The four responders each have their point of view. One respondent stated that all occupations are regarded well in other nations, whereas another said that skilled labour is the most desirable industry. One respondent proposed that India develop a strategic roadmap for training and education, while another underlined the need for representative authorisation. The preferred sectors ‘having decent job opportunities’ in Countries of Destinations as considered by Regulatory Canadian Immigration Consultants were represented visually in Figure 6.24.

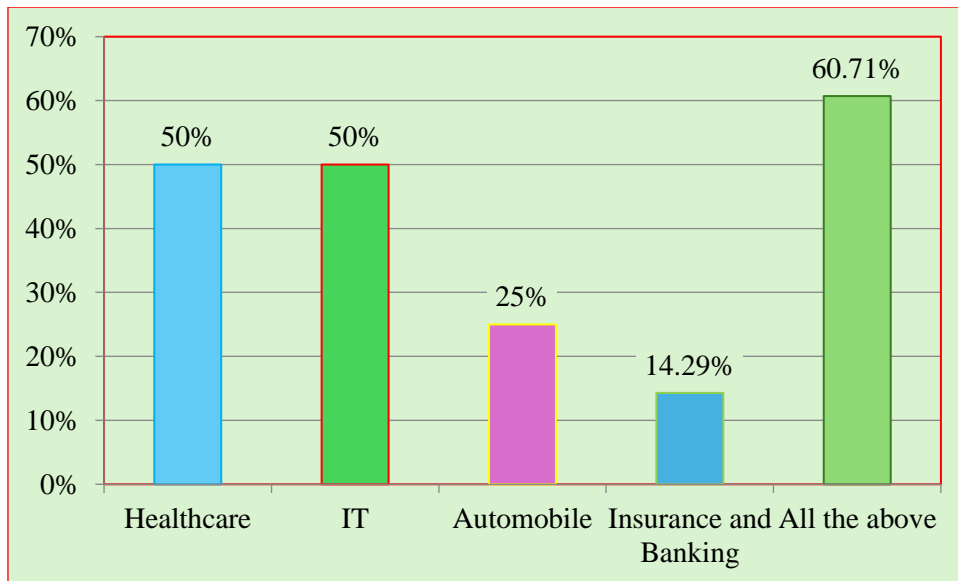


Figure 6.24 Job Sectors in COD

Key Insight:

The opportunities in Cod include Healthcare, IT, Automobile Banking, etc. Due to the pandemic, the major focus is on healthcare, registered nurses, care workers, and the allied healthcare workforce.

In response to the question of whether IELTS is required for international migration, One hundred per cent of respondents favoured IELTS, and no one opposed IELTS for international migration. The consensus of Regulatory Canadian Immigration Consultants for the requirement of IELTS for migration is shown through the pie chart in Figure 6.25.

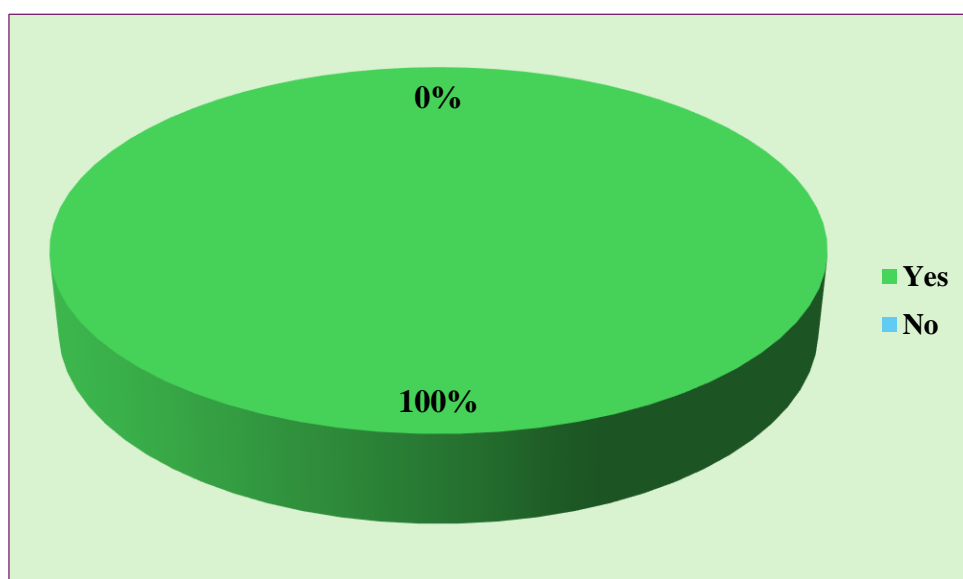


Figure 6.25 Requirements of IELTS for Migration

IELTS is one such assessment test accepted worldwide for visa processing for overseas migration.

This questionnaire is appended in Annexure III.

Robust Longitude and Latitude

40.78759766 -74.05999756 (1)

32.2826995875.64970398 (1)

31.81080627 75.20939636 (4)

31.624298174.87690735 (1)

31.3881988575.38259888 (1)

31.3300018375.58439636 (4)

31.1033935577.16589355 (1)

29.8014984176.3999939 (1)

28.6542053277.23730469 (5)

28.6327972477.22039795 (2)

28.5661926377.44171143 (1)

28.4597015477.02819824 (1)

30.6739959776.72491455 (7)

30.7339019876.78890991 (17)

30.9208068874.62060547 (1)

31.0048065275.94630432 (15)

20.2705993785.83340454 (1)

12.8995971780.22088623 (1)

30.3556976376.8019104 (1)

30.2445983975.8480072 (1)

30.39669874.02909851 (1)

178

Regarding the present scenario for Indian Youth to get jobs in foreign countries, one of the officials mentioned that India has become the leading source of immigration to Canada, with yearly permanent residents growing from 30,915 in 2012 to 85,585 in 2019, accounting for 25% of overall immigration to Canada.

Regarding the types of jobs available for skilled youth, 20 officials revealed that Indians are exploited through labour jobs with low wages because their skills are not up to the mark. In contrast, developed countries need skilled workers for Nanny, Hospitality, Security guards, Drivers, Heavy equipment operators, healthcare professionals, Mechanics, Electricians, Aviation, Computer Aided Designing, Computer Aided Manufacturing, plumbers, Mason, boiler operators, IT, and other jobs. On the other side, 16 respondents stated that foreign nations are willing to offer decent wages because they have a scarcity of competent young owing to a declining birth rate and an ageing population, which is a fantastic opportunity for skilled youth, and that youth supply should be adjusted to meet the demand of the countries of destination.

Nevertheless, COVID-19 has turned the globe upside down, forcing immigrants to return to their home nations. According to 11 stakeholders, only 5% of skilled trainees are interested in foreign countries. In contrast, unskilled youth are only interested in permanent residence and luxurious life in residence permit countries such as Canada, Japan, and the Netherlands, rather than the United States, the United Kingdom, and Australia.

When officials were questioned about the opportunities accessible to talented young people in other nations, all 47 respondents answered the following: 1. Automotive 2. Retail 3. Security 4. Healthcare 5. Tourism 6. Beauty & Wellness 7. Carpenters 8. Plumber 9. Engineer 10. Information Technology 11. Doctor 12. Chartered Accountant 13. Data entry operators 14. Retail marketing 15. BWSSC 16. Nursing 17. Web Designer 18. Data Scientist 19. Creative film editor 20. Veterinary Physicians 21. Graphic designer 22. Teachers 23. Clerks 24. Labor 25. Vocational Administration 26. Agriculturist 27. Truck drivers 28. Tailor 29. Mechanic 30. Tourist industry 31. Artificial Intelligence 32. Engineering Support Services Contract 33. HSSC with an hourly wage of 10 to 20 US dollars, while Registered Nurses, Agriculturists, Truck drivers, Physiotherapists, Software Engineers, Web Designers, Bankers, Human Resources Professionals, Fashion Designers, and Vocational Instructors are among the highest-paid occupations.

In response to the requirement of skills for employment in other nations, most respondents (32) mentioned communication skills, technical abilities, and fluency in English. Twenty-three respondents indicated social skills, marketing skills, translational skills, collaborative skills, adaptable abilities, vital emotional intelligence, decision-making, and leadership traits. One respondent talked about focusing on research, while 16 others talked about the industries where skills are needed, such as beauticians, healthcare, painters, technicians, the clothing and food industry, production, agriculture, hotel management, computers, Chartered Accountant, plumbing, welding, IT, and vocational courses.

Keeping in view the yield in terms of skilled trainees' overseas employment, 30 stakeholders out of 44 agreed that there were only 50% possibilities of work overseas in various courses such as healthcare, IT, banking, retail market, automobile repair, beauty and wellness, plumbing, welder, electrician, and mobile application developer. Graphic design and CA are in demand in the country of destination. However, white-collar employment is not available. Thus, proper counselling and mindset are essential. Fourteen respondents were gaining hard and soft skills, receiving certification from their country of origin, or being assessed by national and international agencies. The duration of the course ranges from four weeks to six months. In contrast, five respondents reported 80 to 100% Chances of employment.

Very few officials answered the cost of training, with four mentioning a fee of more than INR five lakhs and two mentioning a price ranging from INR 75000 to one lakh. Nine participants assessed the price to be between \$20,000 and \$80,000. One respondent very clearly said, "There are various types of sectors where jobs are in demand like in CANADA, there are job openings in various provinces and territories in Canada like Web Developer (Average Salary: \$69,305), Human resources managers (Average Salary: \$89,003), Financial Advisor (Average Salary: \$62,971), Welder (Average Salary: \$73,504), Pipefitting Supervisor (Average Salary: \$81,000), Construction Manager (Average Salary \$83,000). There is a high demand for the following occupations in GCC countries: Registered Nurse (Salary Range: AED 8,400 to AED 26,000), Teacher (Salary Range: AED 9,000 to AED 15,000), and Human Resources, Human Resources Officer (AED 8,000 to AED 10,000), and so forth." Another reply specifically stated the pricing range of several skill courses for different nations: "Country Tuition fees range." The price range for living expenses (USA: US\$6,000 – 40,000 US\$10,000 – \$15,000; UK £4,000 – £21,000 £9,000 – \$12,000: Australia AU\$9,000 – \$18,000: AU\$18,000 – \$20,000: New Zealand NZ\$14,000 – \$21,000; NZ\$12,000 – \$15,000).

While discussing the relationship between skill and visa, 26 respondents indicated a preference for receiving a letter of intent from an employer through the government channel, a certificate and recommendation letter, and post-skilling from the government to a foreign embassy, whereas 11 beneficiaries preferred sending youth only based on COD demand. Four stakeholders suggested that the government's placement department partner with foreign enterprises for overseas work. However, six beneficiaries stated that visas rely only on visa processing and have no link to skilling. One commenter clarified that multiple specialised visa categories exist in many countries (for example, federal skilled worker visas in Canada, and those with more vital abilities have a better chance of acquiring them if they apply in that category). One of the beneficiaries stated that highly trained individuals may obtain nominations through NSW for a broad range of vocations. However, 12 respondents noted that a work visa extends one's stay after completing education in another country.

When asked about preparing India's youth for global migration to bridge skill shortages in the Country of Destination, the majority (n= 21) of stakeholders believed that the best option is to visit the Country of Destination through Government officials to ensure the requirements of the Country of Destination and prepare policies to impart skills as per the demand of Country of Destination. On the other hand, six authorities supported the establishment of small enterprises. Ten recipients indicated starting vocational courses at high school and college levels, while three respondents said the G to G model was the most excellent option. Five respondents supported signing memorandums of understanding with foreign nations.

Officials' explanations of the problems experienced by Indian youngsters completing their duties in foreign countries vary. Out of 45, 5 recipients were concerned about the youth's lack of commitment and discipline. When there is a lack of communication skills, 17 respondents stated that different languages form a linguistic barrier. 13 respondents said that other nations have various technicalities, and a lack of skills and education as required is a significant barrier for Indian young in performing their tasks. Cultural differences were recognised as the most significant barrier by nine officials. Eight respondents listed homesickness and loneliness in a faraway location as challenges. Six recipients noted how most young people aspired to make quick money. Six beneficiaries mentioned that most of the young desired to make easy money and funds; however, four respondents stated that enough wages are not provided to them, which is why they lack motivation when executing their jobs. According to three respondents, the two separate education systems in COO and

COD generate a significant divide in the education level of the Indian young. Two respondents also stated that the fading of social and racial prejudice towards Indians may be a factor. According to four respondents, a lack of direction for dealing with various situations in other nations might also be a factor. Two respondents were unable to articulate a problem. Just one responder highlighted foreign nations' healthcare systems as a barrier. One responder also identified various corruption strategies as a barrier to Indian youngsters performing their duties.

Regarding the financial resources available for skilling the workforce in India, most 33 officials favoured funding from a worldwide organisation. Just 10 supported the World Bank investment. 23 respondents preferred investment through the country of destination, while 24 preferred investment through the country of origin. One respondent specifically mentioned Pradhan Mantri Kaushal Vikas Yojana (PMKVY) Rozgar Mela, Pradhan Mantri Kaushal Kendras (PMKK) Capacity Building Scheme, Udaan, School Initiatives and Higher Education, India International Skill Centres (IISCs) Pre Departure Orientation Training (PDOT), whereas four beneficiaries mentioned investment by countries such as Europe, America, Japan, and Germany. Eight responders emphasised ADB funding. On the other hand, three respondents suggested that the ISB, the central government, and the state government supply funding. Eight respondents addressed investment from immigrants' savings or through bank loans. In contrast, three stakeholders supported investment from taxes paid by immigrants or investment by the Ministry of Finance, which was also responded to by seven beneficiaries. Different respondents mentioned many schemes, and they are as follows.

- Six respondents mentioned investment through NSDC
- five respondents mentioned the Skill India scheme
- three respondents talked about Sankalp
- One respondent about Tamil Nadu Skill Development Corporation and Chief Minister's Kaushalya Karnataka Yojna
- one respondent mentioned Foreign Direct Investment
- two respondents mentioned the Corporate Social Responsibility scheme

The officials highlighted several methods to improve the employability of India's workforce for international migration. Of 39 respondents, 18 supported training young people based on the country of destination demand and initiating a robust orientation process. In

contrast, four were in favour of encouraging Multinational Corporation establishment in India. 16 respondents supported government-to-government collaboration and educational quality development by studying and revising Indian curricula, academic-industry collaboration, and assessment and certification based on country of origin. Language and communication skills (particularly the native language of the destination country) and soft skills were emphasised by 23 stakeholders. 2 respondents agreed that the exploitation of migrants and the cost of migration should be minimised in hopes of encouraging the workforce. 37 beneficiaries described the 'Recognition of Prior Learning, Assessment, and Certification' procedure for international employees. A critical step noted by 18 respondents was the recognition and assessment of skill training and document verification. Seven beneficiaries cited balancing standard comparison in COD and COO, while four respondents mentioned RPC (Remote Procedure Call) processing, but one beneficiary believed RPC was inadequate. Nine participants wrote about various schemes, such as PDOT programmes for skilled employees, PMKVY, NULM (National Urban Livelihood Mission), Deen Dayal Upadhaya Grameen Kaushalya Yojana, NSDC, and other government-funded programmes. In contrast, four respondents needed to be informed of any existing procedure for 'Recognition of Prior Learning, Assessment, and Certification' for international employees.

Key Insights:

- India is a leading source of young workforce for Canada, accounting for 25% of immigration to Canada.
- The available jobs under the current migration model pay meager wages due to a lack of skills, whereas salary is not the bar for COD's competent, skilled workforce.
- The major sectors in demand by COD are 1. Automotive 2. Retail 3. Security 4. Healthcare 5. Tourism 6. Beauty & Wellness 7. Carpenters 8. Plumber 9. Engineer 10. Information Technology 11. Doctor 12. Chartered Accountant 13. Data entry operators 14. Retail marketing 15. BWSSC 16. Nursing 17. Web Designer 18. Data Scientist 19. Creative film editor 20. Veterinary Physicians 21. Graphic designer 22. Teachers 23. Clerks 24. Labor 25. Vocational Administration 26. Agriculturist 27. Logistics including Truck drivers 28. Tailor 29. Mechanic 30. Tourist industry 31. Artificial Intelligence 32. Engineering Support Services Contract 33. HSSC
- Major requirement skills are proficiency in English and technical abilities in the concerned sectors.
- Cost of training: The cost of training under the current migration model ranges from 80000 US dollars, whereas the yield (Percentage of trained people in COD) is not very encouraging.
- There is a strong need to connect skills and visas to enhance overseas skilled migration outcomes.
- There is a strong need to develop the Robust Model of Skilling in COO to bridge skill shortages in COD.
- Problems are being faced by Indian youth under the current migration Model, including a lack of communication skills, a difference in culture, and a lack of commitment and discipline.
- Global organisations like the World Bank, ADB, IMF, etc., must invest in creating a skilled ecosystem in COOs. Some of the members also suggested the investment by the COO.
- Recognition of Prior learning, assessment and certification is not prevalent in COD. Suggestions have been made to create qualification packs under NSQF that match the qualification standards in the country of destination.
- The healthcare workforce, including nurses, care workers, and allied healthcare professionals, is one of the major focus areas for all the countries to develop a robust model of skilling the young workforce in India to enhance overseas migration

6.1.4 Analysis of an efficient model for Work permit, study visa, and PR for Overseas Migration Questionnaire

This questionnaire is appended in Annexure IV.

This questionnaire was completed by 82 stakeholders from the international and educational services sectors. Figure 6.27 depicts the location of respondents for this questionnaire on a world map through longitudinal and latitudinal data as follows:

Efficient Model Longitudinal and Lattitudinal

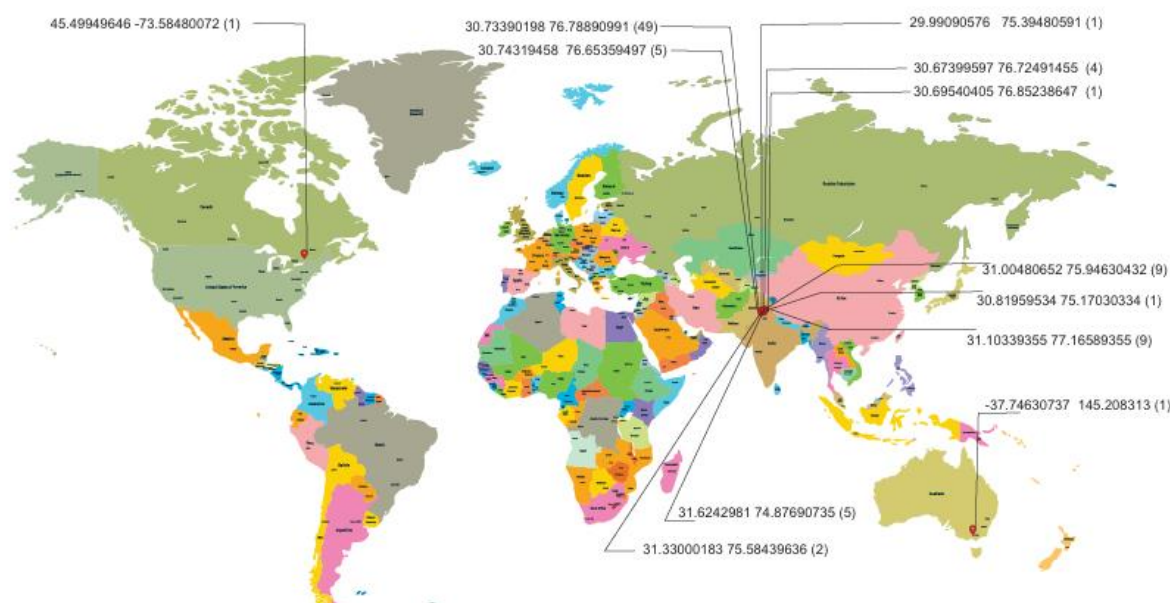


Figure 6.27 World map of Longitudinal and Latitudinal data of respondents

They were first questioned about the current opportunities for Indian youngsters to obtain work after migrating to other nations. Most (60 respondents) endorsed the Bright prospects for Indian youngsters to get jobs after migrating to other countries through skilled courses. According to nine respondents, there is a substantial opportunity for experienced Indian young to acquire work in high-demand industries, but there is less opportunity for unskilled youth. Six respondents noted that students can only manage their expenditures initially but may earn more after obtaining permanent status. Three respondents agreed that there were several options to make a good income and support their families. Another four respondents stated that discrimination and exploitation prevented Indian youngsters from obtaining white-collar jobs.

Key Insight:

The skilled courses are only bright prospect for Indian youth to get jobs in COD.

When questioned about the essential considerations nowadays used to pick youth from India for migration to foreign nations, all respondents preferred skills based on the needs of the countries of destination. They highlighted solid communication skills, essential

qualifications, job experience, and in-demand skills as destination nations' top four vital qualities.

Key Insight:

Reference is for skilled workforce trained in country of origin as per need of COD.

Regarding the visa success rate, most 73 stakeholders put the success rate of visa applications at 20%. Just 5% of respondents indicated a visa success rate of 60 to 70%. One respondent marked a 50 to 60% success rate, while another marked a 0 to 10% success rate. These were also responders who had a success percentage of 80 to 90% in obtaining visas in their countries of destination. Success in issuing a permit is calculated through table 6.1, followed by a Graphical representation in Figure 6.28.

Table 6.1 Success Range of Visa issuance

Range of Percentage %	Number of respondents
0 -10	1
10 – 20	73
20 – 30	0
30 – 40	0
40 – 50	0
50 – 60	1
60 – 70	5
70 – 80	0
80 – 90	2

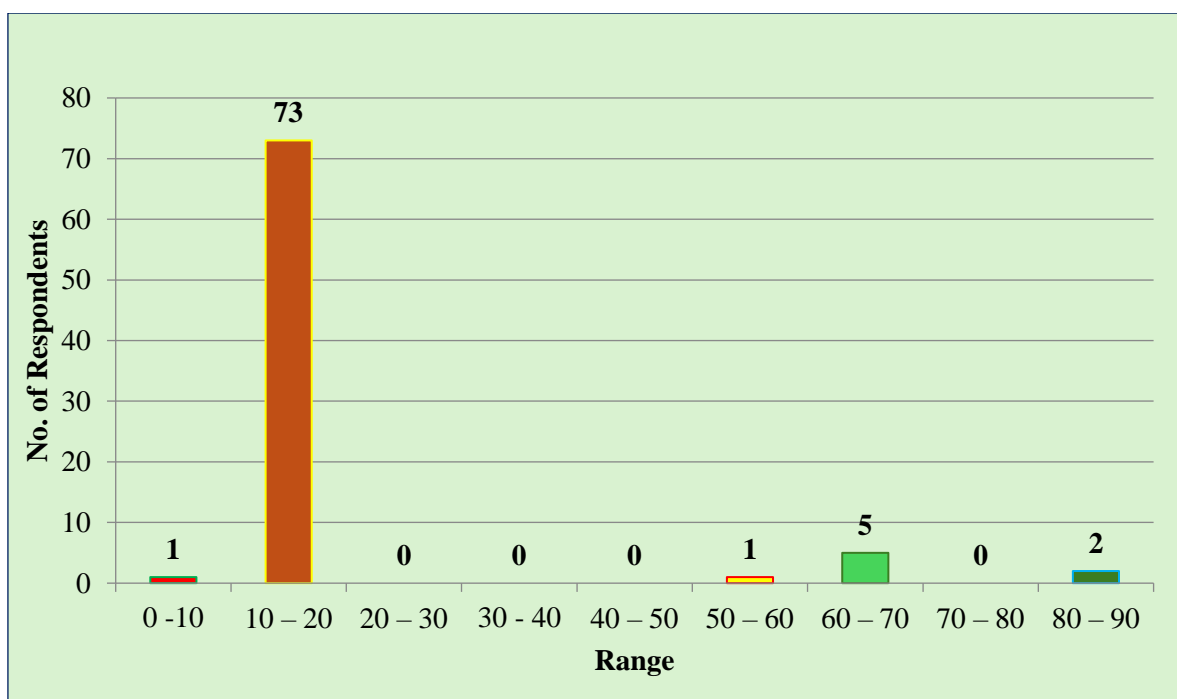


Figure 6.28 Success Range of Visa

When asked about the expected rise in success rate for obtaining visas after finishing the skilling and certification procedure, 72 respondents indicated an increase of 80 to 90%, which is impressive. Just four responses indicated a success percentage of 10 to 20%, one showed a success rate of 70 to 80%, and seven showed a success rate of 90 to 100% following skilling and certification. Surprisingly, stakeholders saw a significant improvement in visa approval rates following the skilling and certification procedure. The success rate of obtaining a visa after skilling and certification is calculated through the following Table 6.2, which was followed by a Graphical representation in Figure 6.29.

Table 6.2 Success rate of obtaining visa after skilling and certification

Range of percentage	Number of respondents
0 – 10	1
0 – 20	3
20 – 30	0
30 – 40	0
40 – 50	0
50 – 60	0
60 – 70	0
70 – 80	1
80 – 90	72
90 – 100	7

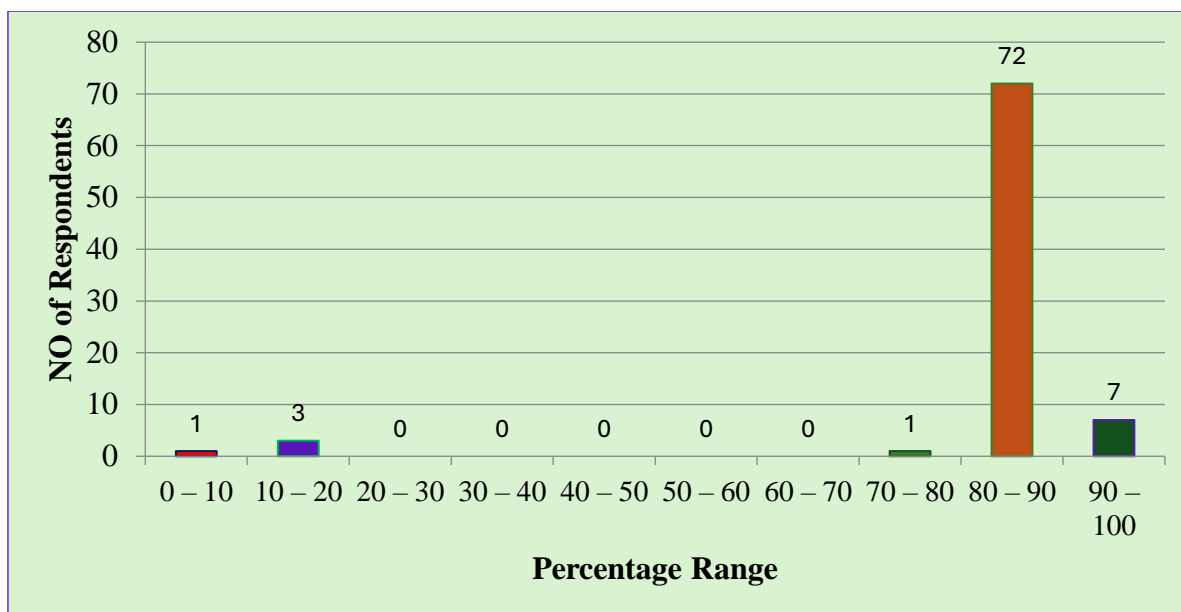


Figure 6.29 Success rate of obtaining visa after skilling

Key Insight:

The Success rate of issuing a visa under the current migration model is 10-20%, whereas the expected rate of success for getting a visa after completing the skilling and certification process in COO under the proposed model increases to 80- 90%. The reasons behind this are the high demand for skilled workers in COD, the ageing population, and the need for skilled workers in COD.

The majority of 57 education services and overseas perspectives on the constraints of international migration for the young Indian workforce lacked skills required by the destination country, mediocre English speaking abilities, and a lack of other foreign languages.

Key Insight: The primary challenge of international migration for the young Indian workforce is English speaking abilities and lack of other foreign languages.

They also believed that Indians had no clarity about their career options and had significant educational gaps. Migrants have challenges in gaining access to healthcare, housing, and jobs. According to ten respondents, cultural differences are a crucial barrier to international migration.

When questioned about the probability of obtaining a visa after skilling for work abroad, the majority (79.26%) chose high likelihood. Just 20.73% chose the moderate

possibility. No overseas marked a low probability of obtaining a visa after skilling for foreign work. The consensus of Regulatory Canadian Immigration Consultants on the option of getting a permit after skilling for abroad work is represented in Figure 6.30.

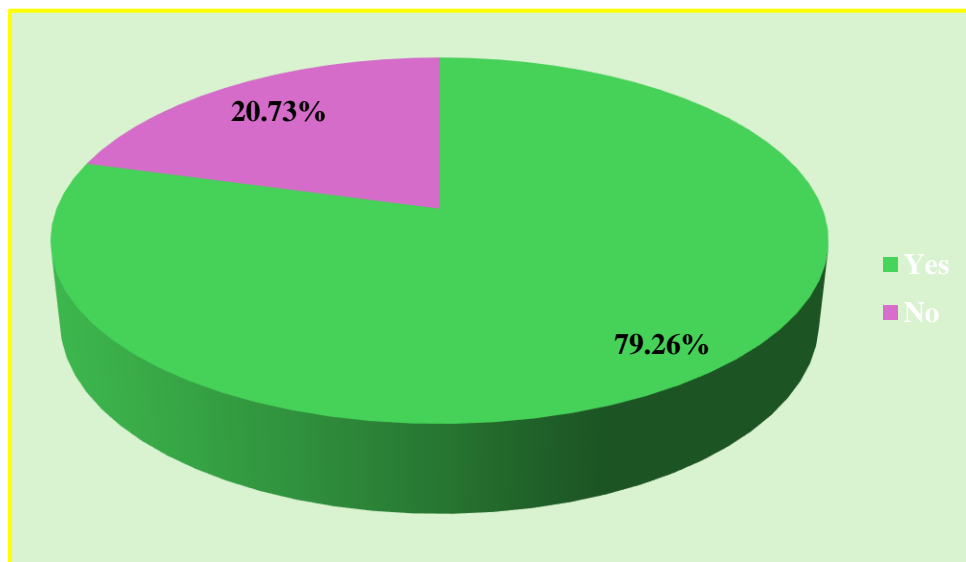


Figure 6.30 Increase in Probability of visa after skilling

When the overseas and education services were asked reasons for marking a high, moderate, or low visa probability after skilling for overseas jobs, 43 respondents indicated a high demand for qualified professionals in foreign nations. 38 respondents stated that other countries have an older population than India, so there is a need for skilled young labour from India to move. Yet, one responder remarked that demographic issues in other nations are also to blame for the increasing demand for young Indian labour. Two respondents said the chances of obtaining a visa after skilling were low or moderate. Getting a permit is difficult due to issues with applicant certification of abilities and expertise, interview issues, insufficient financials, and country of origin.

Key Insight:

The present plans and processes in COO are not able to prevent illegal migration because legal paths are restricted, highly expensive, complex and time consuming.

When participants were asked why present plans and processes cannot prevent illegal migration, most of the 70 respondents stated that legal paths are restricted and highly expensive, making it impossible for people to finance the legal procedure. Skills need to be improved in individuals. Three people believed that the legislation provides complicated systems and that policies must be better implemented. At the same time, five respondents

stated that international companies and nations are unconcerned with unlicensed agents in India as long as they work well with them. Seven stakeholders noted that India's lack of skill education and work possibilities encourages Indian youngsters to migrate overseas via diversion routes. Hence, existing strategies and mechanisms could not be more effective in preventing illegal migration.

Overseas and education services were also questioned about their likely plans/routes to minimise illegal migration while reducing cost, risk, and timing. 62 people responded. It was discussed how to raise public awareness and encourage people to enhance their education, English speaking abilities, and other necessary skills. They also emphasised that skilled courses for youngsters should be established and the criteria of the target country should do skill training. Even though six people stated that government-to-government interaction for skilling youth, tie-ups with Indian and foreign institutions, and skilling of the young population are planned to minimise illegal migration while lowering cost, risk, and time, according to three people, there is a need to investigate the legitimacy, consultants should be checked, and applications should be involved through government-licensed and Regulatory Canadian Immigration Consultants agents.

Key Insights:

- Current migration model is high risk (due to unregulated agents, high cost on account of tuition fee and expenses).
- More time-consuming (due to enrolments in minimum two-year study programmes) and less yield (high probability of not getting a job despite a work permit).

Several replies were noted When asked about industry demand at the global level and the hurdles that participants anticipate for moving qualified workers overseas. The majority of the 49 participants said that there's a global need for hospitality, Technology, and healthcare experts, and they want to start programmes to fill the gap. Nine people preferred all of the skills. As industrial demand in foreign nations, they believe that a lack of foreign language skills is problematic for them. In the opinion of two people, skilled trade programs such as welding, HVAC, and plumbing are the most in-demand worldwide; nevertheless, students rarely choose these programs. Eight participants were concerned about the lack of skill and experience among Indian youngsters.

Key Insights:

Reduce cost to prevent illegal migration following measures have been suggested:

- Reduced costs by skilling the young workforce in COO on English speaking and technical abilities as per the need of COD.
- Public awareness
- Government to Government framework and regulation of immigration consultant.

69 of them are seas and education services (majority). They stated that sustaining a higher level of efficiency in productivity needed by foreign nations in training skilled professionals is difficult due to a lack of suitable infrastructure. Nine participants discussed how sustaining a better level of efficiency and productivity is hampered by adequate document processing, identifying quality concerns, and managing applicant difficulties. At the same time, four respondents said that a lack of understanding among adolescents and their parents is a great difficulty in maintaining high efficiency and production (adhering to quality and compliance norms, the skill level of the workforce).

When participants were asked about the challenges faced by Indian youth during migration to foreign countries for study in terms of risk, cost, time, and yield involved in the country of destination, 64 respondents stated that Indian youth face low job opportunities, high risks, and hefty fees structure of foreign colleges, as well as less yield. Ten respondents cited clarity on the pathway. Lack of competence in specific industries, misdirection by ghost agents, and improper steps lyrics contribute to huge costs and risks in getting where they need to go. They expressed their general viewpoint and desired to delve into individuality to find the challenges confronting Indian youth. But, according to eight respondents, the main problem is a lack of English speaking abilities, lack of confidence, and exploitation by India-based persons in destination nations, which increases the risk, time, cost, and yield.

Regarding the source of funding available for skilled workers in India, 58 respondents indicated that funds should be provided by global organisations such as the World Bank, ADB, IMF, and others. They believe that United Nations Educational Scientific and Cultural Organization should be the primary source of funding. Yet, there was to be a reaction to the option investment by the destination country. 60 respondents supported investment by the nation of origin. Two respondents indicated that immigrants should utilise their funds and make fixed deposits for skilling.

Key Insights:

To create robust skilling ecosystem in COO in India, the following options of funds have been suggested:

- By the global organisations like World Bank, ADB, IMF
- By Investment from COO through NSDC/ MSDE, India.

Considering the existing method for recognising prior learning, evaluation, and certification for overseas employees, 65 participants answered that other nations do not recognise Indian qualifications and that only skill training (courses) has been recognised abroad to obtain jobs. The remaining 12 respondents agreed with the preceding statement and stated that skilling leads to good pay and decent jobs.

Key Insight:

Under the current migration model there is no recognition of prior learning, evaluation and certification.

6.2 Analysis of qualitative data collected through Roundtable on the Healthcare Workforce Migration

In this study, the researcher conducted a roundtable discussion with International training partners in the healthcare sector, Principals, and Students of Nursing and allied healthcare institutions in Punjab (India), on March 8, 2022. It was a virtual roundtable conference (virtual mode) organised on 8th March 2022 with the support of Lamrin Tech Skills University Punjab (India's first skill development university incubated by IBM (International Business Machines) and mentored by Tata Technologies and Ansys) and the Indian School of Business, Mohali, which is India No. 1 Business School (as Financial Times (FT) Global Master of Business Administration Ranking 2022). The roundtable was conducted as per the following schedule given in Table 6.3.

Table 6.3 Schedule of Roundtable Discussion

Schedule of Roundtable Discussion	Session	Time
Inaugural Session		11:00 am IST
Technical (Australia, Japan, Singapore)	Session -1	01:00 pm IST
Technical (United Kingdom, Germany)	Session -2	03:30 pm IST
Technical (Canada)	Session -3	08:30 pm IST

The following dignitaries attended the inaugural session on the invitation of Principal Investigator Prof. Chandan Chowdhury and the researcher who has been working as advisor to Chief Minister Punjab (Skill Development and Technical Education), as given in Table 6.4.

Table 6.4 List of Guests of the Inaugural Session

Sr. No	Name	Designation
1	S. Charanjit Singh Channi Chief Guest	Hon'ble Chief Minister Government of Punjab
2	Sh. Dilip Kumar, IAS	Principal Secretary Employment Generation Training Govt. of Punjab
3	Sh. Anurag Bhushan	Joint Secretary, Office of International Affairs -I Ministry of External Affairs Govt. of India
4	MS. Rooma Kumar Bussi	Managing Director for India at Trade and Invest British Columbia Government of British Columbia, Canada
5	Mr. Vithal M Madyalkar	Country Manager, IBM Innovation Centre For Partners at IBM India Ltd.
6	Ms Ritu Aggrawal	Country Head, Japan Russia & South East Asia National Skill Development Corporation
7	Prof. Dinesh Kumar Singh	Executive Director AIIMS, Bathinda
8	Dr Himangi Bhardwaj	Senior Health Adviser British High Commission New Delhi
9	Dr Gurinderjit Singh	Director of Health & Family Welfare Punjab
10	Dr. Avnish Kumar	Director Medical Education and Research Govt. of Punjab
12	Ms. Baihua Chadwick	CEO, TRU World and Associate Vice President Thompson River University
13	Mr. BroucePoh	CEO, Information Telecommunications and Electronics Engineering Singapore
14	Ms. Cristine Russell	Founder Managing Director Global extension of Social Security (GeSS) Education, Australia
15	Mr. Lance Thomas Stone	CEO, Fraser Coast – Training Employment Support Services (TESS), Australia
16	Dr. Philip G. Laird	Vice Provost & Vice President Trinity Western University, Canada
17	Mr. Marcus Aust	Senior Consultant iMove: Training, Germany
18	Mr. Arunachalam Karthikeyan	Head iMOVE Office in India

6.2.1 Some insights from the inaugural session

“Covid-19 has forced all countries to increase the numbers of healthcare workers for their own country and others. The pandemic is still ongoing, and thus, there is a die-end need for institutions and hospitals to increase the number of professionals. It is very timely for a forum to discuss the training of healthcare workers. I congratulate the organisers for opening this subject in a very timely manner.” Bruce Poh, CEO, ITEES, Singapore (A part of the Institute of Technical Education (ITE), Singapore).

“India has the largest medical colleges globally, producing highly qualified professionals yearly. India has invested in increasing the capacity of its healthcare professionals. These are indicative of India’s capacity to fulfil its requirements in the healthcare sector in its own country as well as the global requirements.” Sh. Anurag Bhushan, Joint Secretary, OIA-I, Ministry of External Affairs, Govt. of India

“I congratulate the Punjab Skill department and skill institutions for timely intervention and coming to skill the healthcare workers. India is a young country, and we can provide a young, skilled healthcare workforce.” Prof. Dinesh Kumar, Director of AIIMS Bathinda

“In India, we need to create a framework and infrastructure where Indian healthcare workers can practice in the country itself and travel outside if needed.” Ms. Rooma Kumar Bussi, Managing Director for India at Trade and Invest British Columbia Government of British Columbia, Canada,

Technical session 1 was conducted for Australia, Japan, and Singapore. Table 6.5 gives the list of speakers regarding healthcare workforce migration.

Table 6.5 Speakers of technical session -1(Australia, Japan and Singapore)

Sr. No	Name of Speaker	Designation
1	Ms. Ritu Aggrawal	Country Head, Japan Russia & South East Asia, National Skill Development Corporation
2	Mr Roshan Paul	Director Trade & Investment, South Asia, Australian Trade and Investment Commission (Austrade)
3	Mr. Tony Brennan	Founder and CEO, Talisium, Sydney, Australia
4	Ms. Cristine Russell	Founder Managing Director GeSS Education, Australia

5	Ms. Susann Doherty	Director Marketing & Recruitment, GeSS Education, Australia
6	Ms. Tonia Scadden	Trainer & Assessor/Work Placement Officer, GeSS Education, Australia
7	Mr. Lance Thomas Stone	CEO, Fraser Coast - TESS, Australia
8	Mr. Philip Fung	International Business Director, National Institute of Education and Technology Group, Australia
9	Mr Tay Wei Sern	Deputy Director/Health Sciences Institute of Technical Education, Singapore
10	Mr. Harsh Chamaria,	Director Valeur Fabtex Pvt.

6.2.2 Some Insights from Technical Session -1

“There is a demand for 300 healthcare workers every month in Australia. We will start a program to train these healthcare workers, most probably in India, and then bring them to Australia.” Mr. Tony Brennan, Founder and CEO of Talisium, Sydney, Australia

“Japan will have 2.53 million workers by 2025. That is the demand in Japan. We are looking for candidates, especially from India. Japan needs most women healthcare workers.” Ms. Ritu Aggrawal, Country Head, Japan Russia & South East Asia, National Skill Development Corporation

“Australia needs more healthcare workers by 2024. The training plan at Lamrin Tech Skill University, Punjab, includes training the trainer via online mode, and those certified trainers will build the workforce in the country of origin. We guarantee placements of our students in Australia.” Ms. Cristine Russell, Founder, Managing Director, GeSS Education, Australia

“The number of healthcare workers is going to double by 2024. Australia doesn't have enough population to meet this demand. We propose that our trainers come to India, deliver the training in India, get them job-ready as per the standards of Australia, and then give them opportunities to come to Australia.” Ms. Susann Doherty, Director | Marketing & Recruitment, GeSS Education, Australia

Technical session -2 was conducted in the United Kingdom and Germany. The list of speakers' regarding healthcare workforce migration is given in Table 6.6.

Table 6.6 Speakers of technical session -2 (United Kingdom and Germany)

S. No.	Name of Speaker	Designation
1	Mr. Marcus Aust	Senior Consultant, iMove: Training, Germany
2	Ms. Jennie Padgett	International Recruitment Manager National Health Service, UK
3	Ms. Zita Reszler	Director, Qualifications and Assessments International , UK
4	Mr. Peter Wood	Head of Operations, ECCTIS Limited, UK
5	Mr. Niko Phillips	Group Director International, Activate Learning, UK
6	Dr. Neil Cunningham	Medicine Doctor, University Hospitals of Northamptonshire, UK
7	Mr. Charles Taylor	Taylor and Taylor Care Group, UK
8	Ms. Linda Oecknick	Director of EU India Consulting (EUIC), Germany
9	Mr. Ronald Heinold	Medicus Cottbus, Germany
10	Mr. Arun Shukla	Founder CEO, Bhushan Steel Limited Group of Companies, India

6.2.3 Some insights from technical session -2

“For entering the UK as a nurse, the first step is to get IELTS (7.0), then you will be interviewed. If you get a job offer, my team will support you in getting to the UK. You will take CBT, and my team will support you in the required paperwork and getting settled here.”

Ms. Jennie Padgett, International Recruitment Manager NHS, UK

“In nursing, even before the pandemic, there were 50,000 unfilled spaces in nursing staff. NHS can provide lots of opportunities in nursing.” Dr Neil Cunningham, Medicine Doctor, University Hospitals of Northamptonshire, UK

“In Germany, we expect a need of half a million nurses by 2035.” Mr Marcus Aust, Senior Consultant, iMovie: Training, Germany

“We have one bridging program for nurses and the other for care workers. We have simulated care suites across our colleges, and these are simulations of wards in hospitals and the private social care sectors. We want to replicate these suites in Lamrin Tech Skill University, Punjab.”

Mr Niko Phillips, Group Director International, Activate Learning, UK

“The senior care worker bridging program has been developed, a short program currently is being delivered online, and we plan to offer this face-to-face in Punjab at Lamrin Tech Skill University.” Mr. Niko Phillips, Group Director International, Activate Learning, UK

The technique, session -3, has been conducted for Canada and US. The list of speakers regarding healthcare workforce migration is given in Table 6.7.

Table 6.7 Speakers of technical session -3 (Canada)

S. No.	Name of Speaker	Designation
1	Dr. Philip G. Laird	Vice Provost & Vice President, Trinity Western University, Canada
2	Mr. Jeremy Sabell	Managing Director, Stenberg College, Canada
3	Ms Mekhela Chandra	CEO Value Innovation Lab
4	Ms. Sujata Kumaraswamy	Vice-President Operations Global Telehealth Inc.

6.2.4 Some insights from technical session -3

“The practical component is the main challenge with delivering healthcare education outside Canada. This valuable component must be completed in Canada because we do not have any validated institutions outside that are regarded as equivalent in healthcare settings. We could do great things overseas if we can solve this challenge.” Mr. Jeremy Sabell, Canada

“We are working with the Government of India, especially in the State of Punjab, where students can do a portion of their degree in India and then complete their degree in Canada.” Dr. Philip G. Laird, Canada

6.2.5 Outcome of the roundtable discussion

The significant outcomes of Roundtable discussions regarding healthcare workforce migration are as follows:

- Representatives from participating countries agreed to Government to Government (G2G) models to overcome the worldwide skill shortages in healthcare sectors.
- The representatives have shown keen interest in setting up the required infrastructure in Punjab, India. This will help fill the skill gap globally.

- To reduce the cost, they are willing to train the workforce in the Indian setup and then will provide the required assistance in job placements at the Country of Destination (COD).

6.2.6 Analysis of Healthcare Survey

The roundtable conference was attended by 400 representatives from the international training partners, Principals, and students. This roundtable meeting was held in both face-to-face and virtual sessions. The information was gathered through focus group talks. Qualtrics was used to create three questionnaires to collect data from delegates. Qualtrics is web-based survey software that may be used to perform surveys, assessments, and other data-collecting tasks. Qualtrics recorded the PC address and the longitude and latitude of the participants' location.

With research ethics in mind, the researcher included the following prologue at the beginning of each questionnaire:

“Through this survey, we want to collect relevant data to derive insights that can be shared with various stakeholders to create a global supply chain for the healthcare workforce. This exercise will help improve our understanding of the gap between the demand and supply of the young healthcare workforce from India (the Country of Origin) to the labour deficient Country of Destination (COD), creating benefits for the COO and COD. This is a short questionnaire of about 10 minutes. Participation in this survey is entirely voluntary. All your responses and personal information will be kept confidential. Only the research team will have access to your responses. If there is any question you don't want to answer or if at any point you feel uncomfortable with this questionnaire, you have the option of quitting. There will be no consequences for not completing the questionnaire. If there is anything about the survey or your participation that is unclear or that you do not understand, if you have questions or wish to report a research-related problem, you may contact the Principal Investigator: [Professor Chandan Chowdhury, chandan_chowdhury@isb.edu] or email advisor.sdte@punjab.gov.in, telephone number: +91- 172 - 2741845, 2661845, 2993845. There will be no incentive for your participation in the questionnaire. The details of the Chair, Institutional Review Board (IRB) at ISB are as follows: Professor Ashwini Chhatre at +9140-2318-7134 or email ashwini_chhatre@isb.edu at the Indian School of Business, Gachibowli, Hyderabad – 500111, India.”

6.2.7 Analysis of healthcare workforce survey for international training partners or certification agencies

This questionnaire is appended in Annexure V.

The location of respondents of this survey is shown in Figure 6.31 on the world map through longitudinal and Latitudinal data as follows:

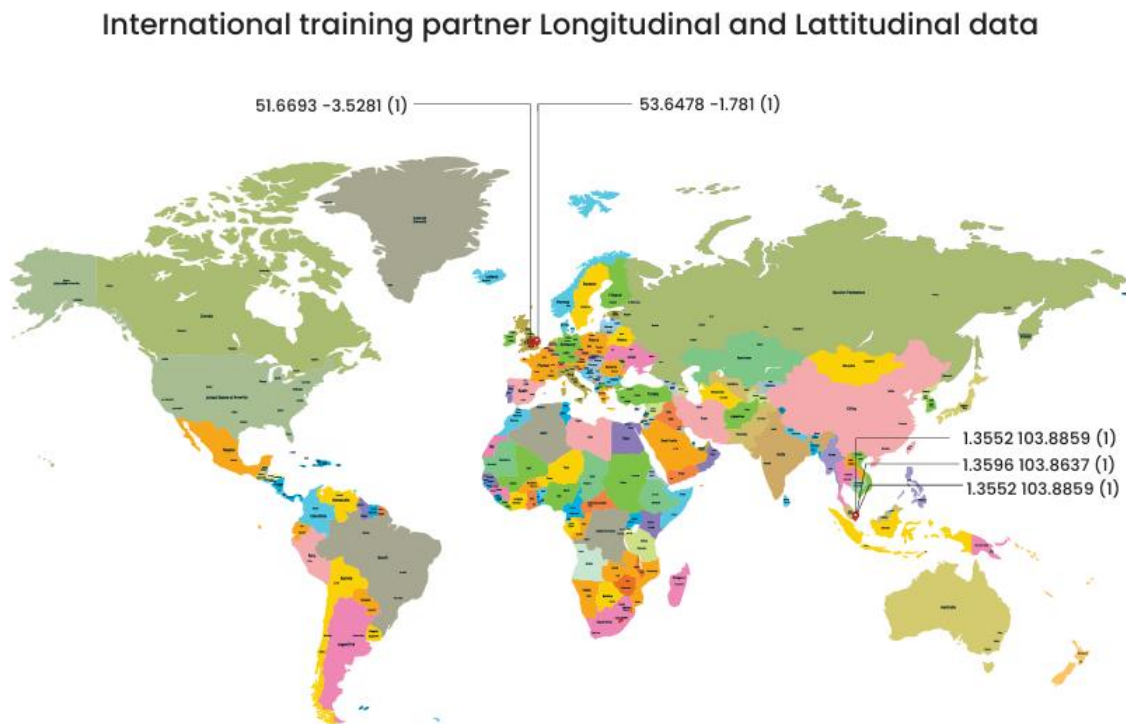


Figure 6.31: World map of Longitudinal and Latitudinal data of respondents

Six overseas training partners completed this questionnaire. They were questioned on the country's skilled healthcare workforce shortfall. Just four foreign training partners answered this question. All four foreign training partners stated that their respective nations are experiencing a scarcity of competent healthcare workers, shown in Figure 6.32 as follows:

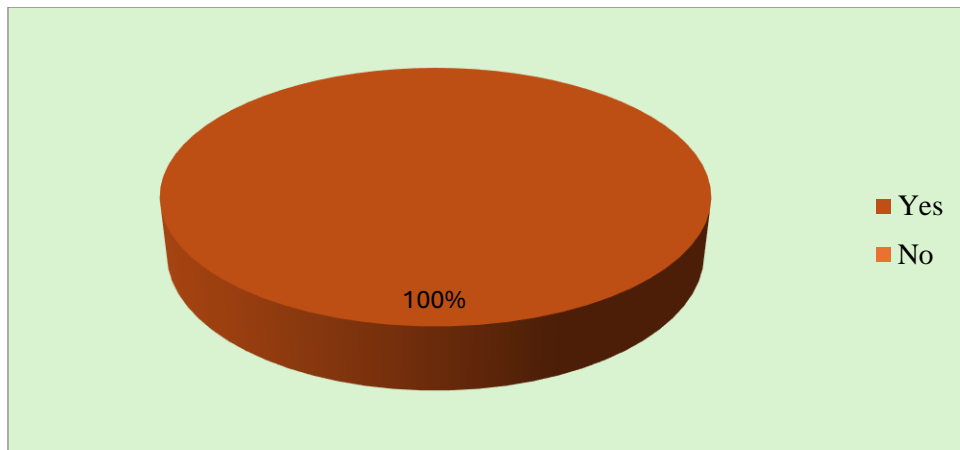


Figure 6.32: Scarcity of competent health workers

The overseas training partners were asked about the category of healthcare labour deficit. The three foreign training partners responded to the medical shortage. Four respondents stated that there is a nursing shortage. Two responders also mentioned a scarcity of paramedics. They have also picked any other choice. Physiotherapists, occupational therapists, language therapists, pharmacists, operating department practitioners, and care workers were among the different professions cited by international training partners. This data is shown in Figure 6.33.

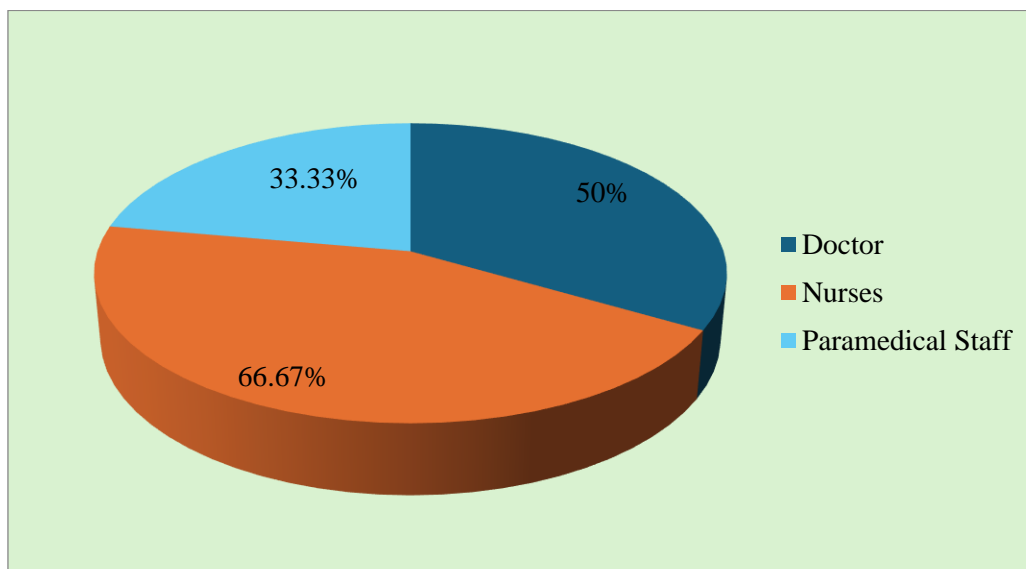


Figure 6.33: Data about Healthcare Labour deficit

Foreign training partners asked about the expected demand for healthcare professionals annually for the next three years, but only one respondent replied. The only need for 2023 was for doctors and nurses, who were 17000 and 40000, respectively.

The foreign training partners were also asked to rate their preferred places of origin for recruiting healthcare workers. The respondents chose India as their favourite supplier out of four options. At the same time, one responder listed India as a second choice. One respondent ranked India as their least favourite country. Along with India, two respondents ranked the Philippines as their first choice. One responder ranked the Philippines second. Whereas the seventh respondent's preference. One responder ranked Bangladesh as their second choice. Another respondent, on the other hand, ranked it third. One additional responder ranked the Philippines as number six on their list of preferred countries. However, one responder ranked it as a last resort. When it comes to Sri Lanka, nobody considers it a first choice. However, it is a second choice for one responder. Two respondents also mentioned Bangladesh as a third option—and one respondent's fourth preference. Pakistan was not among the top three choices, although it was ranked fourth by two respondents. It was one respondent's sixth choice. Whereas the seventh respondent's preference. East European countries were also left out of the initial three options. However, one responder ranked these nations fourth. Two respondents ranked these nations as their fifth choice. One responder rated these nations as their top six. Only one respondent considers African nations to be a third choice. Two respondents ranked African nations as their sixth preference. In addition, one responder ranked African nations sixth. One responder ranked the United Kingdom fifth out of any other nation options, while another ranked the United Kingdom last. One responder ranked Malaysia, Myanmar, and Vietnam as their eighth choice.

Key Insight:

India and the Philippines were ranked as the top two most favoured source nations for healthcare workers. African nations were ranked as the least desirable for the healthcare workforce.

The overseas training partner was also questioned about the disparity between their country's need and supply from preferred sources for healthcare professionals. Three of the four responders were aware of the difference. Only one respondent believed there needed to be a better match between demand and supply for healthcare professionals. Figure 6.34 shows the disparity between the country's needs and supply as follows:

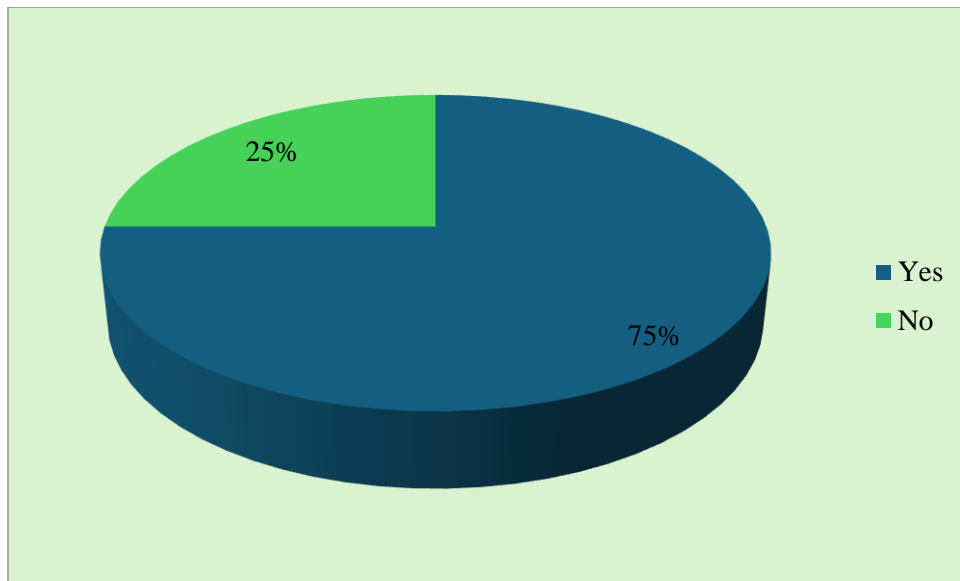


Figure 6.34: Disparity between country's need and supply

All four international training partners said yes when asked if they needed foreign language skills to bridge the gap between demand and supply. This is complete agreement on the criterion of proficiency in a foreign language to bridge. The disparity between demand and supply demonstrates a lack of workforce proficiency in the languages of destination nations. The requirement for foreign language skills is shown in Figure 6.35.

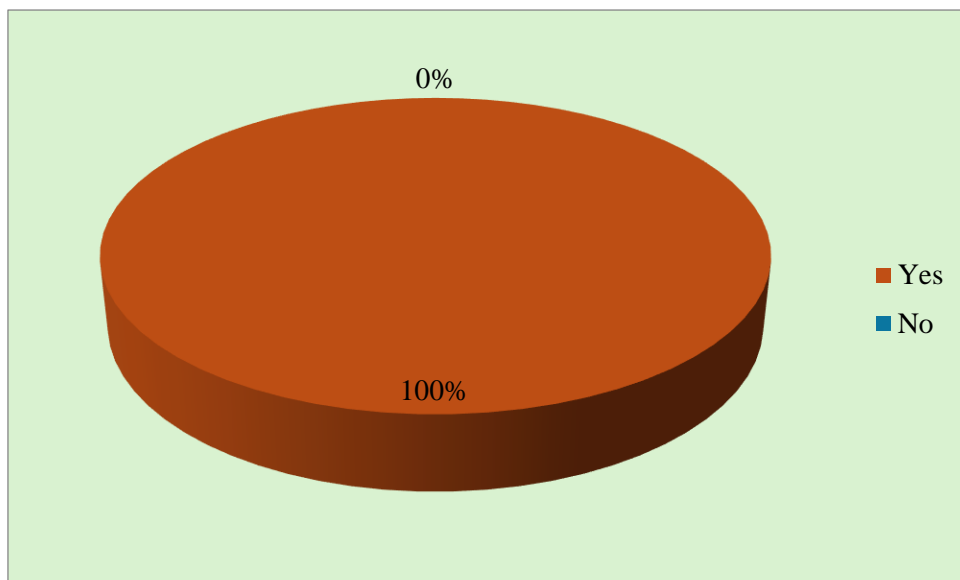


Figure 6.35: Requirement of foreign language skills

Key Insight:

Foreign language skills to bridge the gap between demand and supply particularly English Language.

When foreign trade partners were asked to rate the languages students needed to acquire to gain jobs in countries of destination in the health sector, they put the most helpful language first and the least valuable language last or fifth. Only three people responded to this question. It's fantastic that all overseas training partners choose English as their first language. Regarding the French language, respondents ranked it as their second choice. Whereas one respondent said, the French language was the least beneficial. One responder ranked the German language as their fourth most helpful language. Respondents ranked German as the least functional language. One responder ranked the Japanese language as a distant second. And two respondents ranked it as their third choice. One responder listed edit as a third choice for the Chinese language. Two respondents ranked the Chinese language as their fourth preference.

Key Insight:

English was described the most beneficial language for obtaining possibilities in destination nations,` followed by French, German and Japanese.

Only one international training partner from foreign countries stated that their government is willing to invest in the country of origin or the fourth country to recruit healthcare professionals. The other three respondents were unsure about investing in source nations. The investment of foreign countries is depicted in figure 6.36.

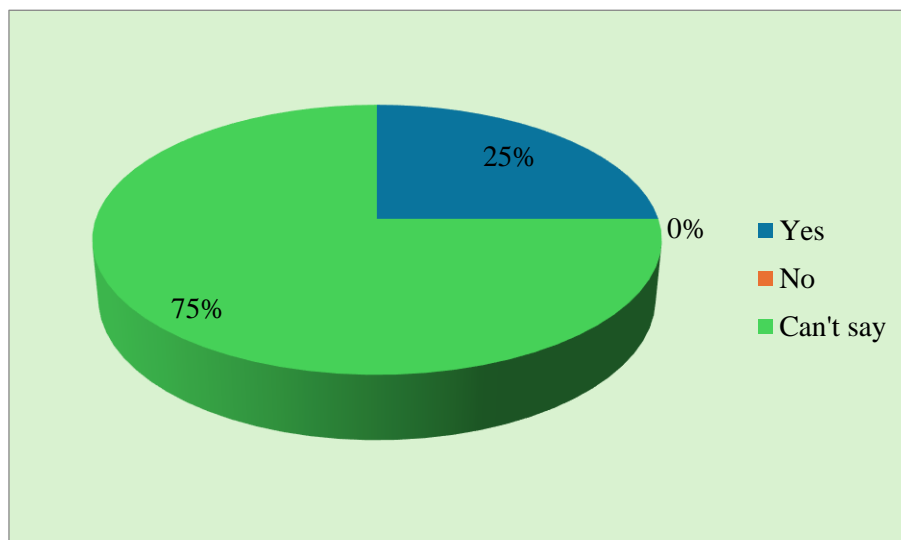


Figure 6.36: Investment from foreign countries

There were no comments from foreign training partners on the approximate budget expenditure for employing healthcare professionals in the country of origin in the next three years.

Key Insight:

The international training partners/ certification agencies mentioned that their countries are ready to invest in COO to create the supply of healthcare workforce.

6.2.8 Analysis of Healthcare Workforce Survey for Principals

This questionnaire is appended in Annexure VI.

Figure 6.37 shows the location of respondents for this survey based on longitudinal and latitudinal data of respondents on a world map.

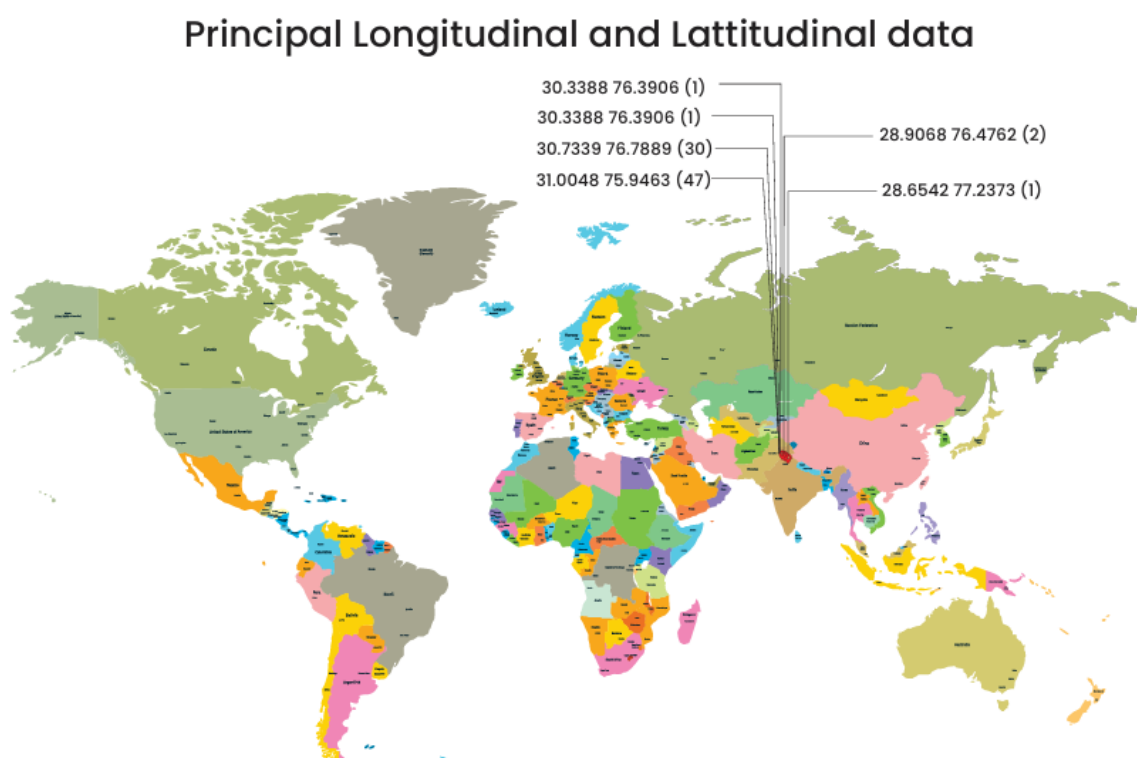


Figure 6.37: World map for Longitudinal and Latitudinal data of respondents

There were total 72 respondents including principals, professors and faculty members.

All participants were asked about occupations in high demand in the health sector in other countries, and they were given some options for rating them. Twenty-three participants picked high-demand physicians, whereas 43 participants preferred physicians. Two participants ranked the demand for doctors as a third choice. Six people chose physicians as their fourth option. Four respondents ranked doctors fifth in priority, with only one participant prioritising it.

Key Insight:

To summarise, most respondents regarded medicine as the second most crucial profession.

Nurses were the initial option of the most significant number of participants (35), while 14 people picked nursing as their second favourite employment. Nurses received third preference from 16 people. Nursing was chosen as the fourth most favoured employment by twelve individuals. Nursing was selected as the sixth most favoured occupation by only two people. No participants picked nurses as a last resort. The problem is that most participants' first choice is to be a nurse.

Key Insight:

Nurses as an occupation in foreign countries is in high demand in healthcare, followed by doctors and allied healthcare.

When asked to rate paramedics, only 14 said they were their first choice. As a second preference, 15 people opted for paramedics—the most significant number of participants, 35, ranked third in importance. Paramedics received fourth place among eight contestants. Seven people ranked paramedics as their sixth preference. No participant thought paramedics should only be used as a last option. In short, the highest number of participants placed paramedic employment third.

Only three candidates voted for chemists to win first place. Three other participants shared the third place. Pharmacists came in third place, according to 23 participants. The employment of paramedics ranks fourth in terms of participants (46). Only four people picked chemist as their occupation as sixth. No people said that being a chemist was their final choice. In a nutshell, the chemist profession is placed fourth.

One participant gave the lab personnel first place, and another received second place. Nobody has ranked the profession of lab technicians third. Again, with only one participant, the lab employees finished fourth. Furthermore, no participant rated lab technician employment sixth.

Most participants (76) chose lab tech as the lowest-paying occupation. It may be described as follows: the highest number of participants assigned lab technicians the lowest priority.

Regarding employment, it can be observed that nurses and physicians got the most attention. On the other hand, lab technicians and chemists were given the least preference.

Aged care workers and physiotherapists were given six options in response to any other possibility, with COVID-19 personnel receiving the fourth.

When asked if any courses in India are recognised for overseas employment via work permits for vocations such as physicians, nurses, paramedics, chemists, and lab technicians, 88.89% of participants said yes. At the same time, 11.11% of participants were against Indian courses. Recognition of Indian courses for overseas employment is shown in Figure 6.38.

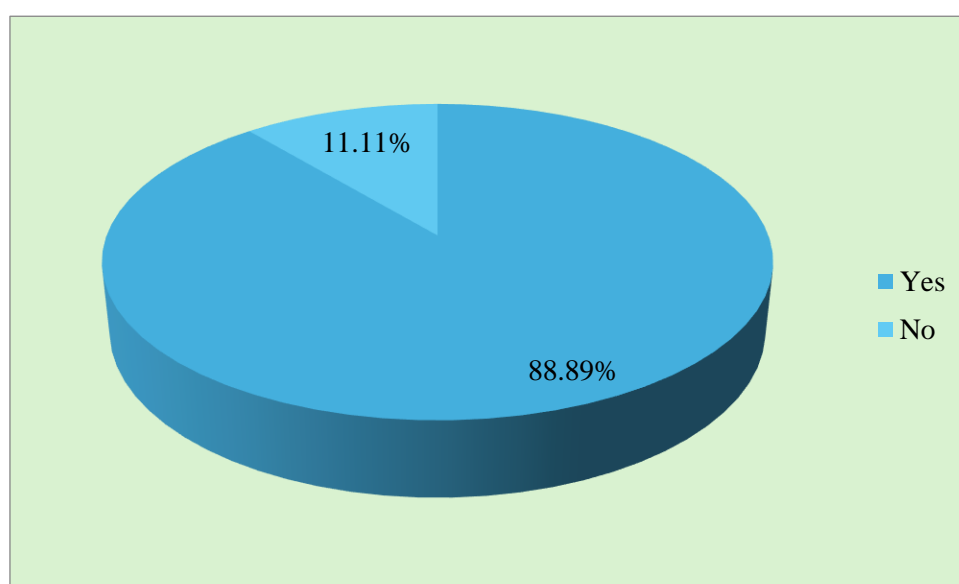


Figure 6.38: Recognition of Indian courses for overseas employment

Key Insight:

Most educational courses related to healthcare, such as Doctors, Nurses, paramedics and allied healthcare are recognised in foreign countries for Work Permit.

Participants were questioned about bridge courses for overcoming the overseas migration gap and accredited courses for international jobs in India. Technical programmes were favoured by the majority of participants (33%). Only seven people attended the language programs. Five participants assisted with cultural learning workshops. Three participants responded that they believe that more excellent education, learning about the overseas

environment, and learning about adjustment in foreign countries will bridge the gap for overseas migration. The demand of bridge courses for overcoming the overseas migration gap is shown in Figure 6.39.

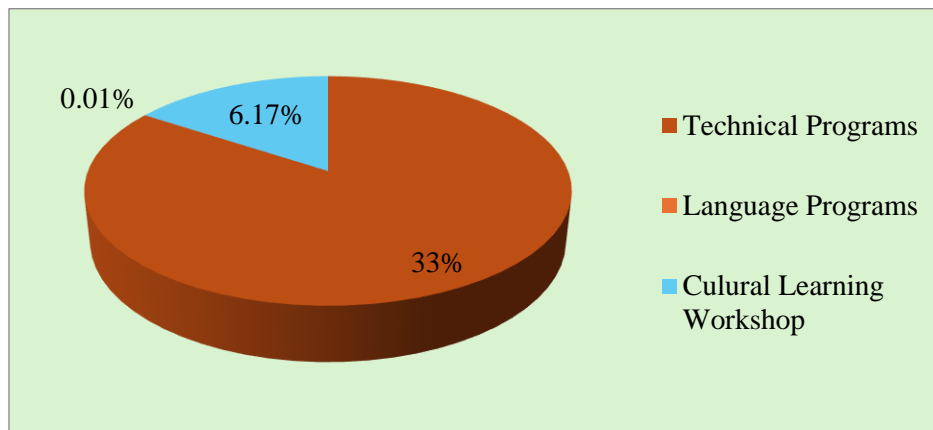


Figure 6.39: Demand for bridge courses for overcoming the overseas migration gap

Key Insight:

Bridge Courses for overseas migration gap are required Technical programs and Language programs. The understanding of cultural programs is also stressed.

All participants (81) agreed that if bridging programmes in health care is introduced in India, with an emphasis on work permits for overseas employment, students will join. The expected enrolment for Bridging programmes is shown in Figure 6.40.

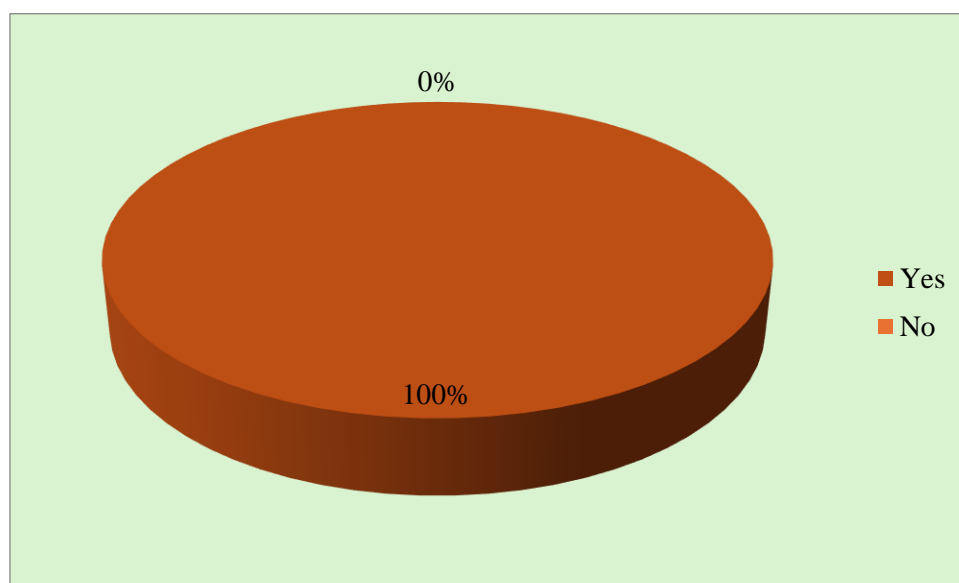


Figure 6.40: Expected enrolment for Bridging programmes

Key Insight:

All the participants echoed the thought that the students would join a bridging program if they started on healthcare in India with a focus on work permits for overseas employment.

Nine individuals chose the United Kingdom as their first choice. Sixteen participants were given second preference. The majority of the 29 participants ranked the United Kingdom third. Only three participants said they preferred the fourth choice. Four individuals chose Germany as the fifth option. Of the 14 contestants, the United Kingdom received the sixth reference. The United Kingdom was placed sixth out of five participants. Nobody saved the United Kingdom from finishing last. As a result, the United Kingdom may be considered the third most popular student destination.

In the case of Australia, 18 people ranked it first. Australia came in second place with 23 athletes, and 17 participants shared the third place. Australia was ranked fourth by only one person. Australia was placed sixth by three participants. Five participants shared sixth place. Meanwhile, Australia is ranked sixth by nine players. Four participants feel that Australia is their final option. Due to the most significant number of participants, Australia was rated second.

When asked about Singapore, 27 individuals said it was their first choice, 21 individuals chose it as a second choice, and Singapore was ranked third among the eight competitors. Seven contestants tied for fourth place, four people chose Singapore as their fifth choice, and a single participant ranked it sixth. 11 contestants kept Singapore in seventh place, whereas the last place was only offered by one participant. In a nutshell, Singapore is the #1 and second preferred country of travel for most students.

16 contestants awarded Japan the first preference. Five athletes kept Japan in second place. Nine contestants tied for third place. Japan was ranked fourth by the most significant number of participants (28). Six contestants tied for fifth place. Four responders ranked Japan sixth. Nine players ranked Japan seventh. Three contestants ranked Japan as their final choice. In summary, participants rank Japan as the fourth most favoured destination country.

Only five people ranked Canada #1 when asked. Three contestants each received second and third place. Canada is ranked fourth by 29 players. 28 individuals regard Canada to be their preferred country. Five other contestants also ranked sixth. This even includes

participants who put Canada seventh, but no participants rate Canada worst. In a nutshell, most participants ranked Canada fourth and fifth as a destination country.

Key Insight:

The United States was ranked fifth and seventh as a destination country by most respondents.

Three individuals ranked the United States (US) as their first choice. Four participants ranked the United States second. Only one person ranked the United States third. Five individuals listed the United States as their fourth choice. The 29 participants rated the United States sixth. Only two participants remained—sixth place. The United States was ranked eighth by 35 respondents. Only one responder considers the United States to be their final choice.

Key Insight:

The overall result for the choice of country of destination is that Singapore was ranked #1 by the most significant number of respondents. Meanwhile, Gulf countries were given less importance as destinations.

Regarding Gulf nations, none of the participants gave them a primary priority. One person each took second, third, and fourth place. Three participants put Gulf nations sixth. They were the only participant that ranked Gulf nations sixth. Three contestants tied for seventh place. And the final rank was provided by 70 people. In short, most participants ranked Gulf nations as their least preferred destination countries.

When asked why they chose students for their intended destination nations, 55 participants said monetary incentives were the most critical factor. Meanwhile, two respondents each ranked financial benefits second and third, and three participants ranked economic benefits fourth. According to the six respondents, monetary rewards are the sixth reference. Five people gave their sixth choice to financial rewards, and two individuals expressed a lack of interest in these benefits. In short, monetary rewards were the respondents' top consideration when selecting a destination country.

The presence of a relative is ranked at the top by eight participants. The six participants give the presence of relatives in a foreign nation a second priority. Again, for the third option, eight individuals evaluate the presence of relatives in the country of destination (COD). The presence of family in COD was ranked fourth by 22 respondents. 16 respondents ranked the presence of family in COD as their sixth priority. In contrast, 14 respondents preferred the

presence of family in COD. Only one participant indicated a preference for losing. In short, the presence of family in COD is ranked fourth by most responders.

Eight individuals ranked #1 in terms of desired culture in their intended country of destination. Thirteen contestants tied for second place. As a third option, 10 participants considered an excellent culture of life in the selected country of travel, and 14 individuals ranked positive culture as their fourth priority. Ten people ranked the positive culture as their favourite COD fifth. Favourable culture was ranked sixth by 13 participants. Seven people ranked the positive culture worst. In short, the selection of a positive culture in the intended country of travel was ranked fourth.

Only one person indicated a preference for a higher quality of life. 15 people ranked higher quality of life second. 13 individuals ranked third and fourth in terms of the higher quality of life in the destination country. Better quality of life was chosen as the sixth priority by 16 participants. What are the preferences of the 11 participants? Only six individuals ranked a higher quality of life in their intended place of travel as their top priority. In short, the better quality of life in the country of destination was ranked fifth by the most significant number of participants when selecting the country of travel.

No participant cited improved job possibilities as a motivation for selecting the country of destination. On the second preference, 12 respondents preferred improved professional chances. It was ranked third among the 13 contestants. In contrast, the fourth favourite of 14 individuals. Better professional chances were ranked sixth by 15 of the participants. As a sixth option, 11 people selected improved professional chances. Ten individuals made the last reference to greater professional chances. To summarise, better Career possibilities are seldom a primary choice for migrants, but it is a significant truth.

Only two individuals ranked limited career and growth prospects in India as their top priority. At the same time, 16 individuals saw insufficient career and growth prospects in India as the second most crucial cause for student relocation. 12 people think it is their third choice. Only five participants ranked India's inadequate job and development chances fourth. In addition, 10 people ranked limited job opportunities in India sixth. Like his second preference, 16 selected his pals as his sixth preference. It was chosen as the 14th participant's last option. In summary, an equal number of participants cited insufficient employment and growth possibilities in India as a cause for students to choose their desired migration destinations as second and sixth choices. However, it is not regarded as a first choice.

A single person highlighted improved healthcare facilities in other countries as a primary cause for student relocation. Whereas 11 people believe it is a secondary factor. Furthermore, 17 participants cited enhanced healthcare infrastructure in other nations as a third reason for students' selection of preferred destination countries. It is seen as the fourth reason by four participants and the fifth reason by two participants. It was regarded as the sixth factor by the five participants. However, most 35 participants cited superior healthcare infrastructure in other nations as the final reason students chose preferred destination countries. In a nutshell, most participants see the monetary advantage as a primary motivation for student relocation. At the same time, most participants judged more excellent healthcare infrastructure in foreign nations to be a lost argument for students' choice of preferred destination countries.

Respondents were also questioned about the difficulties that healthcare personnel experience while migrating to other nations. The difficulty of the relocation procedure is seen as the first challenge by 43 participants. At the same time, 15 people saw it as a second challenge. Nine contestants rated it as the third and fourth most difficult task. As a result, most respondents saw the complex migration procedure as a significant challenge for healthcare personnel relocating to foreign nations.

The primary difficulty identified by 22 respondents was the lengthy visa processing period. 27 respondents see it as a second challenge. Long processing time was cited as the third problem by 12 respondents. The protracted processing time was ranked fourth as a difficulty by 15 participants. In short, most participants regard the long visa processing time as the second barrier.

Only five individuals cite a lack of confidence in brokers as the first barrier to healthcare workers' relocation to destination nations. It is seen as the second challenge by the 26 responders. 22 participants ranked lack of confidence in agents as the third most crucial obstacle. It was also ranked fourth by 23 participants. To summarise, most participants identified a lack of trust in agents as an issue encountered by healthcare personnel, with migration to foreign nations as a secondary option.

Six individuals cited the high cost of the relocation procedure as the first difficulty. In addition, eight people saw it as a second challenge. 33 people saw it as the third challenge. The 29 respondents ranked high cost as the fourth most challenging obstacle for

healthcare personnel relocating to overseas nations. In short, most participants see excessive cost as the third issue.

Healthcare workers regard the relocation procedure's complexity as the most challenging issue while relocating to a foreign nation. High-cost engagement in the migration process is seen as the final barrier.

When asked about the affordability of students' fees for skill-based healthcare studies in India to obtain a work visa for employment abroad, 37 respondents indicated it is up to 5 lakh Indian rupees. Meanwhile, 40 participants stated that students' fees are affordable in the range of six lakhs to ten lakhs of Indian rupees. Only two respondents value it between 11 and 15 lakh Indian rupees. A solitary responder said students' fees were affordable at around 15 lakh Indian rupees. The affordable fee for aspirant students is shown in Figure 6.41.

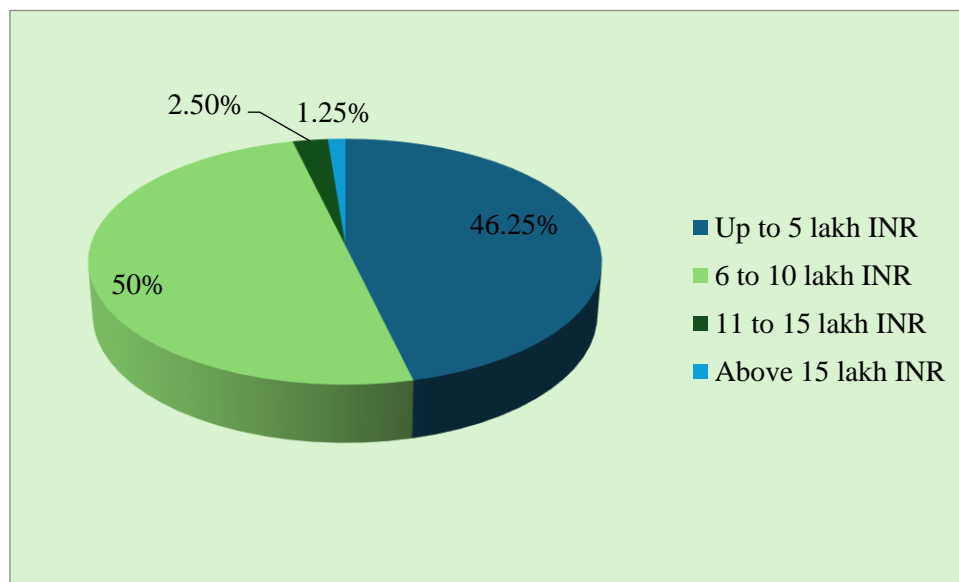


Figure 6.41: Affordable fee for aspirant students

Of 81 respondents, 97.5% believe students would like to register in a shorter period. They are taking a course that will make migration and visa clearing easier. Only 2.47% of participants believed students would write for a more straightforward approach to Visa clearance. The expected enrolment for visa clearance is shown in Figure 6.42.

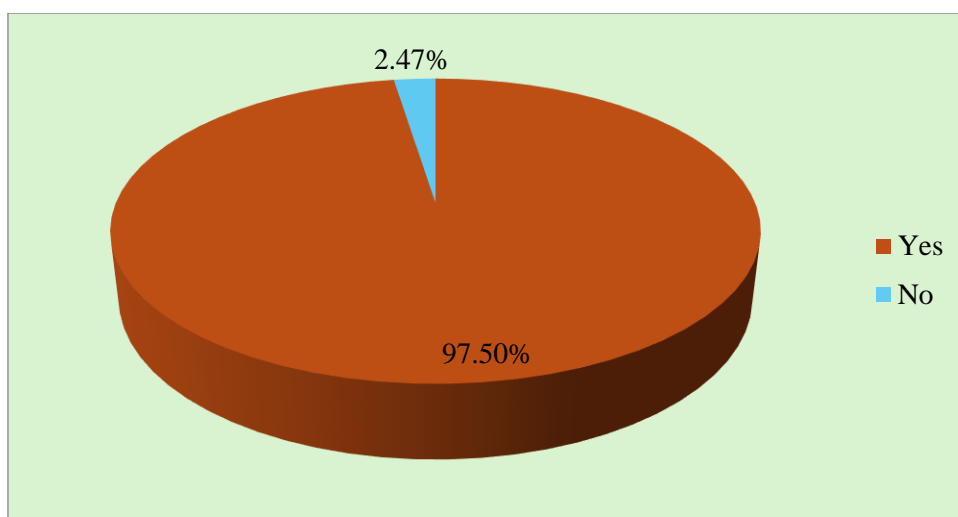


Figure 6.42: Expected enrolment for visa clearance

6.2.9 Analysis of healthcare workforce survey for students

This questionnaire is appended in Annexure VII.

The location of all the participants of this survey is shown in figure 6.43 on world map through their longitudinal and latitudinal data.

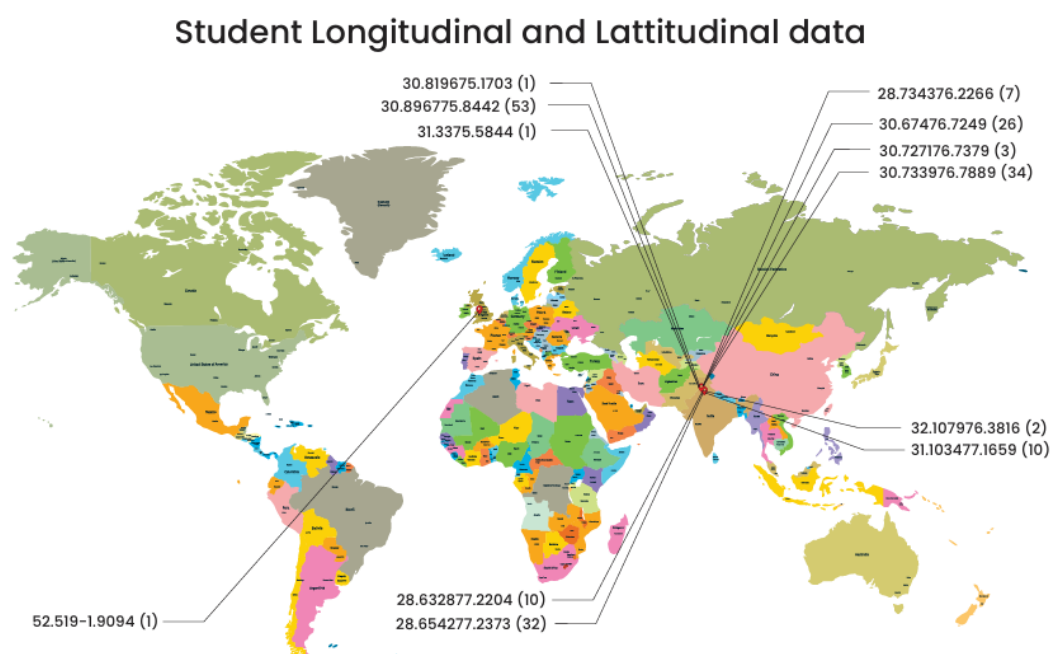


Figure 6.43 World map of longitudinal and latitudinal data of respondents

The survey was filled by 137 students, out of which nine students belong to medicine. There were 125 nursing students and four pharmacy students. No student belongs to a lab technician or any other skill program course. Also, one student was doing a Master's in psychology, and three others were doing a Bachelor's in science. One participant works as a community health officer in the National Health Mission Punjab. The category of students who completed the survey is depicted in through Figure 6.44.

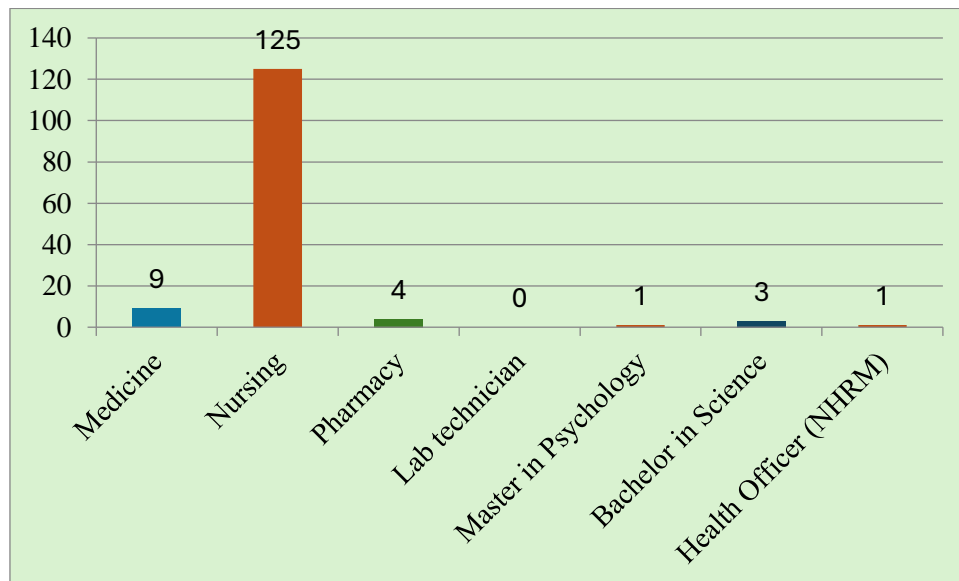


Figure 6.44: Category of students who completed the survey

Out of 137, 37 students were enrolled in Bachelor of Science in nursing, and one student was enrolled in Master of Psychology, whereas another student was doing General Nursing and Midwifery (GNM). The rest of the students didn't mention their courses. The student enrolment in various courses is shown in Figure 6.45.

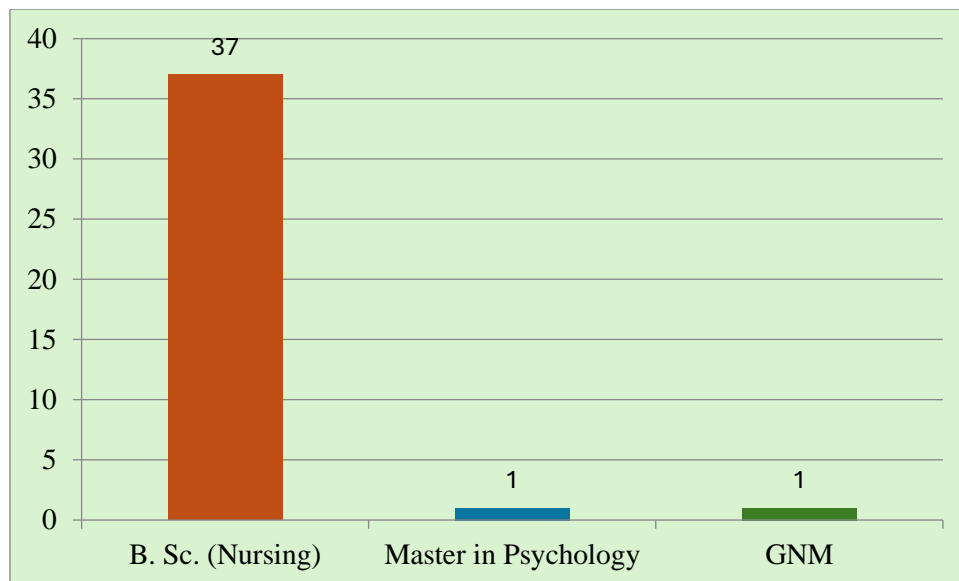


Figure 6.45: Student enrolment in various courses

Only one international training partner from - nations indicated a willingness to invest in the country of origin or the fourth country to attract healthcare professionals. The other three respondents were hesitant to invest in source countries.

There were no responses from international training partners on the estimated budget expenditure in the place of origin for employing healthcare professionals during the next three years.

All pupils were asked to list their top five travel destinations. In Germany, 35 pupils chose it as their first choice. 26 students ranked Germany second. Germany received third place from 18 pupils and fourth place from four students. At the same time, one student kept Germany in fifth place. Germany was ranked sixth with only 53 students. And only five pupils ranked Germany seventh. Three students have chosen Germany as their final destination. In summary, Germany is the sixth most popular destination for students.

Concerning the UK (United Kingdom), 26 students ranked it at the top, while 52 ranked it second. 26 students ranked the United Kingdom third. Six students came in fourth place. Only four students ranked the United Kingdom fifth. The 21 pupils kept the United Kingdom in sixth place. Nine and one students kept the United Kingdom in seventh and eighth place, respectively. In short, the United Kingdom is the second most popular destination for the most significant number of participants.

There were 24 replies for Australia, with Australia being the top choice. Australia is the second choice of 38 pupils. With a maximum of 50 competitors, Australia is ranked third. Nine students ranked Australia fourth. Two students awarded Australia the fifth position. Several kids helped keep Australia in sixth place. However, 12 pupils marked Australia as their seventh option. Only three respondents ranked Australia as their final choice. In a nutshell, Australia is the third choice of the most significant number of participants, but it is not the last choice of any participant.

When asked to rank Singapore, 27 people said it was their top choice. Singapore was chosen as a second choice by 17 students. According to 29 students, Singapore is ranked third. Singapore received fourth place among 36 students. Singapore was ranked fifth by five students. Seven students tied for sixth place. In addition, 18 pupils kept Singapore in seventh place. Six students have chosen Singapore as their final destination. It may also be stated that Singapore has the fourth-highest number of participants.

Japan was chosen as the first choice by 21 pupils. Six students gave Japan second place. Only 14 students ranked Japan as third. Japan was ranked fourth out of 33 students. Japan received fifth place from 44 students. Four students tied for sixth place. Sixteen of the students ranked Japan sixth. It is the seventh student's last choice. In short, Japan is the fifth preference of the highest number of participants but the first preference of the insignificant number of participants.

The majority of pupils rank Canada as their top choice. Students awarded Canada second place. Canada received third and fourth place from seven and 35 pupils, respectively. Only 28 students place Canada in fifth place. 42 students voted for sixth place. Ten students ranked Canada sixth. Only eight students have chosen Canada as their final destination.

Key Insight:

To summarise, Canada ranks eighth in terms of the most significant number of participants. In contrast, the last desire is for a small number of people.

Only one student indicated a preference for the United States. Only one student chose it as a second or third choice (United States) and was ranked fourth by 16 students. The United States is the sixth most popular choice among 44 pupils. Only nine students rank the United States

sixth. A total of 65 students rank the United States sixth. Eight students ranked it as their final choice. In brief, the United States is ranked sixth.

Key Insight:

In summary, Germany had the highest number of participants, while the Gulf nations received the fewest.

No student chose the Gulf nations as their first choice. Meanwhile, Gulf nations are barely a single student's second choice. There were no participants who ranked Gulf nations third. Six students tied for fourth place. The Gulf nations were ranked sixth by 17 students. The Gulf nations were ranked sixth and seventh by two and ten participants. A total of 109 people rank Gulf nations as their final choice. It may be stated that the Gulf nations were the last choice for the most significant number of participants.

Participants were also questioned about why they chose the nations they did. 82 pupils prioritised the monetary benefits. Monetary perks were ranked second by 8 pupils. Monetary benefits are ranked third and fourth by five and seventeen students. Monetary benefits were ranked fifth and sixth by 12 and six participants. Only three pupils rank monetary rewards as their last priority. In short, the primary motive for student migration to foreign nations is financial gain.

Only 31 pupils rank the presence of relatives in foreign countries as a top priority. The presence of relatives in a distant nation is rated second by 31 pupils. On the other hand, eight pupils placed it as their third choice. 31 students regard family to be in fourth place. It is ranked sixth out of 16 students' preferences. And the sixth choice of seven pupils. Nine pupils prioritise the presence of relatives in foreign countries as a criterion for picking a country of travel. It may be stated that relatives in foreign countries are the primary and second important motivation for migration to such destinations.

Six students ranked the positive culture of selected destination nations as the most important cause of migration. It is the second of 30 students' reasons. 35 students believe it is the third most important factor. 25 students think that is the fourth factor. Twenty students ranked the favourable culture of selected target nations sixth. 15 students ranked this reason sixth. For this reason, only pupils received the final rank. In short, most students see the beneficial culture of selected destination countries as a third fundamental cause for migration.

Key Insight:

To summarise, a higher quality of life in other nations might be regarded as the third leading cause of migration by the most significant number of participants.

Six students cite improved quality of life as a primary factor for relocating. 19 students cite a higher quality of life as a secondary motivation for moving. For this reason, 40 pupils regarded the third rank. In comparison, 33 students ranked fourth. It was ranked sixth among 19 pupils. This rationale received the sixth highest ranking from 11 students. Only five people think of it as a last resort.

Three students cited improved professional chances in foreign nations as the first important factor. On the second rank, 10 students considered stronger job chances. A third primary motivation for migrating, according to 24 students, is improved professional possibilities. 21 students ranked better career opportunities fourth. 44 students ranked sixth for greater job chances. It maintains sixth place with 25 participants. Only six students regard greater job possibilities as the final cause for moving. In short, greater job possibilities are the sixth most important motivation for migrating.

Three students cited inadequate career and growth possibilities in India as the primary reason for their move. It is ranked second among 19 pupils. Whereas 13 students think it ranks third. According to four students, India's lack of career and growth possibilities is the fourth leading reason for migrating. 18 students believe it ranks sixth. 58 people cite India's inadequate top and growth prospects as the sixth significant reason for moving. Last but not least, there are just 18 pupils. In short, the sixth fundamental cause for migration is India's restricted growth and job possibilities.

Better healthcare infrastructure in foreign nations is cited as the primary motivation for student migration. It is seen as the second cause by 16 pupils. Only 8 students regard improved healthcare facilities in other nations as a third fundamental cause. Two students believe other countries should have superior health infrastructure as a fourth factor. Four students ranked it as the sixth factor, and 11 students ranked this reason sixth. However, 90 students believe that superior healthcare infrastructure in other nations is the final cause of migration. In summary, better healthcare and infrastructure in foreign countries were cited as the last reason for migration.

Key insight:

In a nutshell, it may be stated that the first significant motive for migrating to other nations is monetary benefits.

The students were asked to rank their difficulties while relocating to a new nation. For 54 pupils, the complicated migration procedure was the first obstacle. 14 students rated the complexity of the migration procedure as a second-order issue, 17 believed it was a third-order difficulty, and only 18 pupils remained in fourth place.

Key insight:

Most participants regard the intricacy of the migration process as a severe difficulty.

The 32 students on the first-rank challenge assessed processing time, while 34 think it ranks second. Twenty students see long processing time as a third-order problem, while only 17 voted for fourth place.

Key insight:

To summarise, high processing times are the second major issue for migration.

Thirteen pupils ranked #1 in terms of lack of faith in agents. Thirty-five students ranked it second. Lack of confidence in agents was ranked third and fourth as brutal by 33 and 22 students, respectively. In short, it might be regarded as the third considerable difficulty.

Four students identified the high expense of the moving procedure as the first main difficulty. However, 20 students ranked it second, and 33 voted for third place. 46 participants saw the high expense of the migration procedure as the last barrier. It may be argued that the high expense of the migration procedure is the final barrier to migration to other nations.

In a word, the intricacy of the migration process is the first main hurdle. The second problem was the lengthy processing time. The third challenge is a need for more confidence in the agents participating in the migration process. The fourth and last barrier is the prohibitively expensive cost of migration passes.

The students were asked about the duration necessary for the migration procedure because it is complex and time-consuming. 80 students believe that processing takes 0 to 1 year. Meanwhile, 40 students stated that relocation would take 1 to 2 years. Only five pupils believe

that two to three years are essential. No student selected the option to process the Visa for over three years.

95.83% of students were willing to engage in a low-cost healthcare skilling programme in India to secure a work visa for their selected location. Only 4.17% were not prepared to invest.

When questioned about the cost of a healthcare skilling programme in India to get an international work visa, 65 students said they could only pay up to 5 lakh Indian rupees. 47 pupils were willing to pay 6 to 10 lakh Indian rupees. Only nine students were ready to contribute between 11 and 15 lakh Indian rupees. No single student could afford to spend more than 15 lakh Indian rupees. As a result, most students can only pay up to 5 lakh Indian rupees. The expected affordable healthcare skilling programme cost is shown in Figure 6.46.

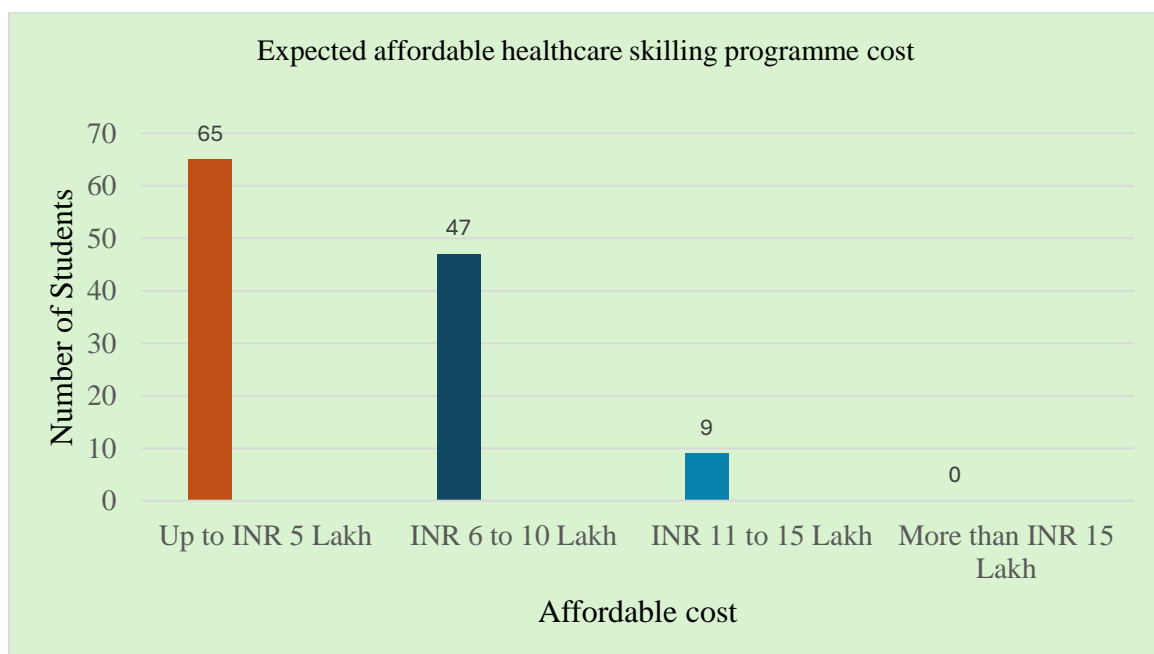


Figure 6.46: Expected affordable cost of healthcare skilling programme

Key Insight:

Expected affordable cost of healthcare skilling programme is about INR 5 lakhs with second choice with INR 10 lakhs which is a very high cost and which increases the outward remittances of our country.

98.31% of students chose a less time-consuming course that would aid with their migration and visa clearance. Only 1.69% said, "I do not wish to join such a programme." The Figure 6.47 shows student choice for less time-consuming courses.

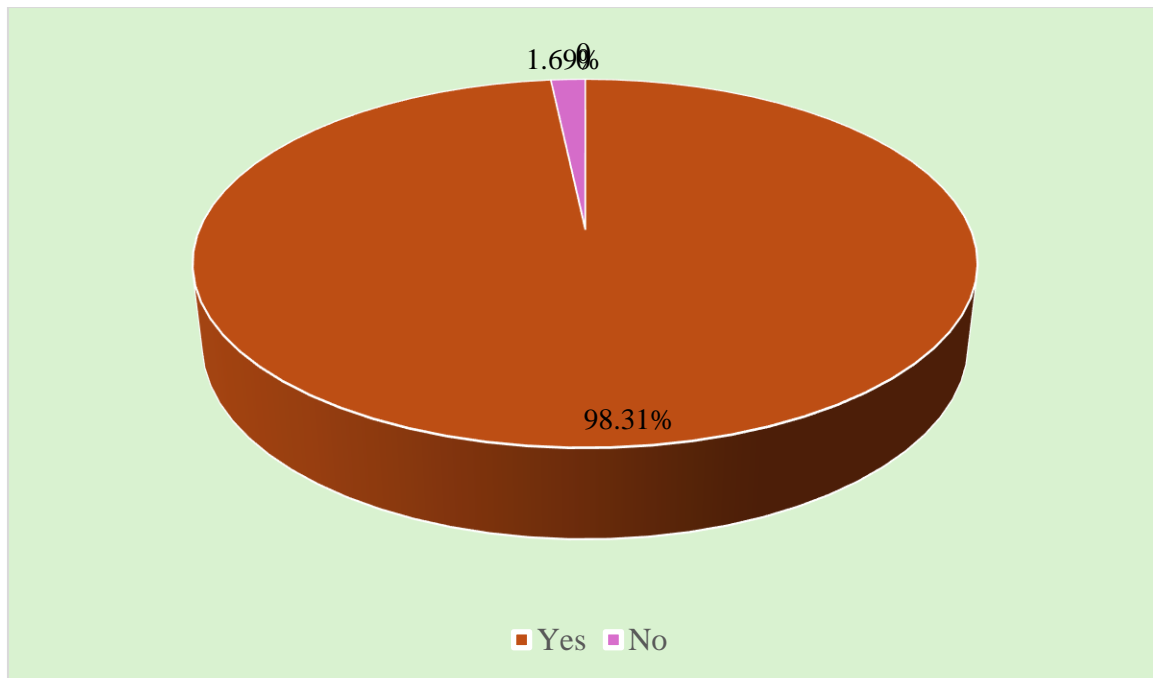


Figure 6.47: Student choice for less time-consuming courses

Key Insight:

Less time consuming process is first choice of students. High time consuming process leads to choice of unscrupulous agents.

The participants were also asked which languages they believed would benefit migration. English was chosen as the first language for 106 pupils. Only three pupils kept English in second place. English was ranked third, fourth, fifth, and sixth by six, three, two, and two pupils respectively. On the last rank, single pupils consider English. It is possible to infer that English is the most beneficial language for migration.

Eleven pupils prioritised the German language. In contrast, 65 students ranked it second. 23 pupils ranked it third. Two, three, fifteen, and four pupils ranked it fourth, fifth, sixth, and last. In short, most students rate the German language second.

Only pupils were granted the top rank in the French language. 38 students ranked French second, while 56 students ranked French third. Six, five, thirteen, and three pupils, respectively, ranked the French language fourth, fifth, sixth, and seventh. Does the French language rank third in terms of migration preferences?

Two pupils received first place in the Japanese language. Thirteen students tied for second place. 28 students ranked the Japanese language third. The 48 pupils evaluate their

fourth option. 11 students tagged Japanese as the fifth most important language. The Japanese language was ranked sixth and seventh by 16 and five pupils. The majority of pupils rank Japanese as their fourth priority.

Only two pupils rank the Chinese language as their first choice. Only three students rank it as a second choice. Only eight students rank it as their third choice. Forty-eight students rank Chinese as their fourth priority. In addition, 52 pupils rank Chinese as their sixth preferred language. Eight and two pupils chose The Chinese language as the sixth and final option, respectively. It may be stated that the Chinese language was ranked fifth by the most significant number of pupils.

Not a single student chose Arabic as their first language. Only one and two students selected second and third choices, respectively. Only 15 students finished fourth in the Arabic language. 43 students rank Arabic as their sixth preferred language. In the sixth spot, 56 pupils prefer Arabic. As a last resort, only six pupils prefer Arabic. The majority of students regard Arabic to be the sixth most crucial language.

Other languages received the lowest number of votes from 102 students. Nobody stated anything regarding other languages.

Key Insight:

It may be stated that English is the most preferred language for migration, with German as the second most chosen, French as the third most preferred, Japanese as the fourth most desired, and Chinese as the fifth most selected for migration process.

6.3.1 Understanding risk in the migration process: insights from Canada

Interactive sessions were conducted with Indian students in Canada who were adversely impacted by the closure of three Canadian colleges. We aimed to understand the risk associated with the current migration model by collecting and analysing primary data. This study helped understand the risk exposure of students who opt for overseas education in Canada, often through agents and intermediaries/ middlemen. This exercise was done virtually during the pandemic.

In addition to the interactive virtual session conducted over a Zoom call, primary data was collected through a short survey using Qualtrics. The questionnaire is given in Annexure VIII

At the beginning of the survey administered among the students, the following text was introduced as a background:

"Thank you for agreeing to participate in the interactive session conducted by the Government of Punjab and the Indian School of Business. This is a short questionnaire of about 5 minutes to understand your current situation and grievances concerning the closure of three colleges in Canada. Participation in this interactive session is entirely voluntary. All your responses and personal information will be kept confidential. Only the research team will have access to your responses. If there is any question you don't want to answer or if at any point you feel uncomfortable with this questionnaire, you have the option of quitting. There will be no consequences for not completing the questionnaire. "

We received a total of 177 responses. We plotted Fig. 6.48 using the latitude and longitude of the students' location when filling out the questionnaire. It can be seen from the graph that though the students were on the roll of three Canadian colleges, the majority of them were attending virtual classes (conducted by their respective colleges) while stationed in different parts of India. Some of the students had already migrated to Canada.

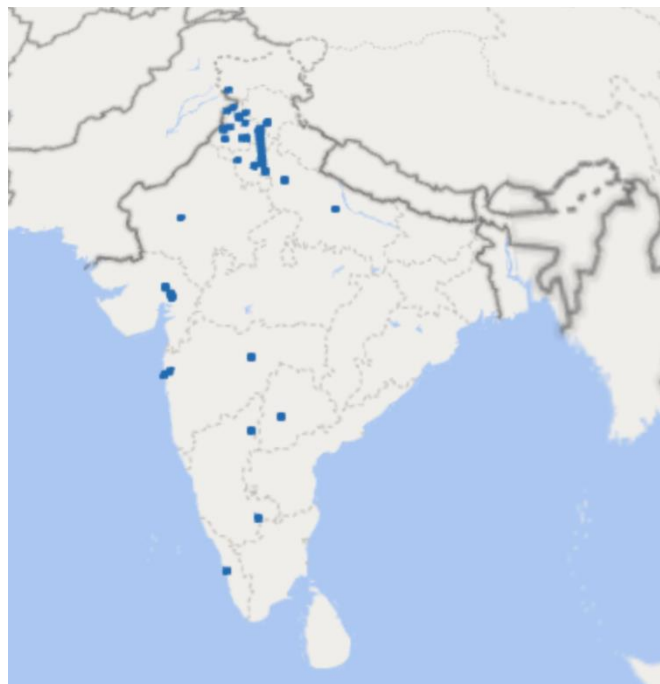


Figure 6.48: The location of Indian students adversely impacted due to the closure of three colleges in Canada.

The gender breakup of the students is shown in Figure 6.49. It is seen from the figure that 53% of the students were female.

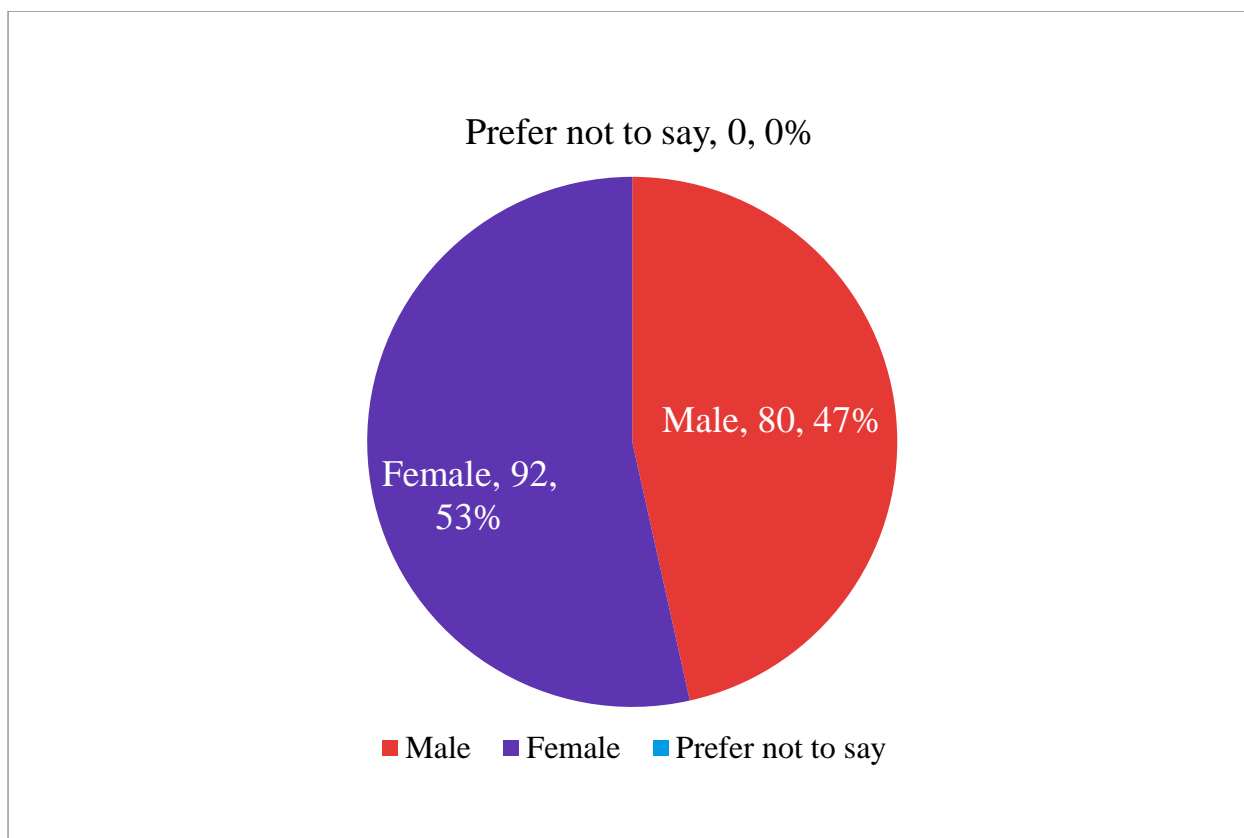


Figure 6.49: Gender distribution of Indian students impacted by the closure of colleges in Canada

In our survey, we asked the following question from the students:

In which of the following colleges currently shutdown were you studying in Canada?

- a) M College in Montreal
- b) CED College in Sherbrooke
- c) CCSQ College in Longueuil

Figure 6. 50 depicts the distribution of Indian students in the three colleges in Canada.

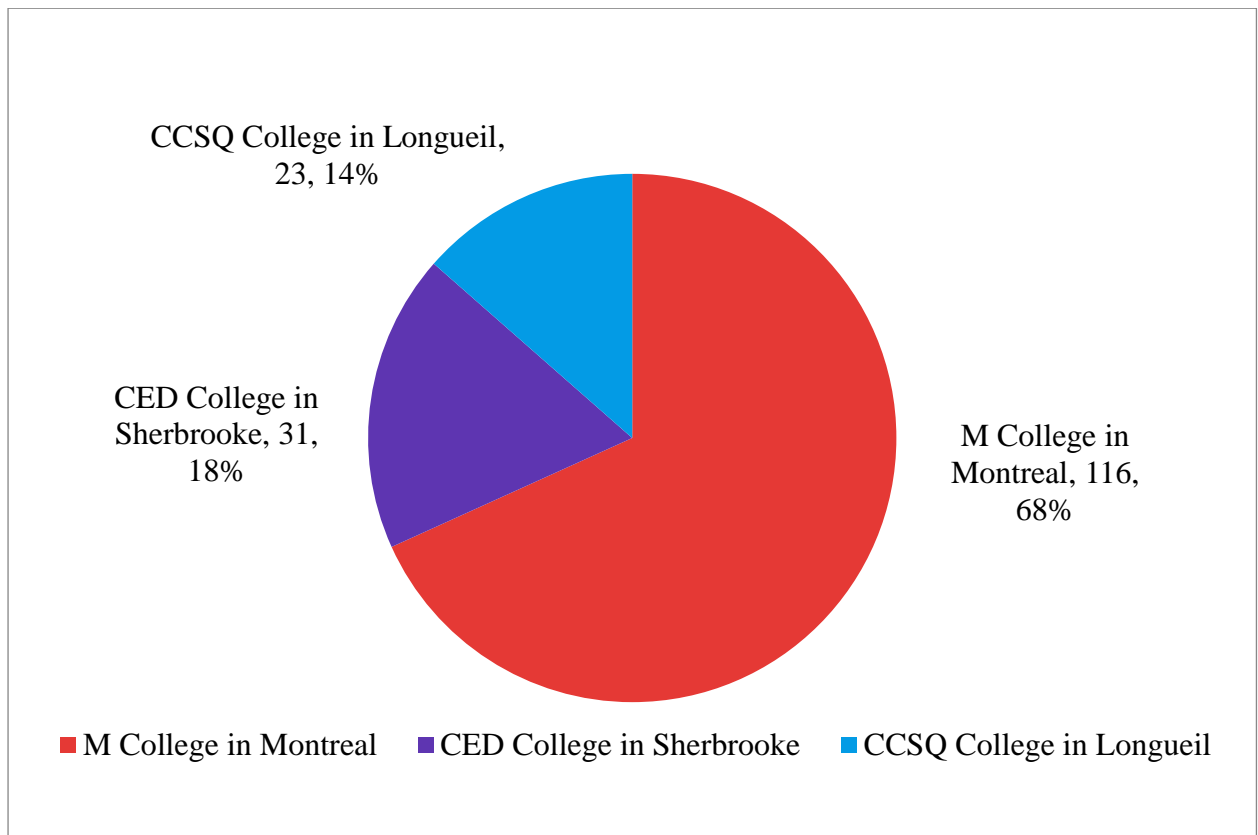


Figure 6.50: Distribution of Indian students in the three colleges in Canada

We asked the students which course they were pursuing in Canada and gave them the following options:

- a) Diploma
- b) Undergraduate course
- c) Graduate course or Degree course
- d) PG Diploma
- e) Post Graduation
- f) Any other (Please specify)

Figure 6.51 shows the distribution of courses Indian students were going through in Canada.

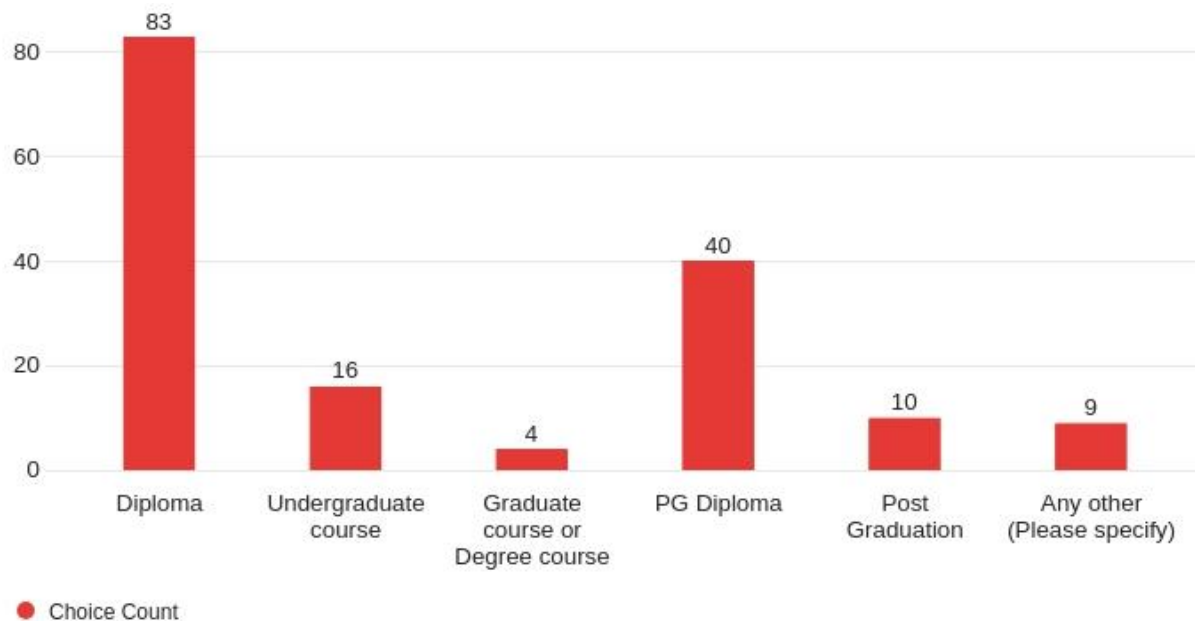


Figure 6.51: Distribution of courses Indian students were going through in Canada.

The same information is presented through Figure 6.52 indicating percentages. It is seen from the figure that 51% of the students were enrolled for the Diploma courses, followed by 25% for the PG Diploma. 10% of the students also enrolled for the undergraduate course.

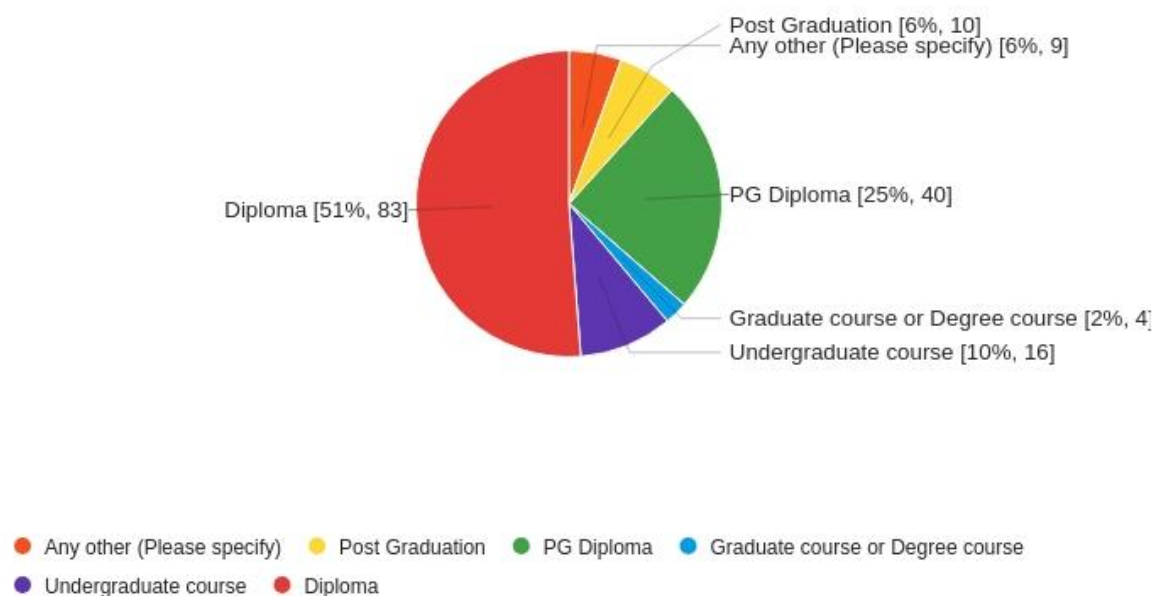


Figure 6.52: Distribution of courses Indian students were going through in Canada

We wanted to understand the current status concerning the three colleges - M College, CED College, and CCSQ College which had closed down in Canada and asked the following questions:

- a) In India, I got the visa and am waiting to get enrolled in the above colleges
- b) In India, file submitted and waiting for the visa
- c) In India, I got a visa refusal and waiting for a fee refund (3)
- d) In Canada, I completed my course and waiting for the work permit (4)
- e) In Canada, studying in 1st, 2nd or 3rd year and waiting to shift to other colleges for completion of my course
- f) In Canada, waiting for my fee refund
- g) Any other (Please specify)

Figure 6.53 depicts the status of the students concerning the three colleges - M College, CED College, and CCSQ College

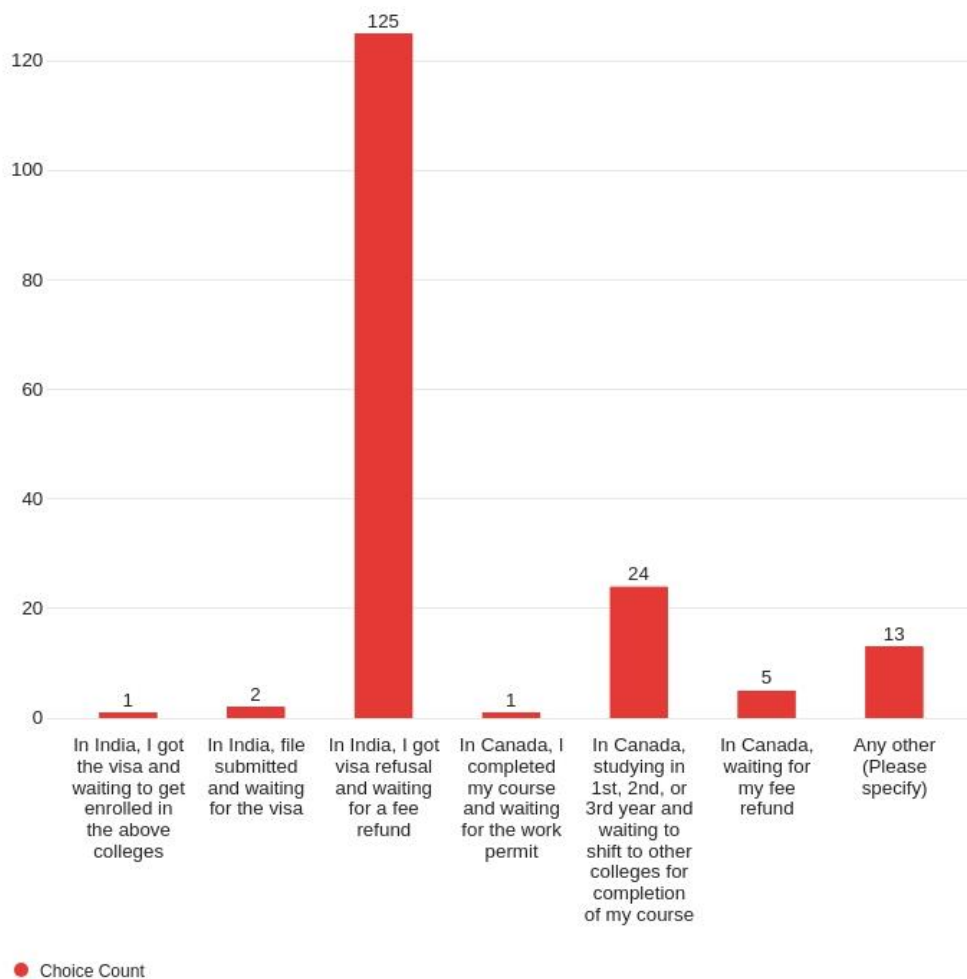


Figure 6.53: What is your current status concerning the three colleges - M College, CED College, and CCSQ College- that recently shut down in Canada?

We wanted to understand the sources of funds/financial support leveraged by the students for studying in Canada, so we gave them different options to choose from:

- a) Funds arranged by my parents through their savings
- b) Funds arranged by selling or mortgaging the land or property
- c) Funds arranged through educational loan
- d) Funds arranged by Parents through moneylenders
- e) Any other (Please specify)

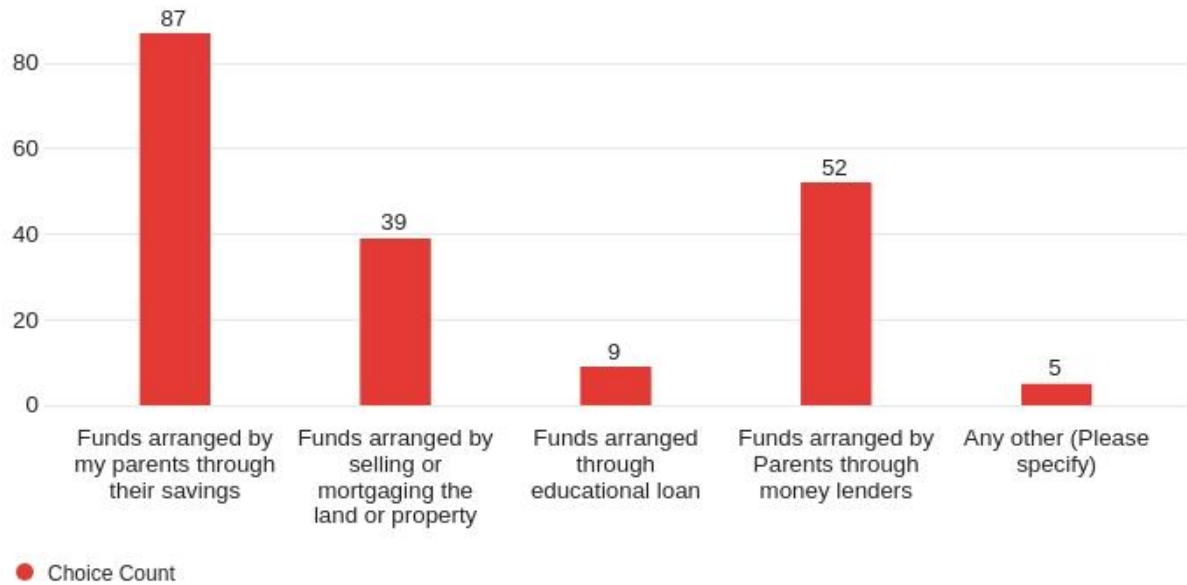


Figure 6.54: Indian students' sources of funds/ Financial support for studying in Canada

We also wanted to understand the grievances of the students concerning the colleges - M College, CED College, and CCSQ College and gave the following multiple-choice options to choose from:

- a) The work permit should be issued
- b) Fee refund or transfer of fee due to shutdown of colleges
- c) Shifting to other colleges in Canada for completion of my course
- d) Reimbursement of fee due to visa refusal
- e) Seeking admission to an alternate institution
- f) The grace period for completion of the course
- g) Any other (Please specify)

Figure 6.54 shows students' grievances from the colleges and government authorities.

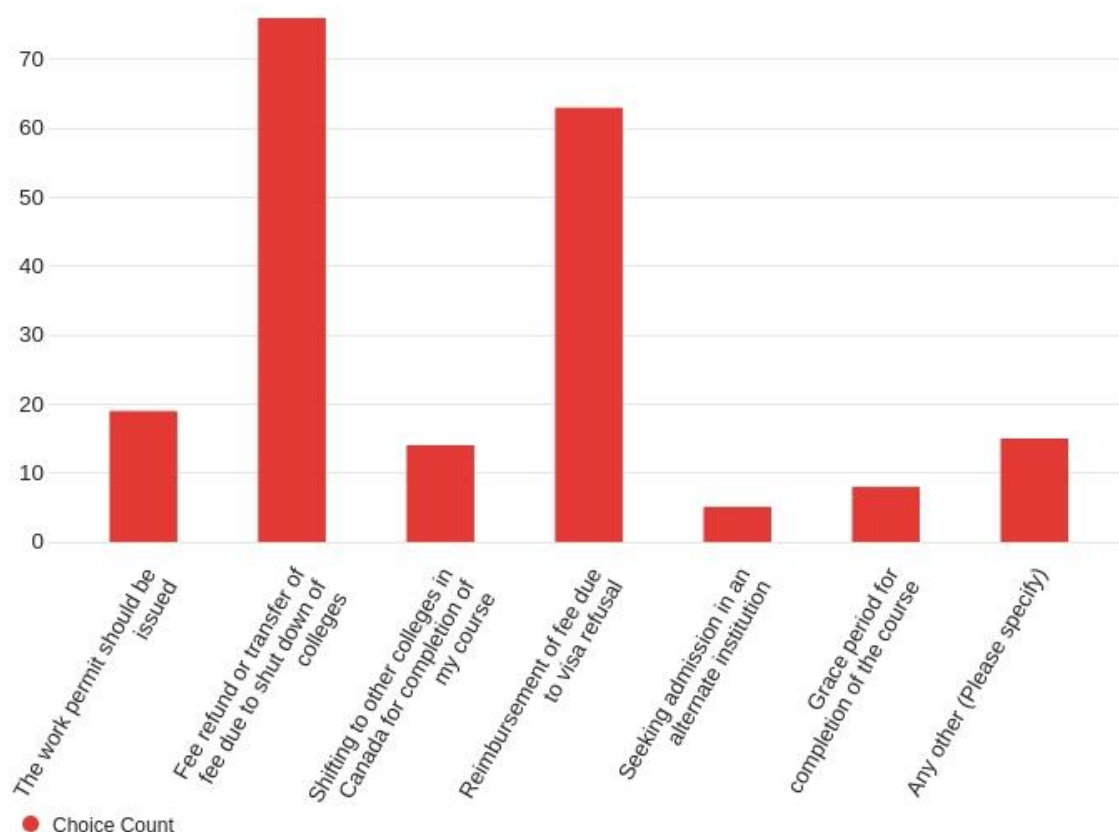


Figure 6.55: What are your grievances concerning the recent shutdown of the colleges: M College, CED College, and CCSQ College in Canada?

These students enrolled for the courses in the three colleges (M-College, CDE, and CCSQ) in Montreal, Quebec, Canada, hoping that they will get a high-quality education and then continue their studies/jobs in Canada. The closure of colleges affected their confidence, education, and future. Many parents spent their lifetime earnings on their dreams of getting higher education. With the closure of these three colleges, the education of the students studying in these colleges had come to a halt, and the fees of hundreds of students living in India were not refunded. Students and their parents were in a lot of financial and mental difficulties.

Students expected that the Government of Canada, its Minister of Education, the Secretary of State and other relevant authorities resolve this issue on a priority basis and provide relief to the students and their parents.

We wanted to understand the challenges and risks of migration through study visas and the role of intermediaries. We also explored how a G2G (Government to Government)

model could help in resolving the crisis. We shared our findings from the interactive virtual sessions and survey administered among the 177 Indian students, both with Canada's federal government and the Quebec province in Canada. Our engagement with the government in the Quebec province helped us to understand that a total of 2066 Indian students were impacted due to the closure of three colleges in Canada. The break up is as follows:

- ✓ 1256 students registered in the colleges and most of them were already in the Quebec province
- ✓ 308 students waiting for their study permit from IRCC
- ✓ 502 students who had been refused their study permit by IRCC

Through G2G involvement, we were able to assist students in reducing their risks. In Canada, students were given the option to either continue their studies at the three colleges under new ownership or transfer to different colleges. Furthermore, with support from the Government of Punjab, intermediaries were asked to refund the students' money in India.

This study exposes the risks of talent mobility associated with the current migration process to Canada through study visas and the gaps in the current process. We can also see the potential of leveraging G2G model developed through data-driven insights.

6.3.2 Designing a robust system for skilling to enhance overseas migration outcomes: insights from the healthcare workforce

During the pandemic, we realised the importance of the role of the healthcare workforce in lifesaving and the need to create a global supply chain of skilled healthcare professionals. In this research, an in-depth analysis has been carried out to understand the healthcare workforce's demand and supply-side requirements.

The WHO's report "The State of the World's Nursing Report 2020" identified that one nurse out of eight (12.5%) was born or trained in a country other than the one in which they currently practice. The British Government has introduced a fast-tracked visa for medical professionals to fill staffing vacancies. In the absence of a structured model, overseas migration of the healthcare workforce is time-consuming. Job requirements are not uniform across Countries of Destination (COD), reducing migration outcomes. Focused programs are not available to meet the skill shortages at the COD (UK, Germany, Canada, Japan, Australia, and Singapore). Hence, we must design a robust system of skilling the young workforce from India to enhance overseas migration outcomes. We need to create an

effective global supply chain of skilled professionals to meet the demand of the labor-deficient world, contributing to economic growth.

We collected primary data to derive insights that can be shared with various stakeholders to create a global supply chain for the healthcare workforce. This exercise will help improve our understanding of the gap between the demand and supply of the young healthcare workforce from India (the Country of Origin) to the labor deficient Country of Destination (COD), creating benefits for the COO and COD.

Methodology

We held roundtable discussions in three different time zones to understand the issues related to exporting skilled healthcare workforce from India to address global skill shortages. The first time zone covered Japan, Australia, and Singapore. In the 2nd time zone, we covered the UK and Germany; in the third time zone, we covered the US and Canada. We involved policymakers, employers, training agencies, certification and accreditation bodies, principals, medical / nursing / paramedical institute faculty, and faculty of skill development centres.

Primary data was also collected from 6673 (the survey administered is given in Annexure IX) and 1664 (the survey administered is given in Annexure X) Uttar Pradesh nurses/students and faculty/principals.

Primary data was also collected with the help of the Indian Nursing Council (INC), the regulator of Healthcare Institutions, particularly Nursing and Allied Healthcare, a Statutory Body Under the Ministry of Health and Family Welfare. A link to the survey was made available on the website of the Indian Nursing Council (INC) to have a pan-India reach. Over 1000 responses were received on ISB's research platform through this process (the survey administered is given in Annexure XI).

In this section, we will report the findings of our study based on the data collected from the nurses through a pan-India reach as mentioned above. We will also analyse the primary data collected from the nursing students of UP and a comparison between the data collected from the principals of Punjab (the survey administered is given in Annexure XII) and UP.

6.3.2.1 Analysis of Nationwide Data of the Nurses in India

We conducted a survey and collected data from 1171 respondents. We considered 679 responses from 13 states with status in Qualtrics as “100% progress.” We collected data on several categorical variables like:

- ✓ The gender of the respondents
- ✓ How many members are there in the respondent’s family
- ✓ Nursing educational qualifications like ANM, GNM, B.Sc Nursing, M.Sc Nursing, Ph. D, NPCC Nursing, NPM Nursing, PB Diploma
- ✓ What is the respondent's nursing specialty?
- ✓ What is the respondent presently engaged in? (like higher study, Job or any other)
- ✓ Experience Profile
- ✓ Employment status (like employed full-time, part-time, self-employed, and not working)
- ✓ What is the respondent’s current employment status? (Employed full-time, Employed part-time, Self Employment/Business, Not Working)
- ✓ What is the current salary?
- ✓ Clinical specialty area of the hospital where the respondent is working
- ✓ What is the future plan of the respondent? (like higher study, Job in India, Job overseas)
- ✓ Is the respondent willing to relocate permanently or temporarily to any country?
- ✓ If abroad, what is the preferred destination? (select only one country after reading all the given choices) (CoDs like Australia, Canada, France, Germany, Gulf Countries, Japan, New Zealand, Singapore, United Kingdom, United States, Others, specify)
- ✓ Ranking of CoDs
- ✓ Past overseas working experience Q28 If you went abroad to work, have you returned to India?
- ✓ Reasons for returning to the Country of Origin (COO)
- ✓ Respondent’s language proficiency tests? What are the reasons for going to the preferred destination?
 - For the monetary benefit
 - Have relatives abroad
 - The culture of the selected country is favorable (8)
 - For a better quality of life
 - Better career opportunities

- Limited Job and growth opportunities in India
- Better healthcare infrastructure in foreign countries
- PR (permanent residency)
- ✓ Opinion of the respondents to understand the challenges faced while migrating to a CoDs (ranking)
 - The process of migration is complex
 - It takes too much time to process
 - Lack of trust in the agents involved
 - The cost involved is too high
- ✓ The readiness of the respondent to invest in a cost-effective healthcare skilling program in India to obtain a work permit for your preferred destination?
- ✓ Sources of funds for skilling
- ✓ Name of the state/Union Territory where the respondent is registered in the nursing council

The questionnaire administered among the members of the Indian Nursing Council is given in Annexure XI.

We captured the latitude and longitude of respondents when they submitted the survey. Figure 6.56 depicts the locations on the map. Though most of the respondents were stationed in India when responding, several respondents were overseas while participating in the survey.

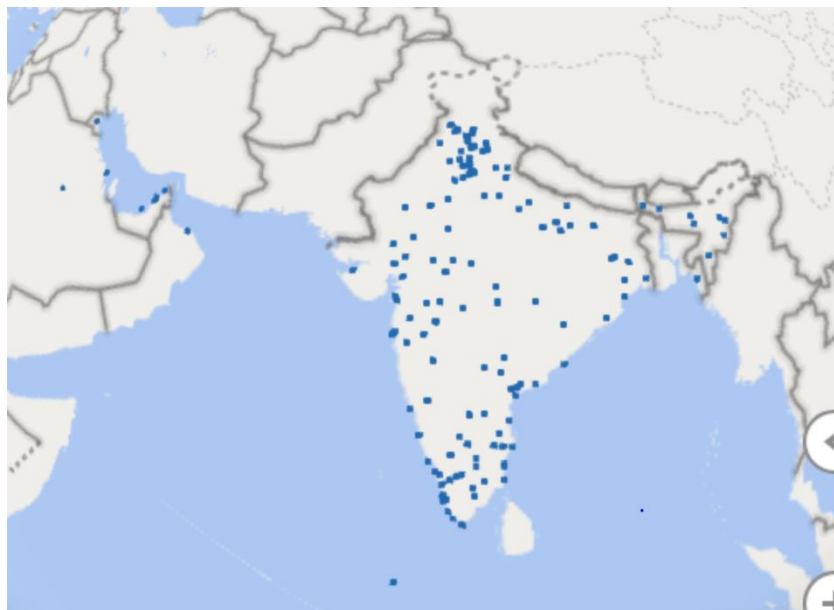


Figure 6.56: Locations of the participants at the time of responding to the survey

We carried out the Chi-square test to analyse the relationship between categorical variables. We conducted a T-test and a Ranked T-test between the two groups, for instance, respondents wanting to migrate permanently versus temporarily.

We also wanted to test certain general perceptions (null hypothesis) regarding nurses:

- 1) Keralites prefer GCC countries.
- 2) Nurses from Punjab prefer Canada.
- 3) Nurses from Gujarat prefer the US.
- 4) Maharashtra and Tamil Nadu nurses prefer Germany and other European countries.
- 5) UP/Bihar/Madhya pradesh/Haryana/Himachal nurses prefer domestic migration.
- 6) The aspiration of nurses in different states regarding their preferred COD for employment varies from state to state.

Analysis of data: Major attributes

The figure 6.57 depicts the distribution of respondents according to their gender is shown as follows:

Q3 - Gender

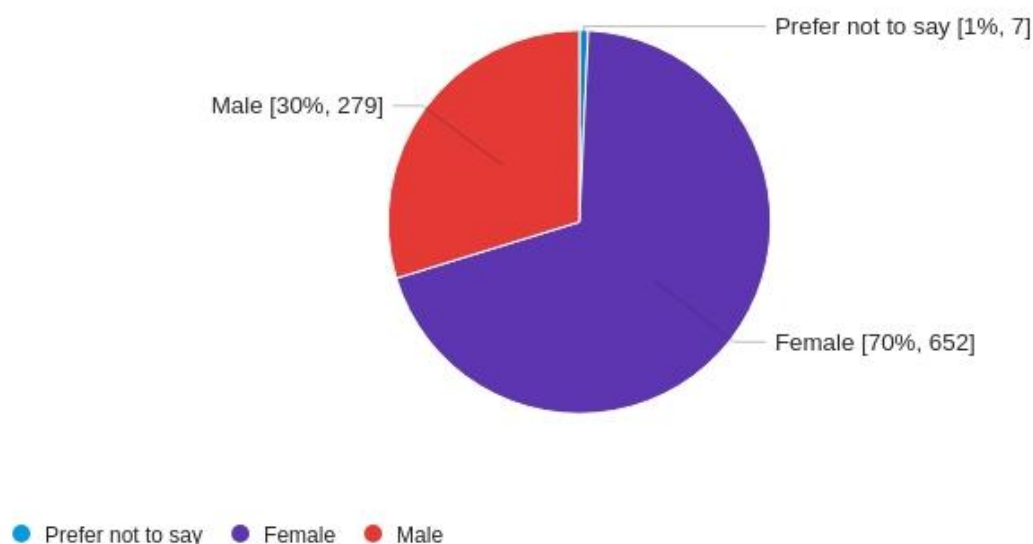


Figure 6.57 Distribution of respondents according to Gender

India's FLFPR (Female Labour Force Participation Rate) is currently the lowest among the G20 countries. The government has a vision to enhance India's FLFPR. The GOI has set the vision to make India the "skill capital" of the world. Nurses from India can play a

significant role in enabling a dual strategy of (a) making India a preferred COO in the deployment of the healthcare workforce overseas and (b) enhancing India's FLFPR.

The Figure 6.58 shows the number of family members in the respondents' family

Q4 - How many members are there in your family, including yourself?

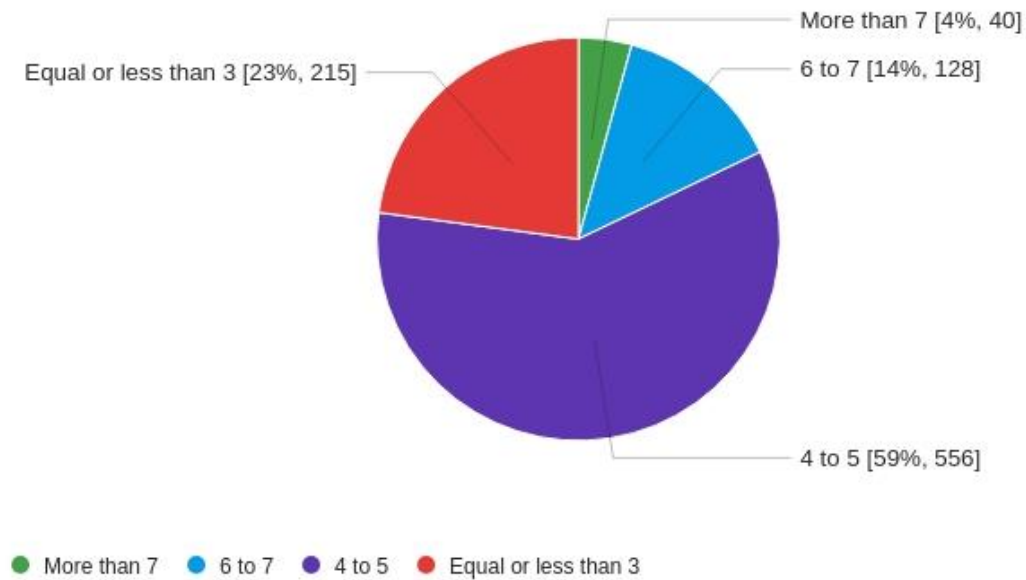


Figure 6.58: Number of family members in the respondents' family

The figure 6.59 depicts the educational qualifications of respondents' the in field of nursing

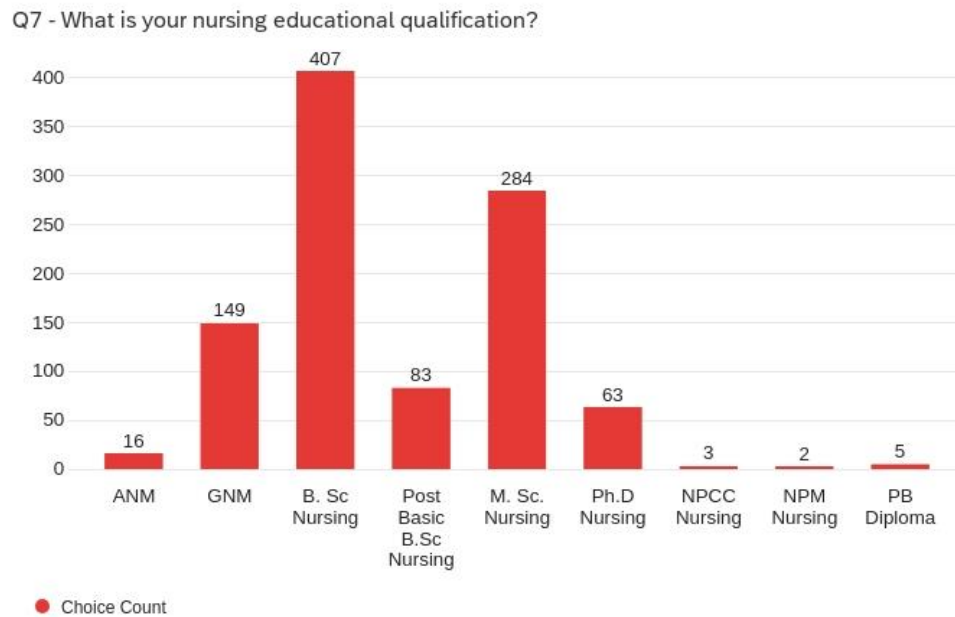


Figure 6.59: Educational qualifications of respondents in the field of nursing

The nursing educational qualification shows a reverse pyramid. Preferably, we should have more ANM and GNM to serve the more extensive section of the population and be the potential pipeline for meeting the global shortages of “care workers”.

The figure 6.60 depicts the number of specialised nurses in various fields.

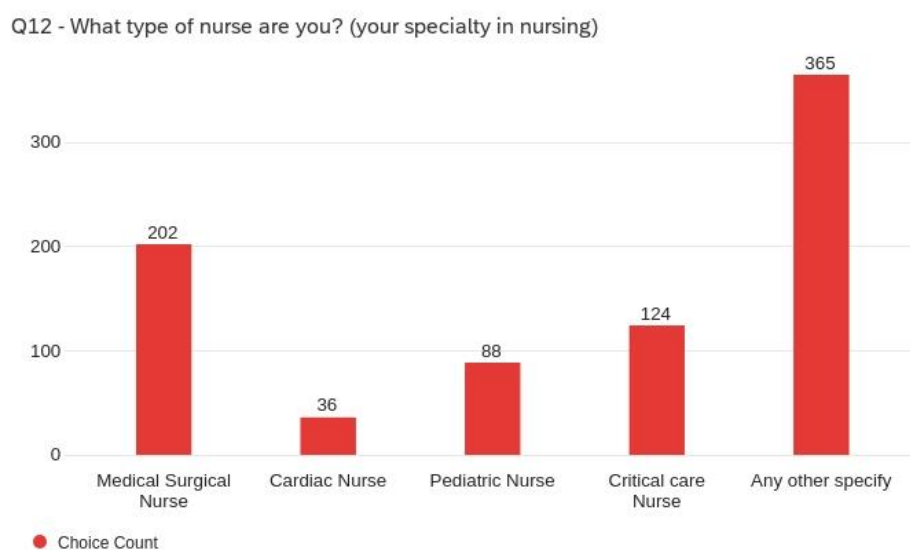


Figure 6.60: Number of specialised nurses in various fields

India produces more “general nurses” than the specialised nurses.

The current educational qualification status of respondents is shown in Figure 6.61.

Q14 - What are you currently doing?

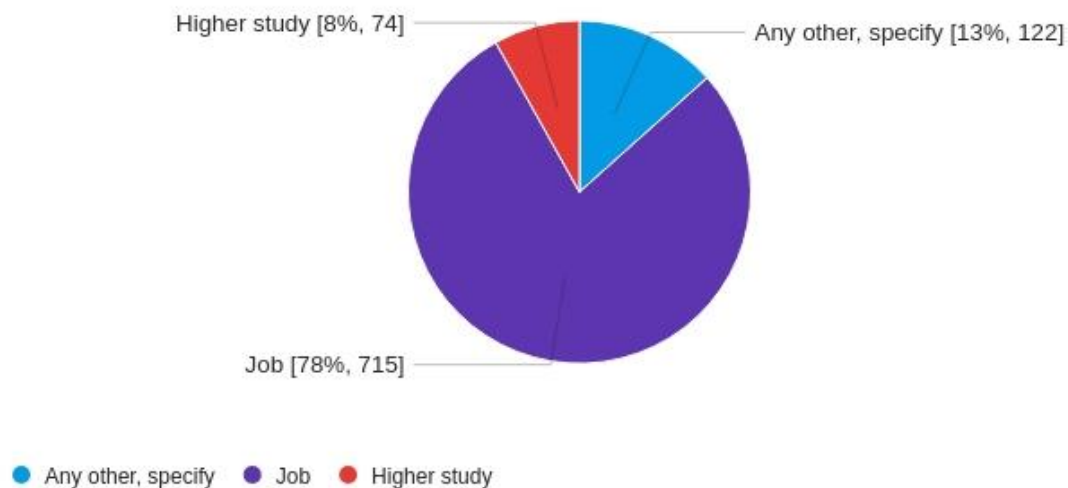


Figure 6.61: Current qualification status of respondents

The prior experience of respondents in the healthcare industry is shown in Figure 6.62as follows:

Q17 - Do you have prior work experience in the healthcare industry?

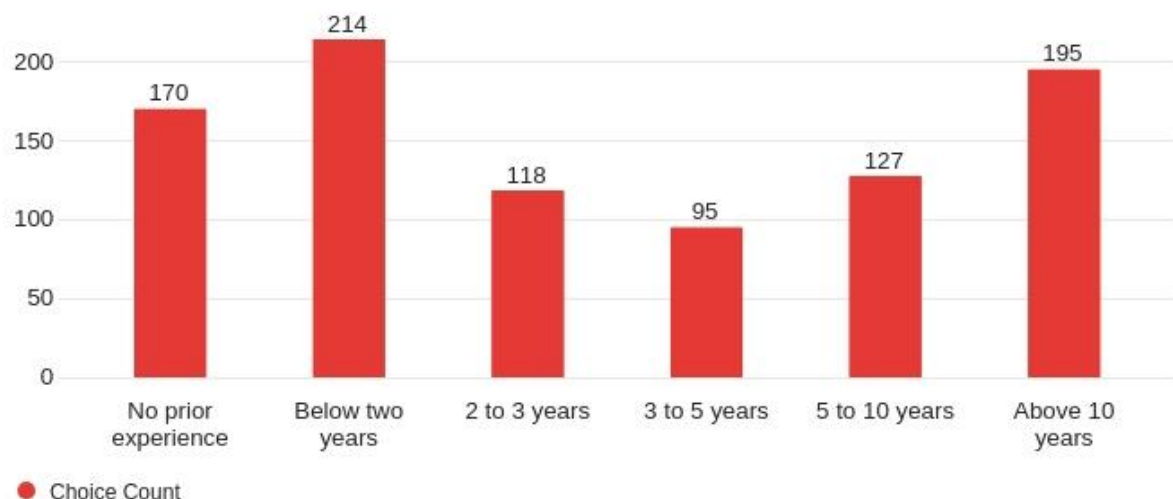


Figure 6.62: Prior experience of respondents in the healthcare industry

Figure 6.63 depicts the prior experience of respondents in the healthcare industry through a pie chart as follows:

Q17 - Do you have prior work experience in the healthcare industry?

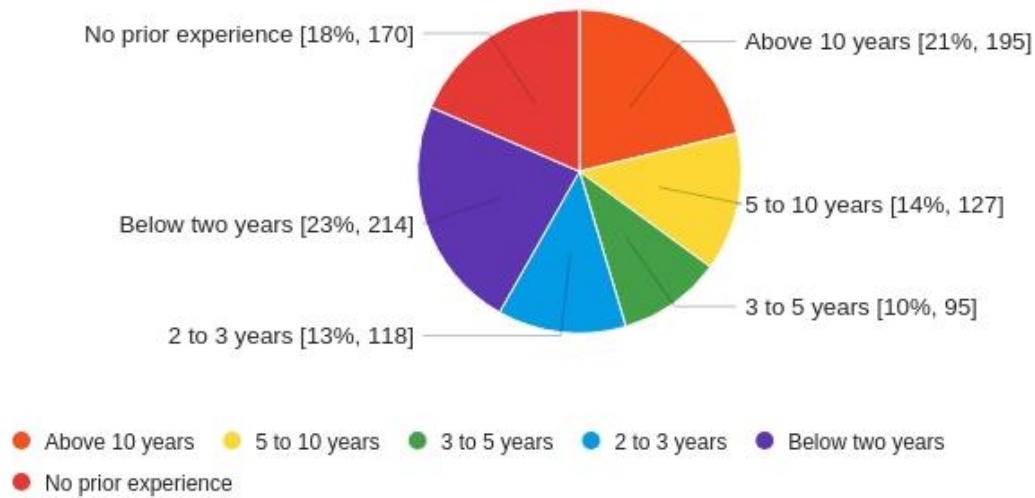


Figure 6.63: Prior experience of respondents in the healthcare industry through a pie chart

We have a large pipeline of young healthcare workers (23% below two years of experience). We also have a good pool of experienced nurses (between 2 to 10 and above, about 59%), which can be a potential pipeline for overseas deployment.

Figure 6.64 depicts the current employment status of respondents as follows:

Q18 - What is your current employment status?

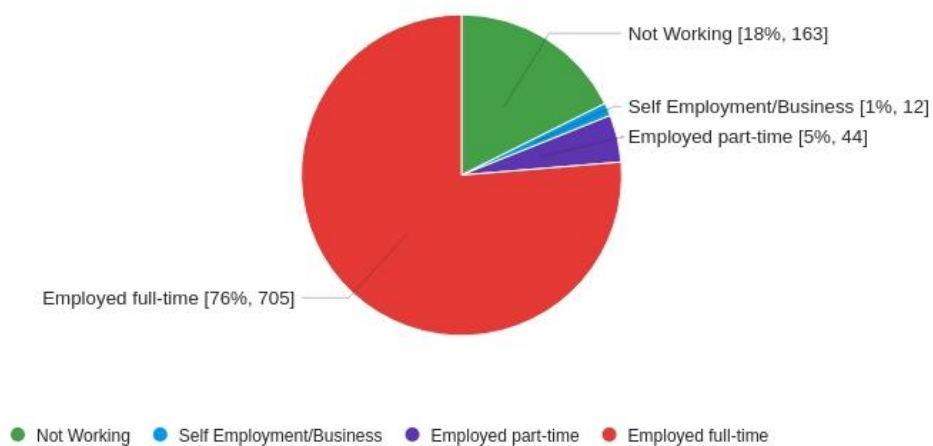


Figure 6.64 Current employment status of respondents

The current salary withdrawn by the respondents is shown through a pie chart in Figure 6.5 as follows:

Q19 - What is your current salary?

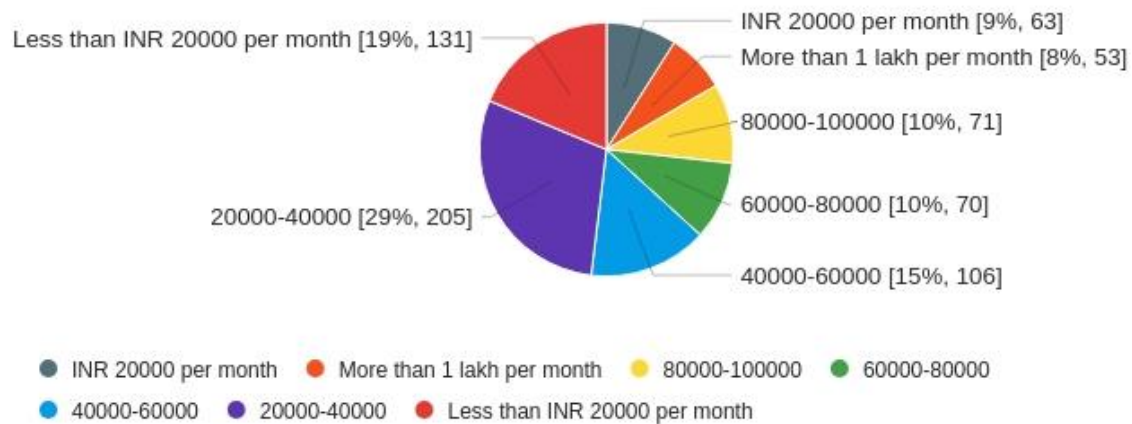


Figure 6.65: Current salary withdrawn by the respondents

Only 8% of the nurses have more than INR 100K (INR 12 lakh per annum, approximately 11380 pounds). A salary for a care worker in the UK with two years or less of work experience is 20000 to 23000 Sterling pounds. Therefore, we need to create an ecosystem for the free migration of nurses to foreign countries, making nursing an aspirational career in India. In turn, it would also result in enhanced inward remittances.

The figure 6.66 depicts the clinical speciality of respondents as shown in bar graph:

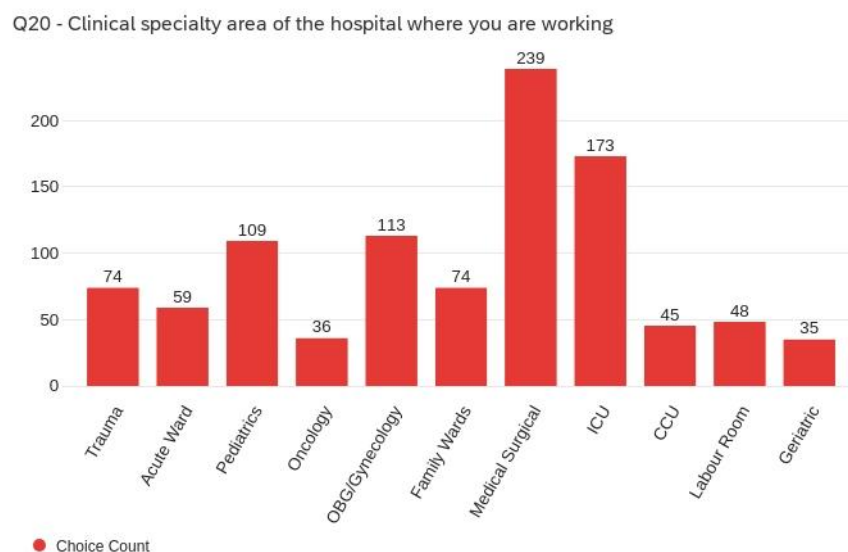


Figure 6.66: Clinical speciality of respondents

The Figure 6.67 shows the future plan of respondents regarding aspiration for migration or whether they want to stay in India for Job or Higher study.

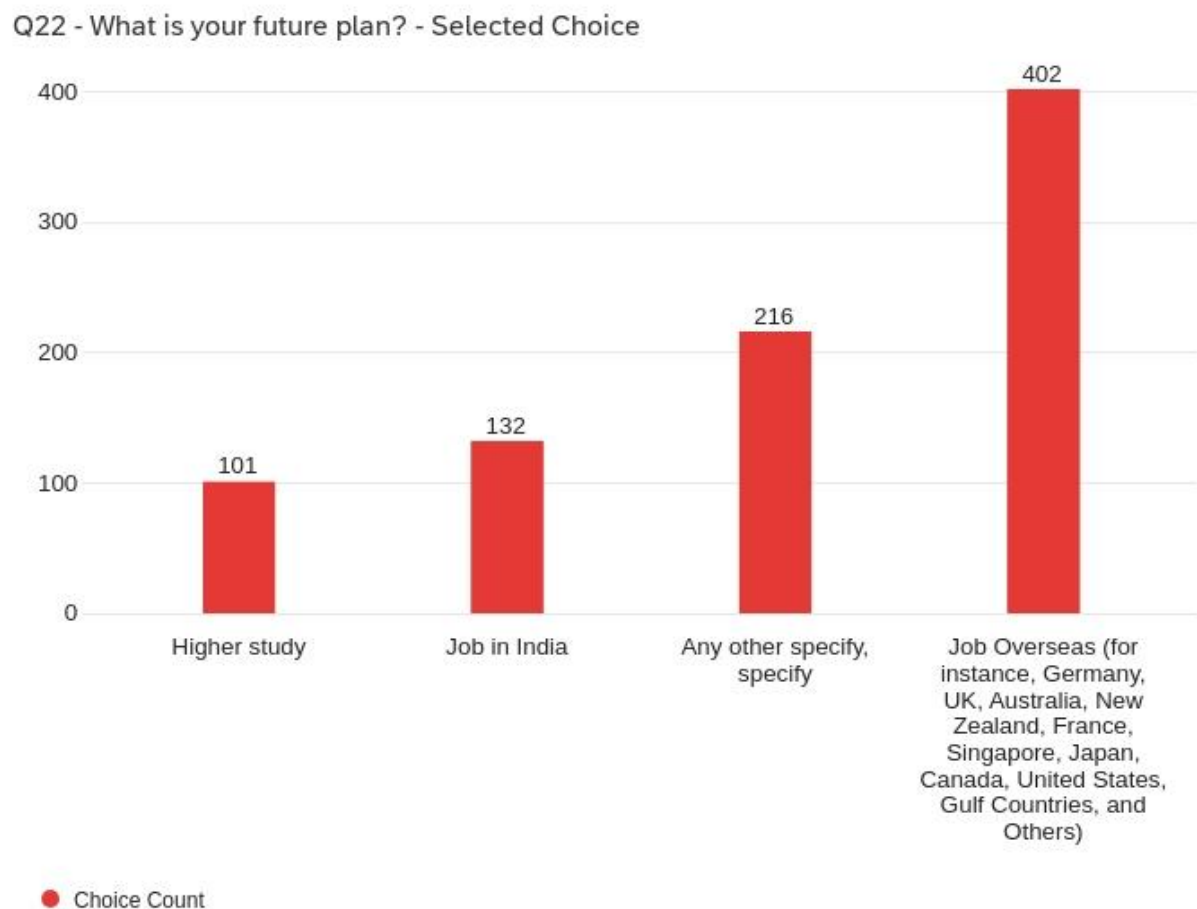


Figure 6.67: Future plan of respondents regarding aspiration for migration

47% of nurses aspire to go to foreign countries. We need to prepare this workforce for migration to CODs.

The Figure 6.68 shows the aspirations of respondents regarding temporary or permanent migration to other countries.

Q23 - Are you willing to relocate permanently or temporarily to any country?

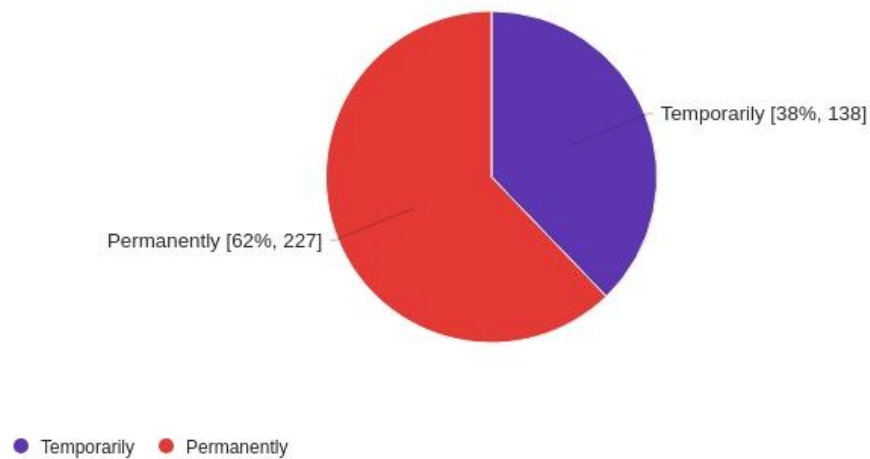


Figure 6.68: Temporary or permanent migration aspiration of respondents

Figure 6.69 depicts the preferred countries of destination selected by the respondents as follows:

Q24 - If abroad, what is your preferred destination? (select only one country after reading all the given choices)

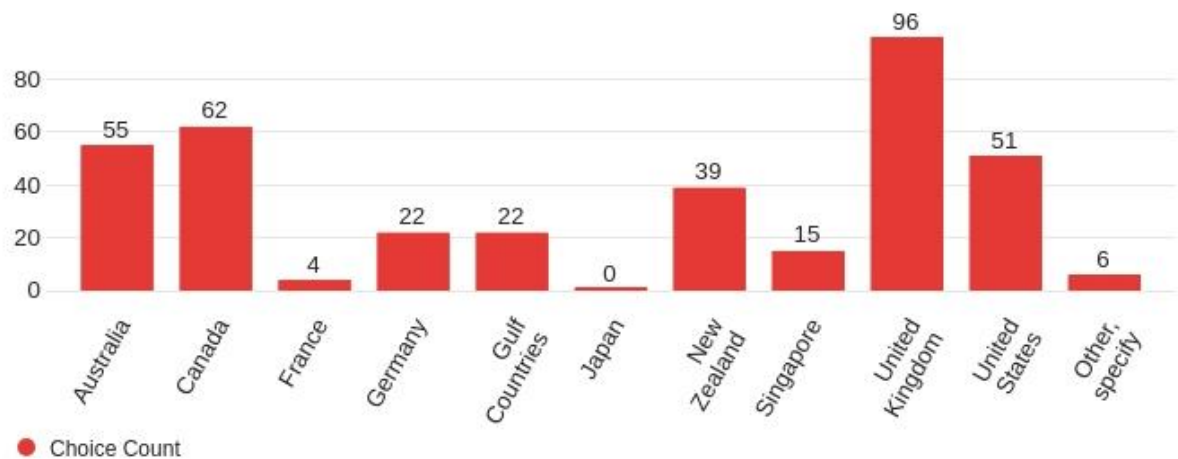


Figure 6.69: Respondents' Preferred Countries of Destination

The respondents' preferred countries of destination through pie chart are shown in figure 6.70.

Q24 - If abroad, what is your preferred destination? (select only one country after reading all the given choices)

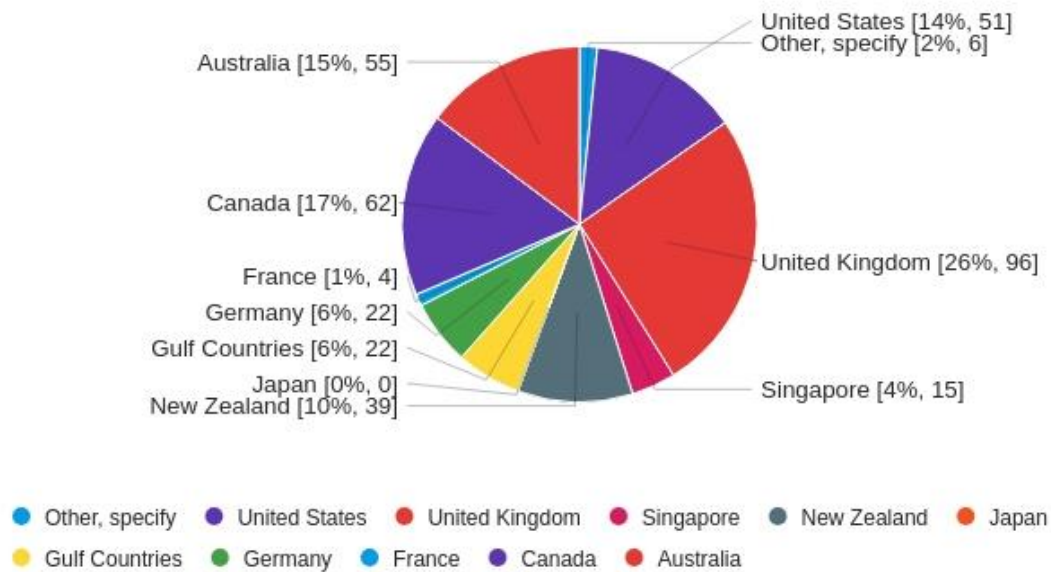


Figure 6.70: Pie chart showing respondents' Preferred Countries of Destination

Countries with mature migration systems, such as Canada, Australia, the UK, and the US, are the preferred CODs.

The figure 6.71 depicts the percentage of candidates who have worked abroad.

Q26 - Have you ever worked abroad before?

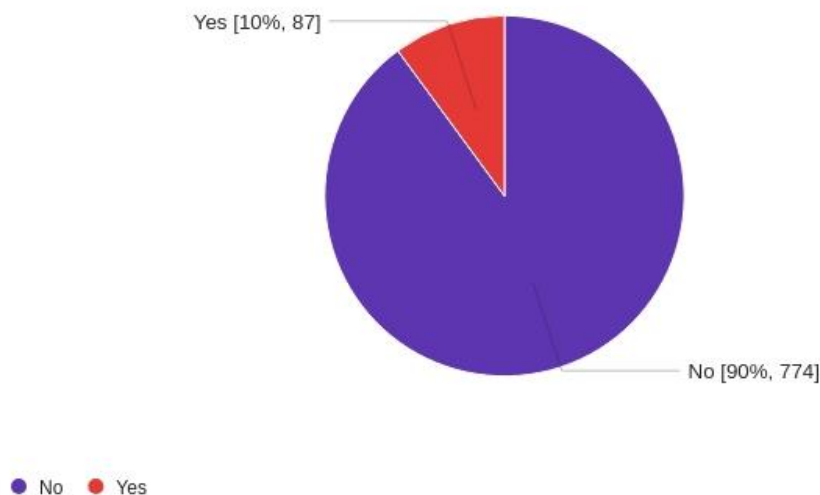


Figure 6.71: Percentage of respondents worked abroad

The figure 6.72 depicts the countries of destination in which respondents have already worked

Q27 - If you answered "Yes," you have worked abroad; which country?

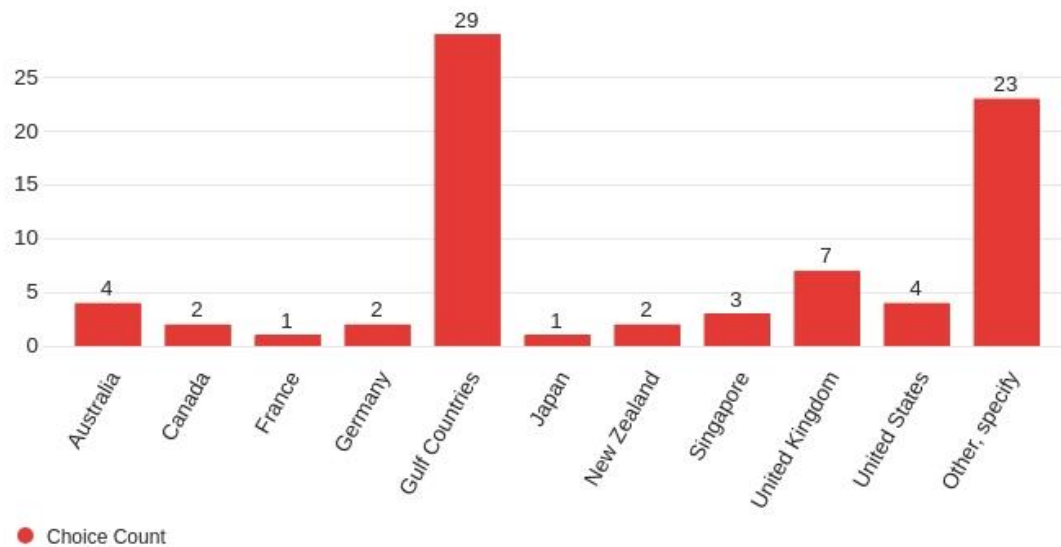


Figure 6.72: Countries where respondents already worked

In our pan-India sample, only 10% of the nurses have prior overseas work experience. But most of them have worked in the GCC, indicating that many candidates treat GCC countries as a platform to move to CODs with a mature migration system.

The figure 6.73 is the pie chart which shows the countries where respondents had already worked.

Q27 - If you answered "Yes," you have worked abroad; which country?

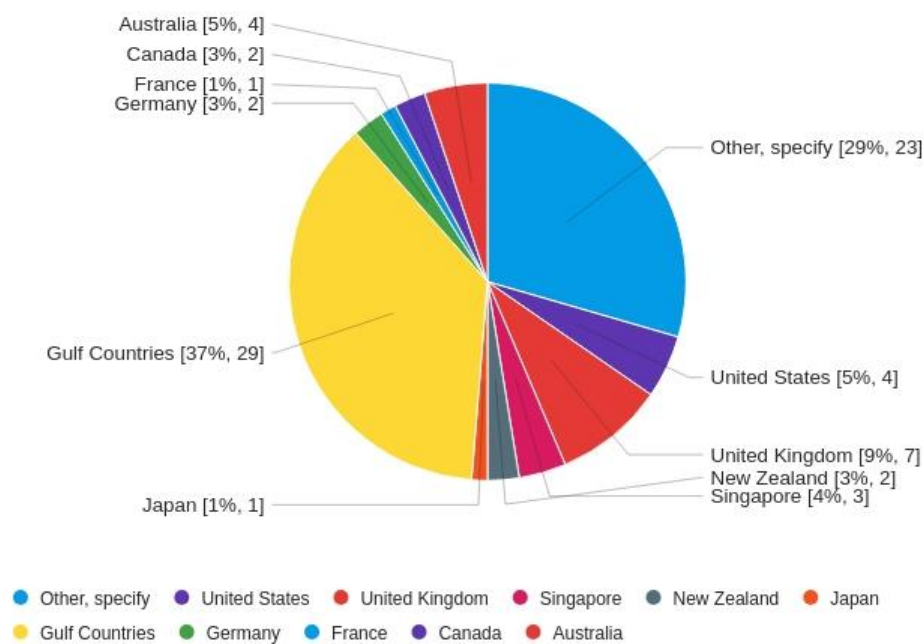


Figure 6.73: Pie chart showing countries where respondents already worked

The figure 6.74 depicts the percentage of respondents returned to India from COD

Q28 - If you went abroad to work, have you returned to India?

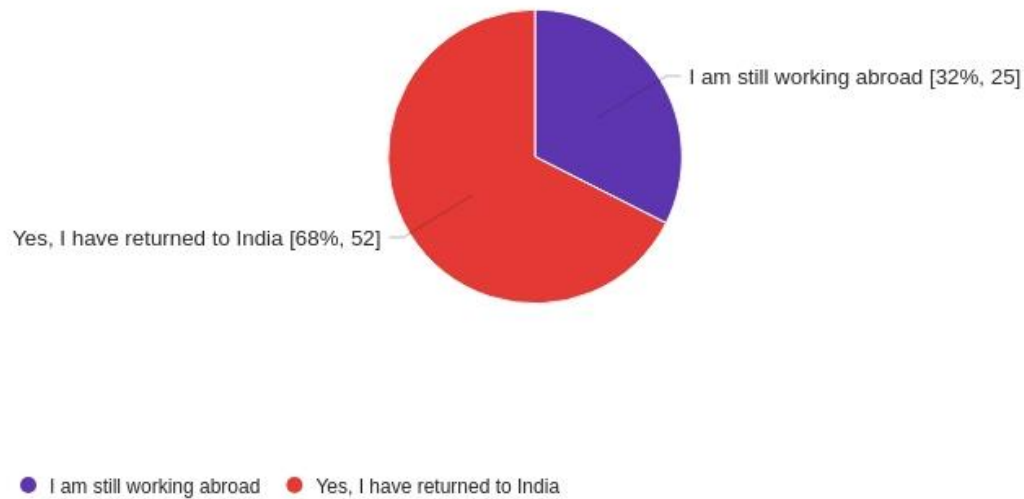


Figure 6.74: Percentage of respondents returned to India from COD

Figure 6.75 depicts the reasons of leaving COD

Q29 - Why did you return from abroad?

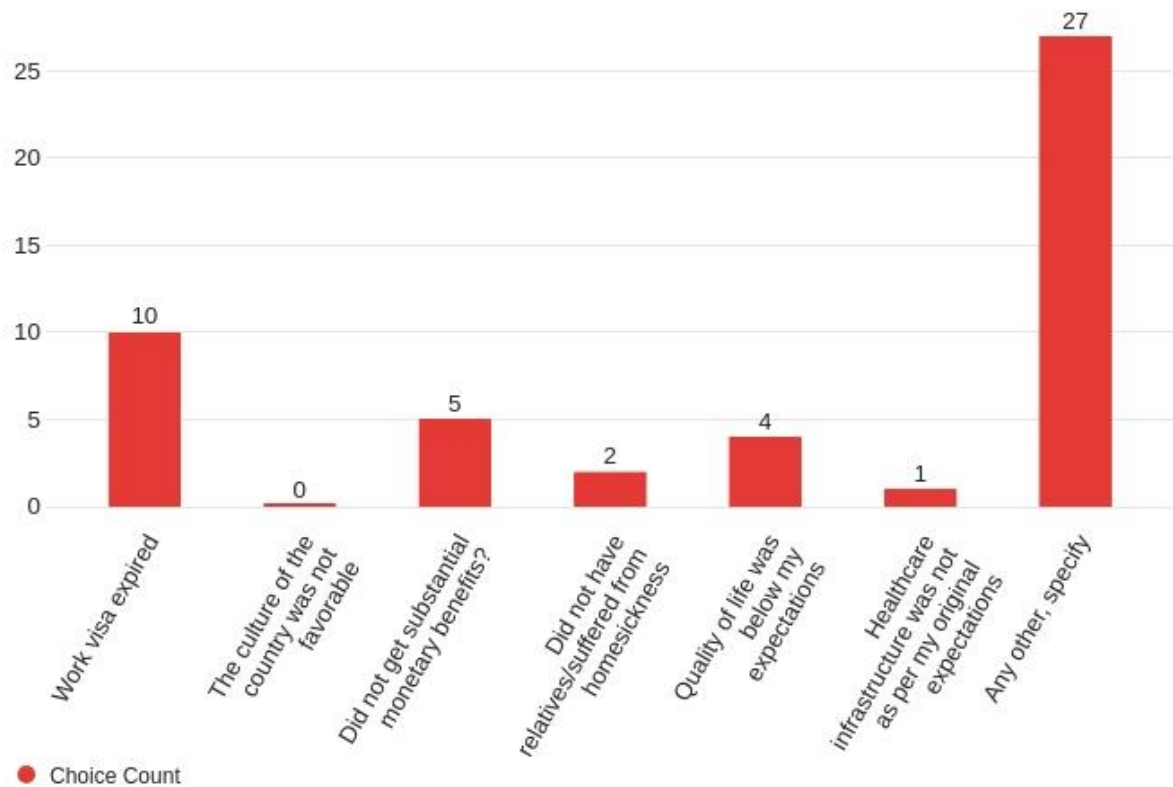


Figure 6.75: Reasons of leaving COD

The figure 6.76 depicts language proficiency tests given by the respondents

Q30 - Have you taken any language proficiency tests?

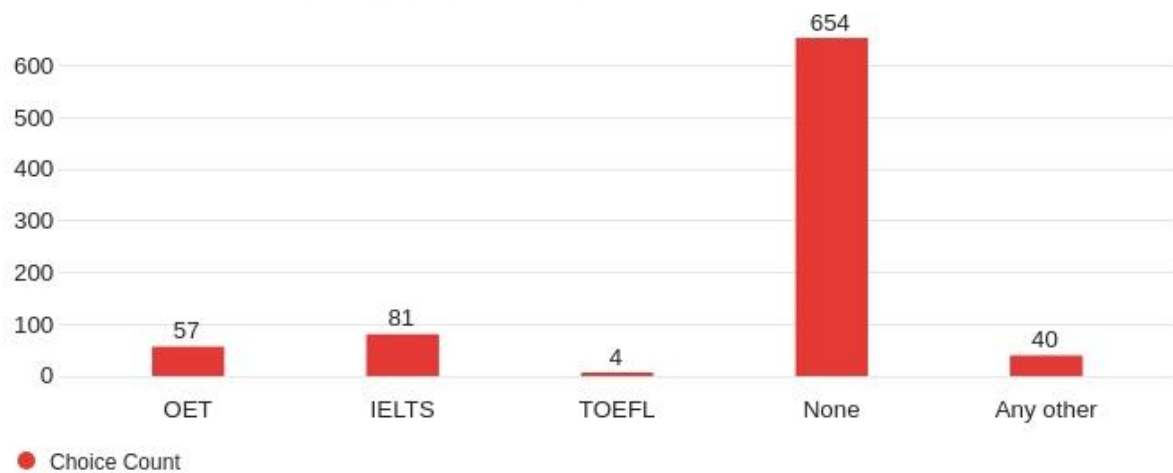


Figure 6.76 Number of respondents already given Language proficiency tests

If we want to make India a preferred sourcing country for international talent mobility, we must set up language training centres across India.

The figure 6.77 depicts number of respondents already given Language proficiency tests through a pie chart

Q30 - Have you taken any language proficiency tests?

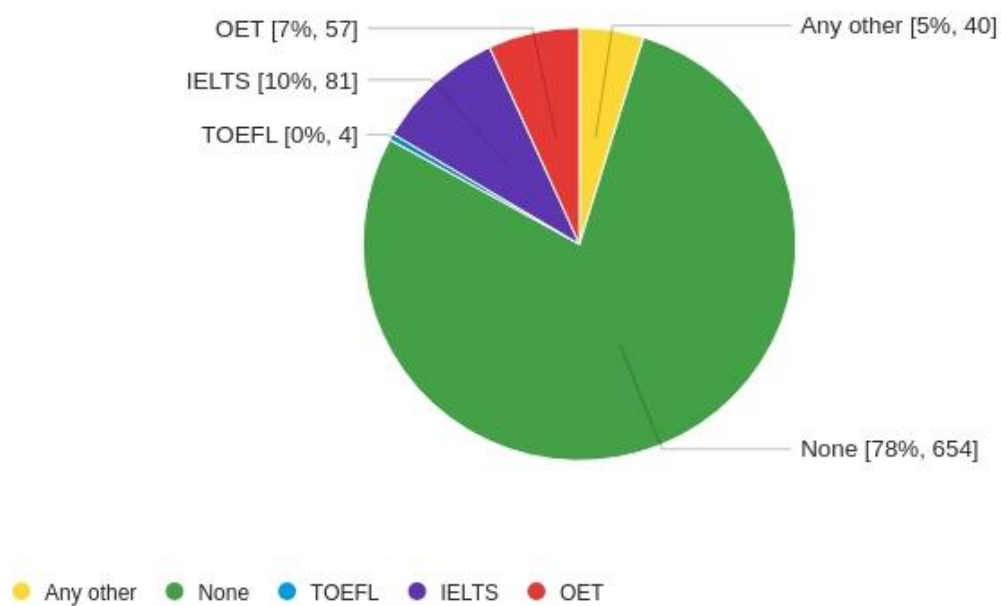


Figure 6.77: Pie chart showing Number of respondents already given Language proficiency tests

The figure 6.78 shows the bands in the IELTS test given by respondents.

Q31 - If you have taken IELTS exam, what was the overall band? (Reading, Writing, Speaking, Listening)

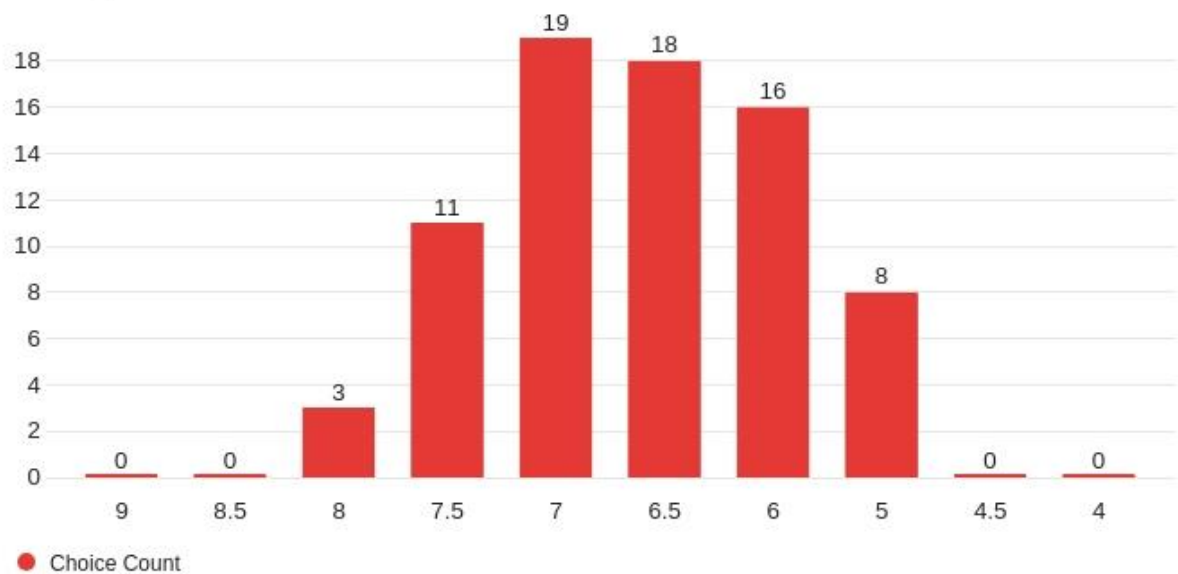


Figure 6.78: Bands in the IELTS test given by respondents.

The figure 6.79 showing bar graph regarding Bands in the IELTS test given by respondents

Q31 - If you have taken IELTS exam, what was the overall band? (Reading, Writing, Speaking, Listening)

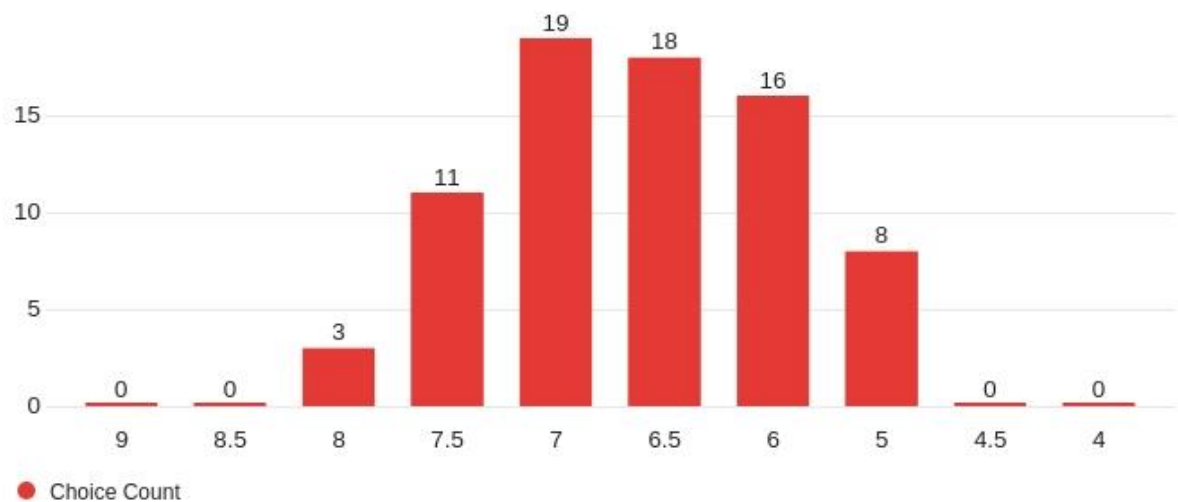


Figure 6.79: Bar graphs showing Bands in the IELTS test given by respondents.

The figure 6.80 showing band taken by respondents in OET exam

Q32 - If you have taken the OET exam, what was the overall band? (Reading, Writing, Speaking, Listening)

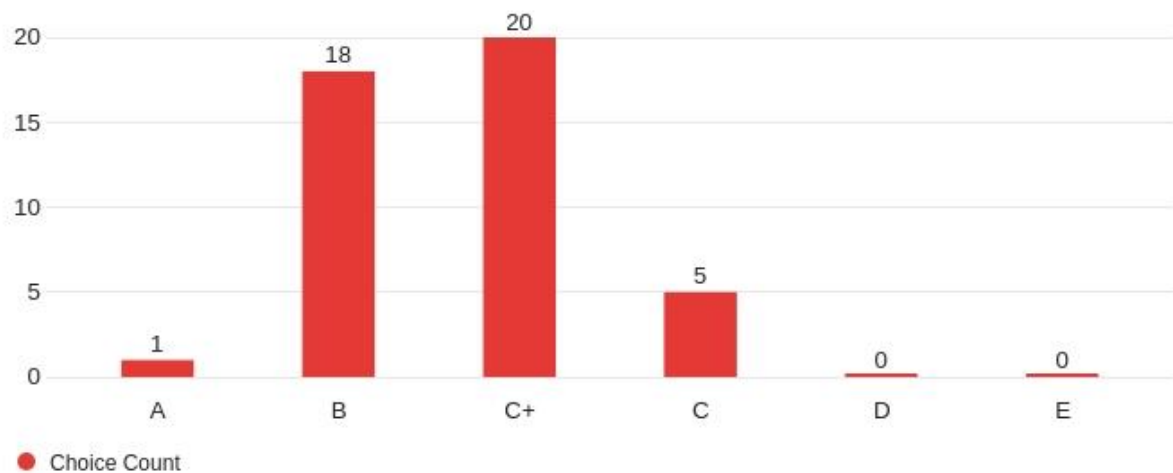


Figure 6.80: Bands taken by respondents in OET exam

The figure 6.81 shows the reasons of respondents for choosing COD

Q33 - Mention the reasons to go to your preferred destination? ((1) rank in order...

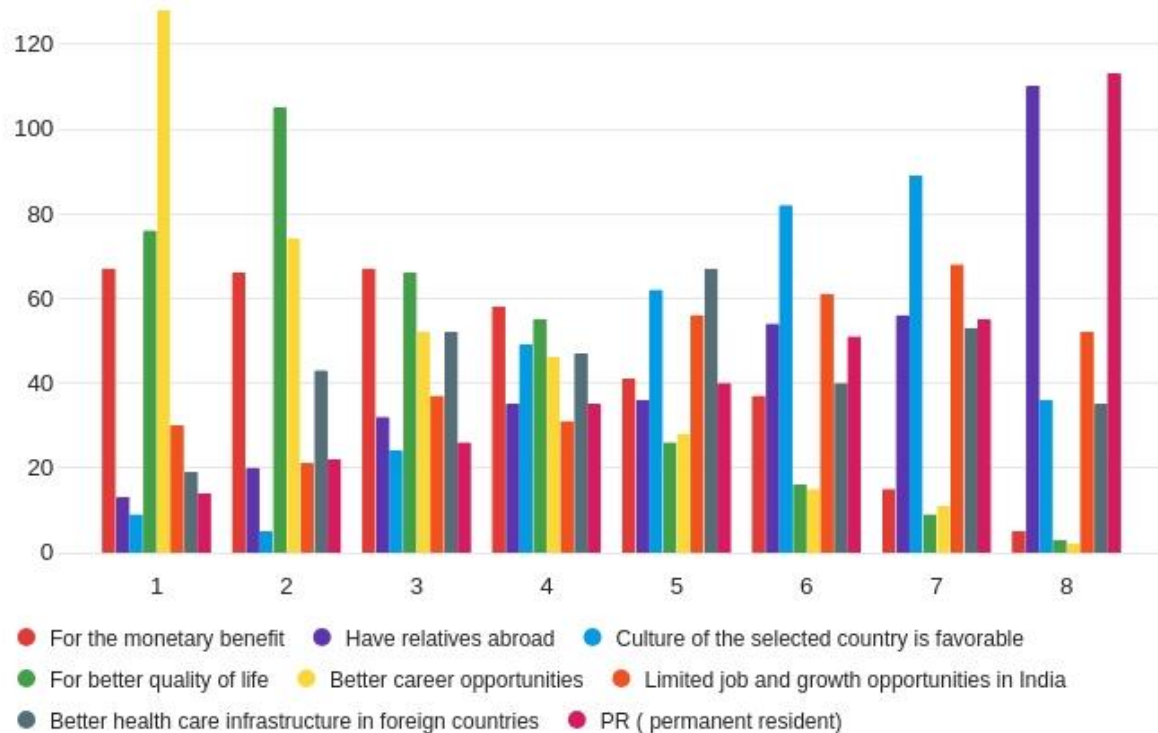


Figure 6.81: Reasons of respondents for choosing COD

The main reason to go to the preferred destination is “better career opportunities,” followed by “better quality of life” and “monetary benefit.” The general perception that people go overseas for the “PR status” or due to relatives abroad does not hold true.

The figure 6.82 depicts the challenges faced by respondents while migrating to COD

Q34 - In your opinion, what are the challenges faced while migrating to a foreign...

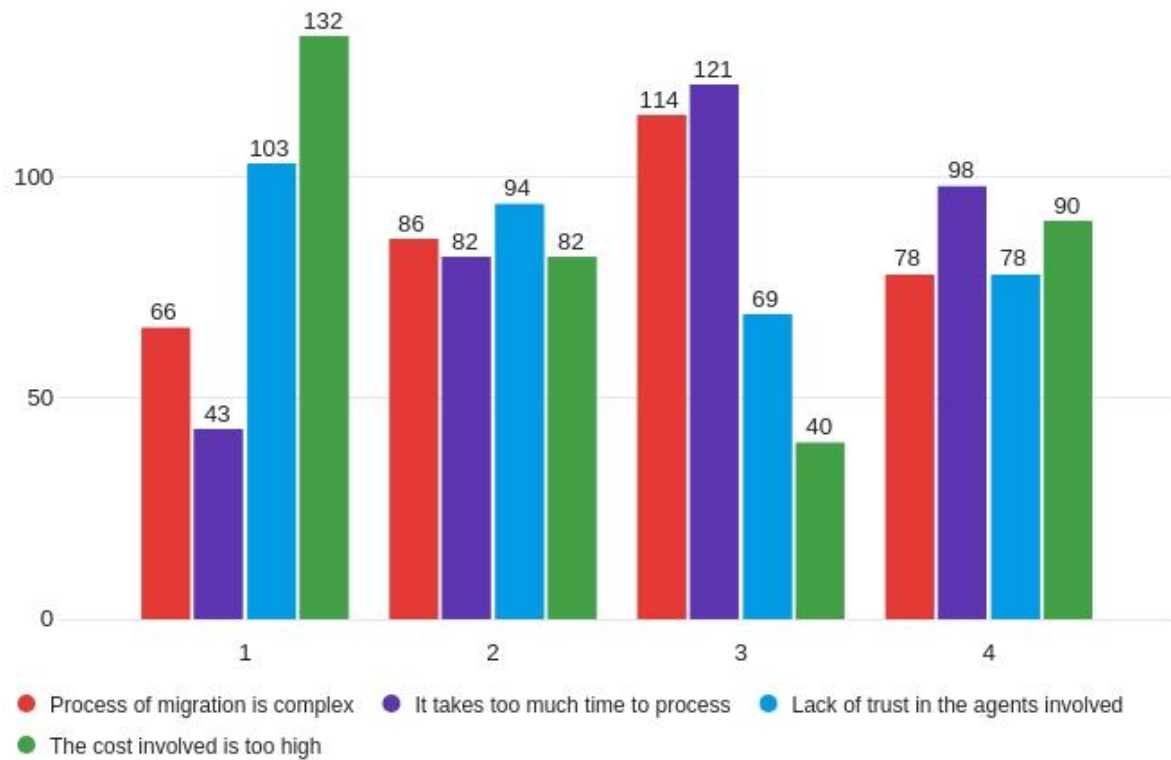


Figure 6.82: Challenges faced by respondents while migrating to COD

Our study shows that the major challenge faced during migration to foreign countries is the high cost of migration, followed by a lack of trust in the agents and the complex migration process. The time involved in the migration is also a factor.

The figure 6.83 depicts the readiness of respondents to invest in healthcare skilling program in India.

Q35 - Are you ready to invest in a cost-effective healthcare skilling program in India to obtain a work permit for your preferred destination?

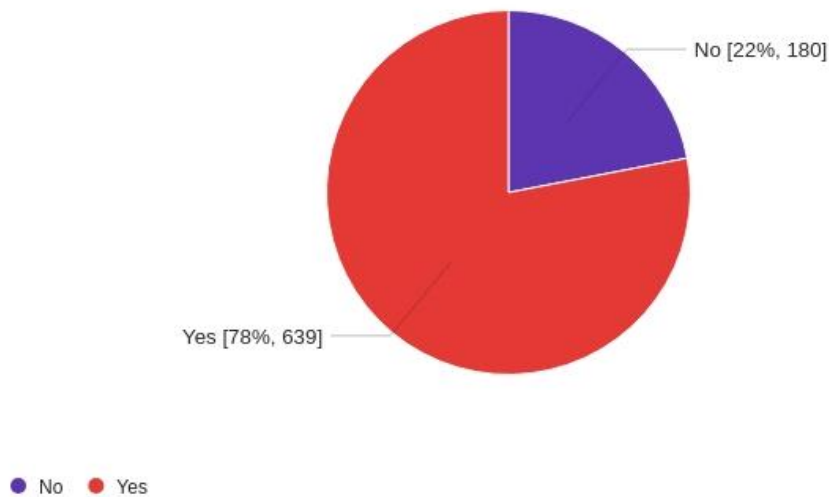


Figure 6.83: Readiness of respondents to invest in healthcare skilling program in India

The figure 6.84 depicts the responses regarding choice of online and offline programs

Q36 - If yes (that is, you are ready to invest in a cost-effective healthcare skilling program in India), are you looking for any training program for upskilling, reskilling in language or domain skills?

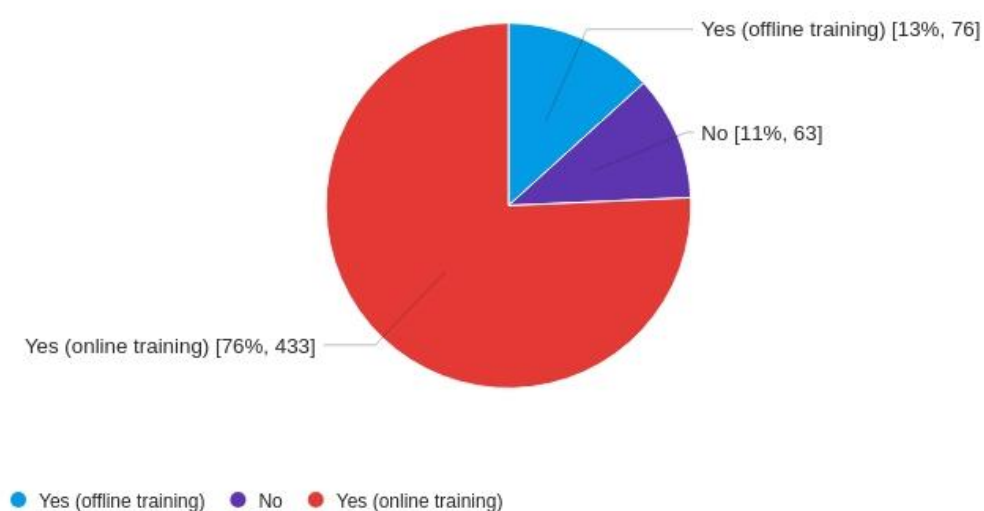


Figure 6.84: Choice of online and offline programs

The figure 6.85 depicts the respondents choice for sources of funds to join skilling program

Q37 - If yes (that is, you are ready to invest in a cost-effective healthcare skilling program in India), what are the source of funds/ financial support? - Selected Choice

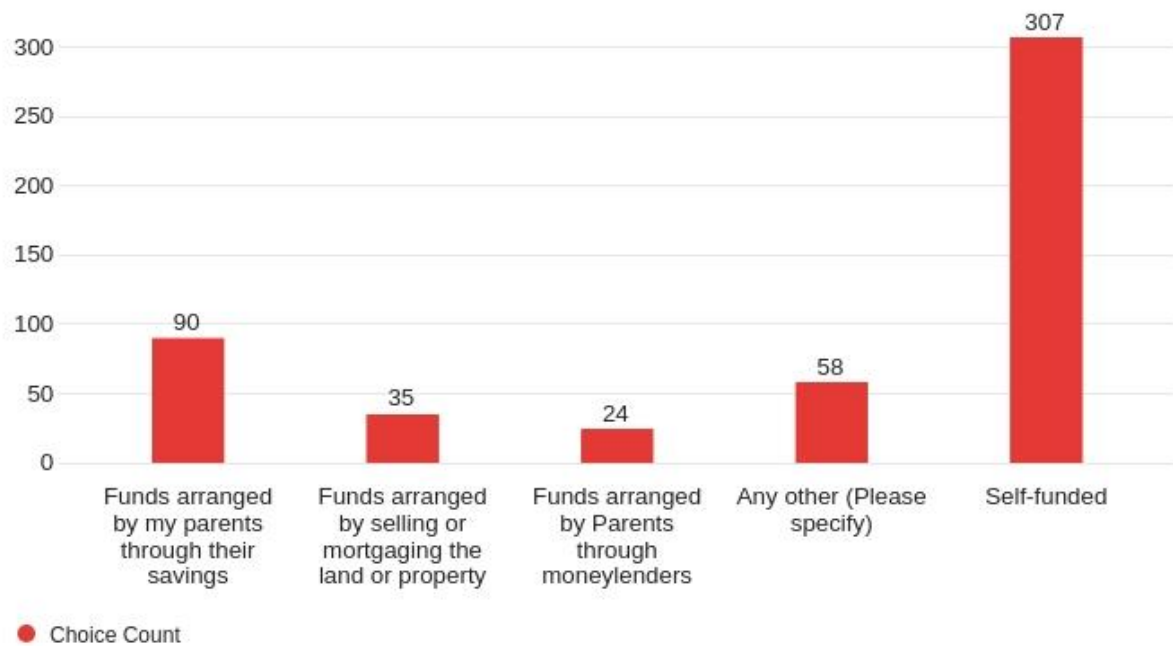


Figure 6.85: Choice for sources of funds to join skilling program

The figure 6.86 depicts the respondents choice for usefulness of foreign language

Q38 - Which one (language) do you think is the most useful for migration among th...

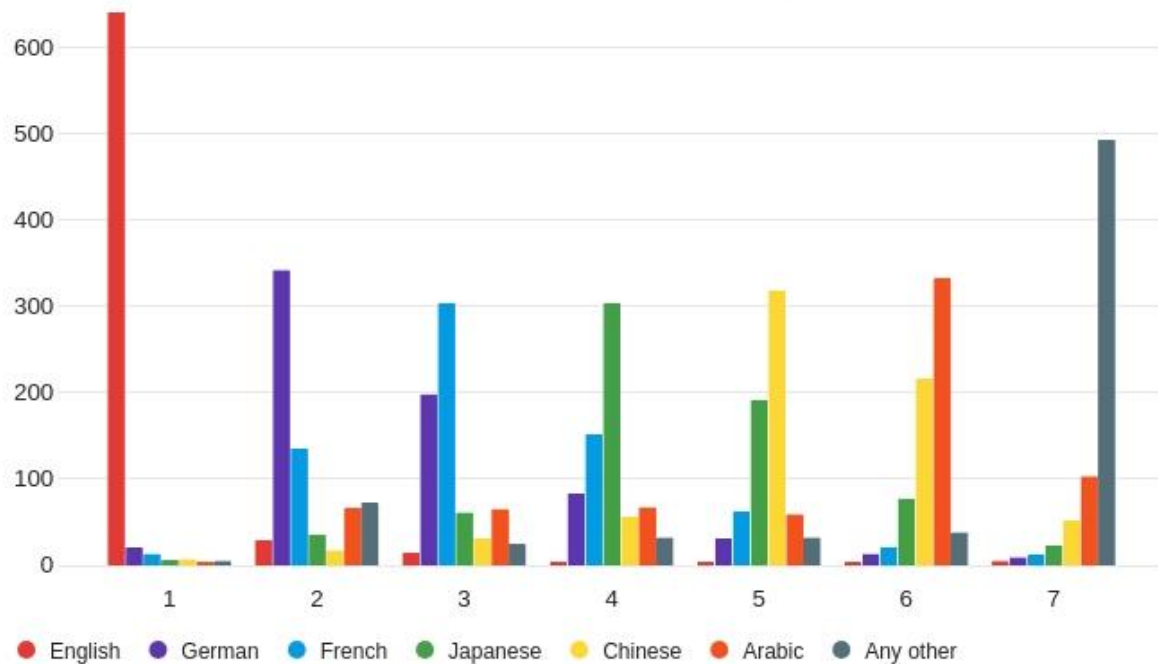


Figure 6.86: Choice for foreign language

6.3.2.1.1 Detailed statistical analysis of pan-India data of the healthcare workforce to create a supply pool for international talent mobility

Analysis of variables to assess if there are statistically significant differences between the two groups: those willing to move permanently and those willing to move temporarily.

We analysed data obtained from the following two questions:

- 1) Are you willing to relocate permanently or temporarily to any country?
 - a) Permanently
 - b) Temporarily
- 2) Mention the reasons for going to your preferred destination. ((1) rank in order of your preference, (2) drag the reasons to go to your preferred destination in order of your preference)
 - a) For the monetary benefit
 - b) Have relatives abroad
 - c) The culture of the selected country is favorable
 - d) For a better quality of life
 - e) Better career opportunities
 - f) Limited Job and growth opportunities in India
 - g) Better healthcare infrastructure in foreign countries
 - h) PR (permanent residency)

The Table 6.8 shows the respondents willingness for permanent or temporary relocation

Table 6.8: Willingness for permanent or temporary relocation

Are you willing to relocate permanently or temporarily to any country? Groups	Sample Size
Permanently	211
Temporarily	132

Temporarily tends to have much higher values for PR (permanent residency) than Permanently.

The table 6.9 gives value of T-test between permanent and temporary groups along with effect size through Cohen's d

Table 6.9: T-test between permanent and temporary groups along with Cohen's d

T-Test

P-Value	<0.00001
Effect Size (Cohen's d)	0.834
Difference Between Averages (Permanently - Temporarily)	-1.65
Confidence Interval of Difference	-2.05 to -1.24

The table 6.10 gives value of Ranked T-test between permanent and temporary groups along with effect size through Cohen's d

Table 6.10: Ranked T-test between permanent and temporary groups along with Cohen's d

Ranked T-Test

P-Value	<0.00001
Effect Size (Cohen's d)	0.852

Both the T-Test and the ranked T-Test show statistically significant differences between the groups in terms of their willingness to relocate overseas permanently or temporarily. The effect sizes are also large (0.852), indicating substantial differences between the groups.

We studied the current practice of the “Permanent Residency (PR)” route followed by many countries of destination. Though the criteria for PR vary from country to country, often it is not based on skill but on factors like:

Age

Educational Qualification

Knowledge of the language of the Country of Destination (CoD)

a) Experience Profile

Many people from their country of origin, India, obtain Permanent Residency (PR) in countries like Canada but do not intend to stay at the CoD permanently. Due to lacking skills, they do not get the desired jobs and continue working in India. They only spend the mandatory minimum period at the CoD to maintain the PR status. Many citizens with valid PR settle at the CoD after retirement when they are no longer an asset but often a liability due to social security at the CoD. The CoO also does not get any economic benefit since it does not receive remittance from such migrants. Thus, the current process of PR is neither useful for the CoD nor the COO (Country of Origin). Hence, the current model of many CoDs is not effective since it does not create economic value.

There is a statistically significant relationship between potential migrant's willingness to relocate permanently or temporarily to any country and if they have taken the OET exam, and their band (Reading, Writing, Speaking, Listening).

The table 6.11 gives value of **Chi- Squared test** between different band groups for OET along with effect size through Cramer's V

Table 6.11: Chi- squared test between OET band groups along with Cramer's V

Chi-Squared Test

P-Value	0.0406
Effect Size (Cramér's V)	0.434
Sample Size	34

Chi-Squared Results

Chi Square	6.41
Degrees of Freedom	2

OET (Occupational English Test) is the assessment test for the healthcare workforces like “nurses” and “allied healthcare”, and mainly used by the UK and European Countries for issuing work visa.

OET assessment test is very expensive (twice the IELTS assessment test cost). The candidate applies for such test only when they are sure that they are at minimum C1 level at CEFR (Common European Framework of Reference for Languages). Hence, in our sample, the D and E category of OET is zero.

Candidates scoring B and C+ level in the OET assessment test would like to migrate to the CoD permanently. Hence, there is a statistically significant relationship between willingness to relocate permanently and OET level B and C+. Hence, the healthcare workforce at the COO aspiring to migrate to COD permanently should endeavour to achieve A or B level in the OET assessment test. Countries like the UK and EU are investing in language training in the COO to prepare the healthcare workforce for COD deployment.

Statistical significance test of the potential healthcare workforce migrants opted for “preferred destination” with their willingness to move overseas ‘permanently’ or ‘temporarily’

The table 6.12 gives value of **Chi- Squared test** between permanent and temporary groups for OET along with effect size through Cramer's V

Table 6.12: Chi- squared test between permanent and temporary OET band groups along with Cramer's V

Chi-Squared Test

P-Value	0.000840
Effect Size (Cramér's V)	0.280
Sample Size	361

Chi-Squared Results

Chi-Square	28.3
Degrees of Freedom	9

Key insights

Our findings show a statistically significant relationship between willingness to relocate “permanently” or “temporarily” to the preferred COD. For instance, countries like the UK, Australia, Canada, and the US offer “permanent residency” to skilled healthcare workers, unlike other foreign countries. Hence, those who are aspiring to relocate permanently would prefer these countries. These findings are very useful for CODs with a mature migration system and will help these countries to restructure their migration system by attracting a “skilled healthcare workforce” from the COOs.

Statistical significance test of the potential healthcare workforce migrants registered with State/UT Nursing Council in India with their willingness to move overseas ‘permanently’ or temporarily’

Table 6.13 Sample size for permanent and temporary migrants

Name of the state/Union Territory where you are registered in the nursing council	Sample Size
Permanently	218
Temporarily	134

The table 6.14 gives value of **Chi- Squared test** between permanent and temporary groups along with effect size through Cramer’s V

Table 6.14: Chi- squared test between permanent and temporary groups along with Cramer’s V

Chi-Squared Test

P-Value	0.0380
Effect Size (Cramér’s V)	0.332
Sample Size	352

Chi-Squared Results

Chi-Square	38.9
Degrees of Freedom	25

Key insights

We have established that there is a statistically significant relationship between the willingness to relocate permanently or temporarily to and the state/Union Territory where the candidate is registered in the nursing council in the COO.

We have already established the statistically significant relationship between the willingness to relocate “permanently” or “temporarily” and the COD.

Hence, these corroborate our feeder state approach, wherein a specific state/UT in the COO can be the potential supply line of the “skilled healthcare workforce” to a specific CoD.

These findings will help the CODs to develop their talent mobility strategies from the particular region (for instance, specific State/UT) in the COO. At the same time, these findings are useful for the COO in developing a pipeline of skilled workforce from different states/UTs to meet the skilled healthcare workforce shortages in the CODs.

A case example for understanding the significance of our findings of “feeder state” approach

(Newfoundland and Labrador, Canada starts Recruitment Office for nurses in India

[https://www.immilawglobal.com/blog/canada-starts-recruitment-office-for-nurses-in-india/#:~:text=In%20a%20new%20initiative%20to,and%20operated%20by%20government%20officials\)](https://www.immilawglobal.com/blog/canada-starts-recruitment-office-for-nurses-in-india/#:~:text=In%20a%20new%20initiative%20to,and%20operated%20by%20government%20officials)

Here is an example to highlight the significance of our findings relating to the “feeder state approach” both for the COO and COD.

The province of New Foundland and Labrador, one of the 10 provinces of Canada decided to open its office in the state of Karnataka in India to attract and recruit nurses based on the following criteria:

- a) Numerous nursing institutions in the state of Karnataka
- b) The nursing course syllabus is similar to that followed in Newfoundland and Labrador.
- c) English is the medium of teaching in the nursing institutions of Karnataka.

It may be noted that the syllabus and medium of teaching are the same across all states/UTs, as prescribed by the Indian Nursing Council, the regulator of nursing courses in India.

Our study shows that Canada is not the aspirational COD for the nurses in Karnataka. Hence, investment is unlikely to yield fruit. Therefore, the “feeder state” approach of our study, established through a statistically significant relationship, will be very useful for this province in Canada to effectively plan their “talent mobility” strategy from the COO (India).

6.3.2.2 Analysis of Aspirations of Healthcare Professionals: Insights from UP and Punjab

We conducted a detailed analysis of data collected from the states of Uttar Pradesh and Punjab. We administered a set of surveys on Qualtrics as per the details below:

- 1) Healthcare Workforce: Survey among the Principal/Faculty in Punjab: We collected data during the period from 26th April 2022 to 21st July 2022 and received 82 responses.
- 2) Healthcare Workforce: Survey among the Students in Punjab: We collected data during the period from 26th April 2022 to 3rd June 2022 and received 181 responses.
- 3) Healthcare Workforce: Survey among the Principal/Faculty in Uttar Pradesh: We collected data during the period from 5th May 2023 to 19th August 2023 and received 1664 responses.

- 4) Healthcare Workforce: Survey among the Students in Uttar Pradesh: We collected data during the period from 5th May 2023 to 17th February 2024 and received 6673 responses.
- 5) Healthcare Workforce: Survey among the Principal/Faculty in Punjab: We collected data from 21st March 2024 to 26th March 2024 and received 75 responses.

We captured the latitude and longitude of respondents in our five above-mentioned surveys at the time of submission. Figure 6.87 illustrates the geographical distribution of the respondents on the map. Figure 6.88 displays the 6673 students from UP who participated in our survey. Though most respondents were stationed in India (in different parts of the country with a concentration in UP when responding, several respondents were overseas while participating in the survey.

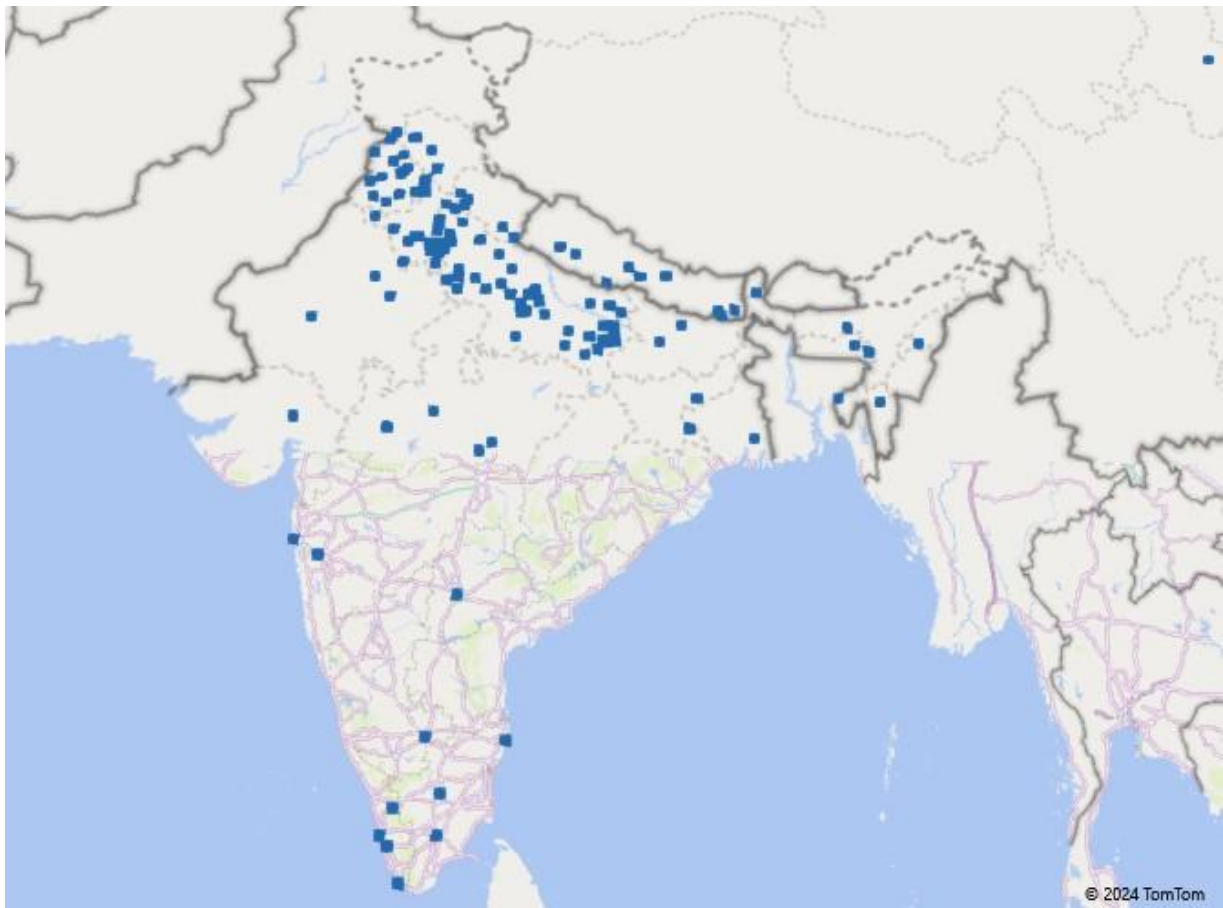


Figure 6.87: Geographical distribution of the UP healthcare students in survey

6.3.2.2.1 Analysis of Aspirations of Healthcare Professionals: Insights from UP

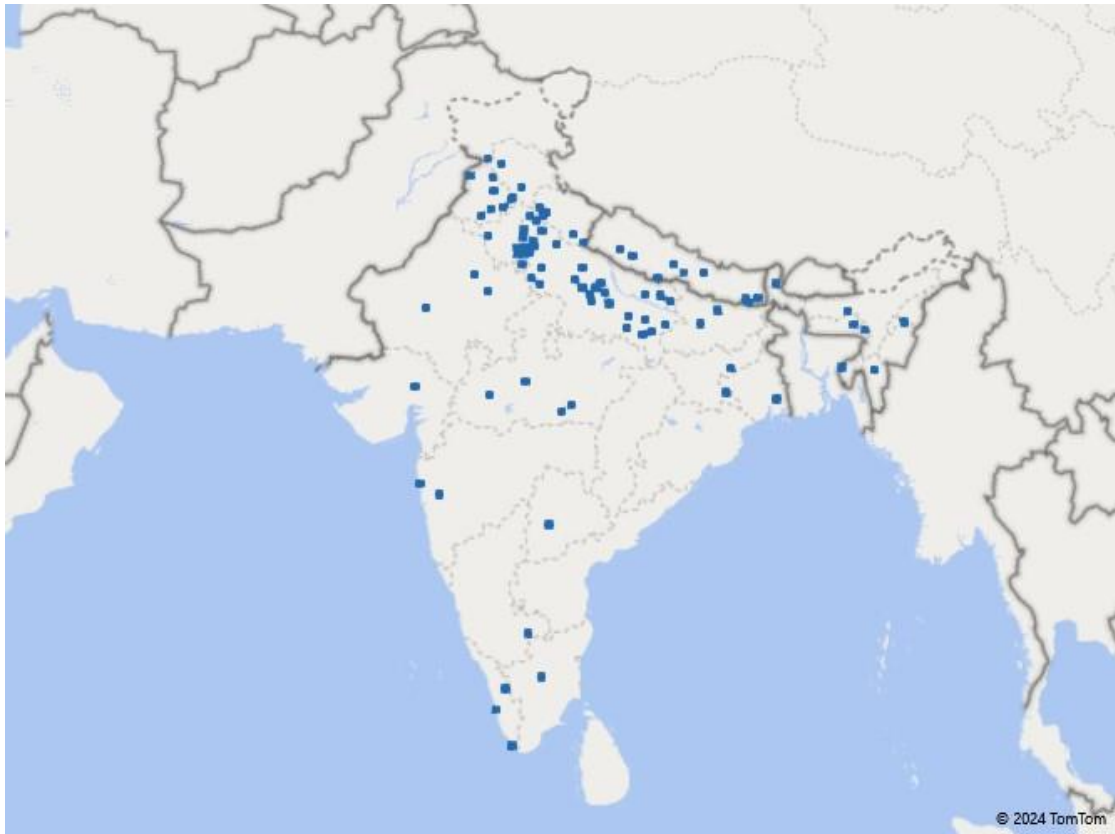


Figure 6.88: Geographical distribution of the respondents of all five surveys on the map

Figure 6.89 depicts the gender distribution among respondents

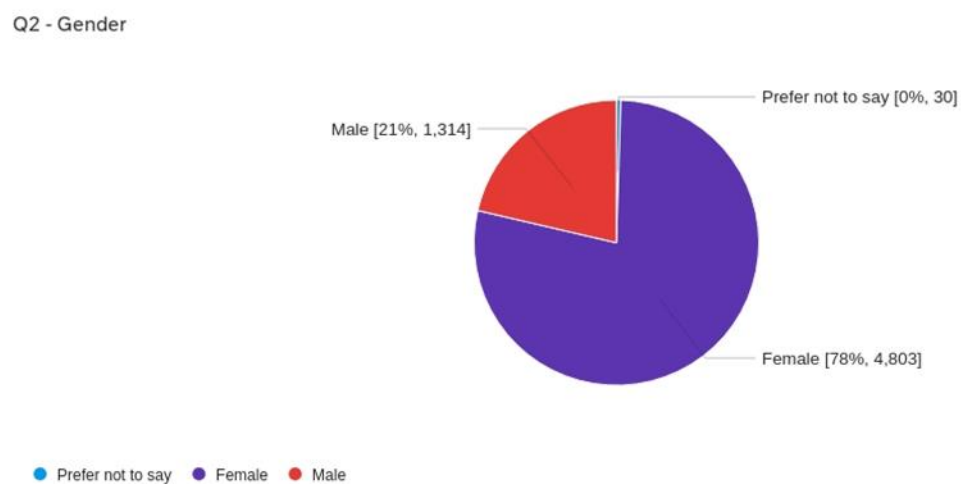


Figure 6.89 Gender distribution among respondents

UP, with a population of approximately 231 million and a young workforce with 56% of the Population in the working age group, is very strategic for the “international talent

mobility” purpose. The percentage of the male and female population is approximately 52.3 and 47.7, respectively. In our study of UP healthcare workforce data, 78% are female. If we can drive our strategy to train the women healthcare workforce in UP, they can significantly contribute to our government’s vision of making India a skill capital of the world.

Figure 6.90 depicts the various Courses the respondents were doing.

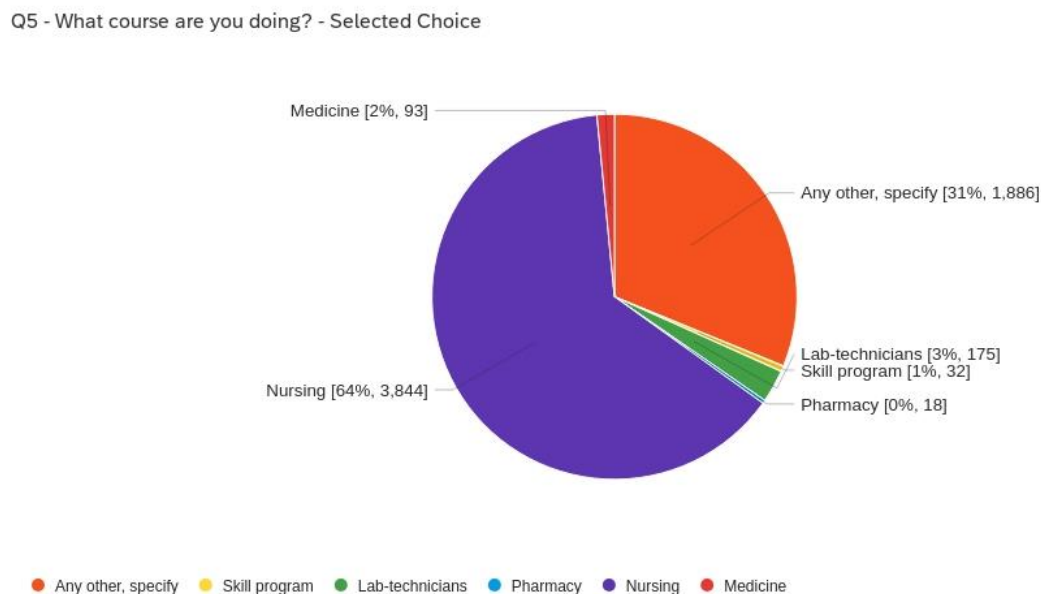


Figure 6.90: Courses taken by the respondents

The dominant healthcare workforce with background in nursing qualification (the profile of our respondents included workforce from medicine, pharmacy, allied healthcare, and nursing) which meet our expectation of creating a pipeline of nursing professionals to meet the global demand.

Figure 6.91 depicts the educational qualification of respondents

Q7 - What is your educational qualification?

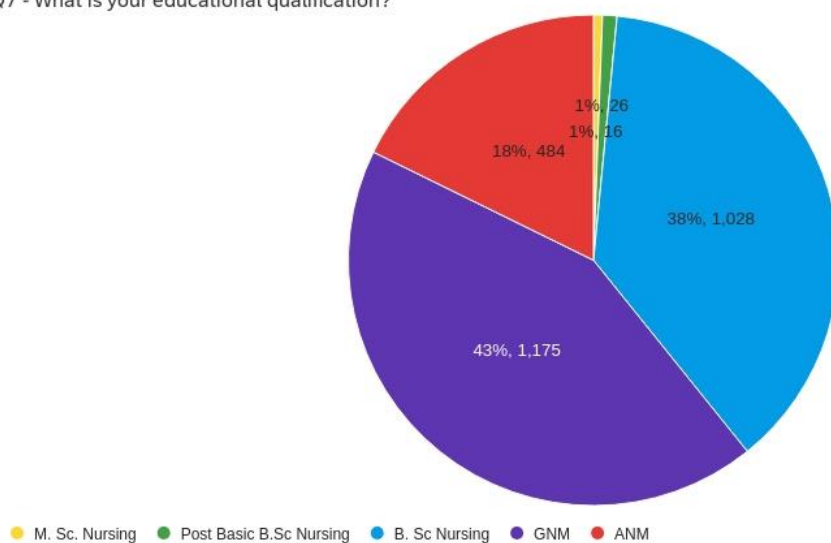


Figure 6.91: educational qualification of respondents

UP, with a considerable (43%) number of GNM-qualified professionals, can be a potential “feeder state” for care workers globally.

Figure 6.92 depicts the future plan of respondents regarding job or higher study

Q10 - What is your future plan? - Selected Choice

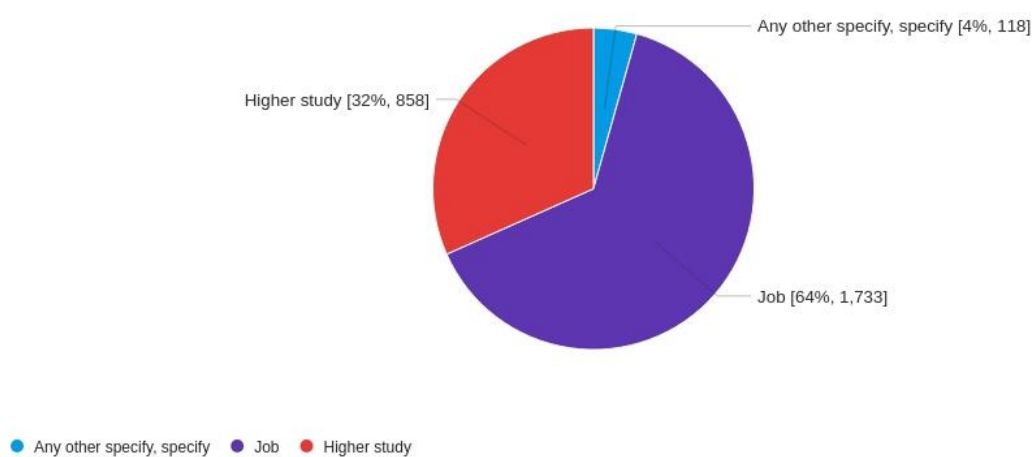


Figure 6.92: Future plan regarding job or higher study

The figure 6.93 depicts choice of respondents for pursuing career in COO or COD

Q11 - From where do you want to pursue your career?

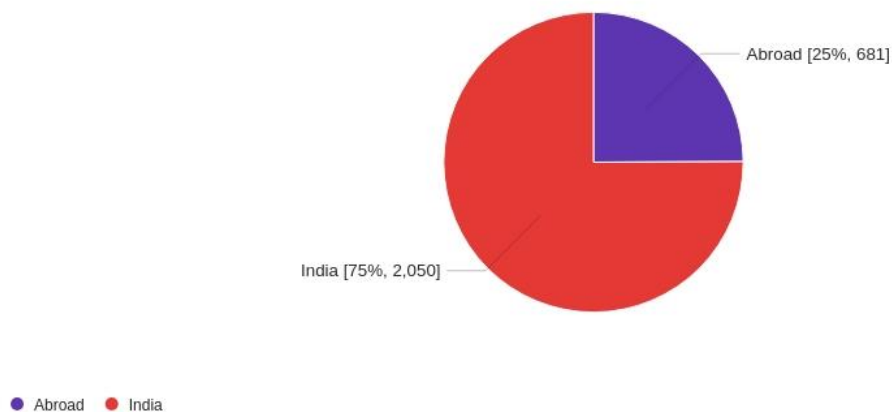


Figure 6.93: Choice for pursuing career in COO or COD

64% of our respondents in UP are looking for jobs after completing their studies, and 25% of the respondents want to take up jobs in foreign countries. The general perception of UP has been that the workforce prefers domestic migration, but our study shows that a considerable percentage of the healthcare workforce aspires to work in foreign countries, thereby creating a strong pool of workforce to contribute to the supply of skilled healthcare professionals to meet the global demand.

The figure 6.94 depicts aspiration for permanent or temporary migration

Q12 - Are you willing to relocate permanently or temporarily to any country?

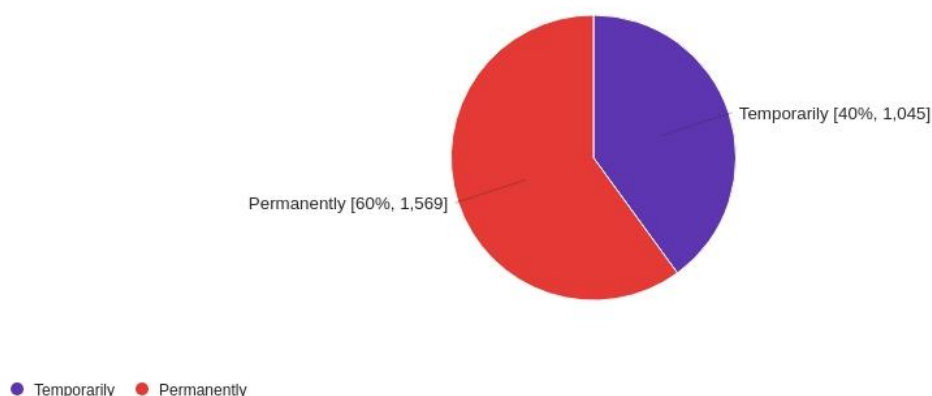


Figure 6.94: Aspiration for temporary or permanent migration

Among those wanting to work in foreign countries, 60% prefer permanent migration, which will attract various CODs.

The figure 6.95 depicts the choice of respondents regarding COD

Q13 - If abroad, what is your preferred destination? (select only one country)

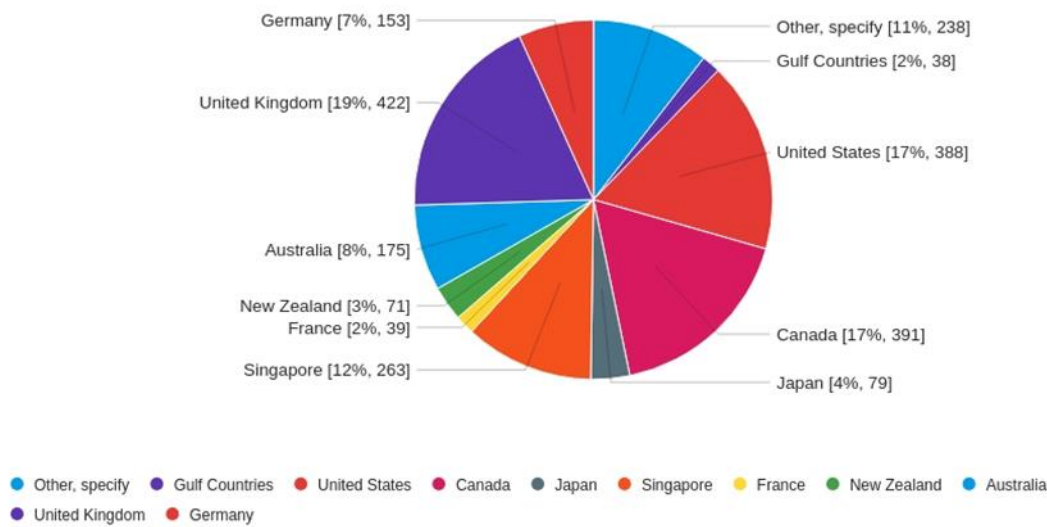


Figure 6.95: Choice of respondents regarding COD

Contrary to the general perception that the UP workforce prefers domestic migration, followed by migration to GCC for a ‘temporary’ period, our study shows that the healthcare workforce prefers migrating ‘permanently’ to countries with mature migration systems, such as the UK (19%), US (17%) and Canada (17%).

The figure 6.96 depicts the choice of respondents regarding type of visa

Q16 - Which way do you want to go abroad?

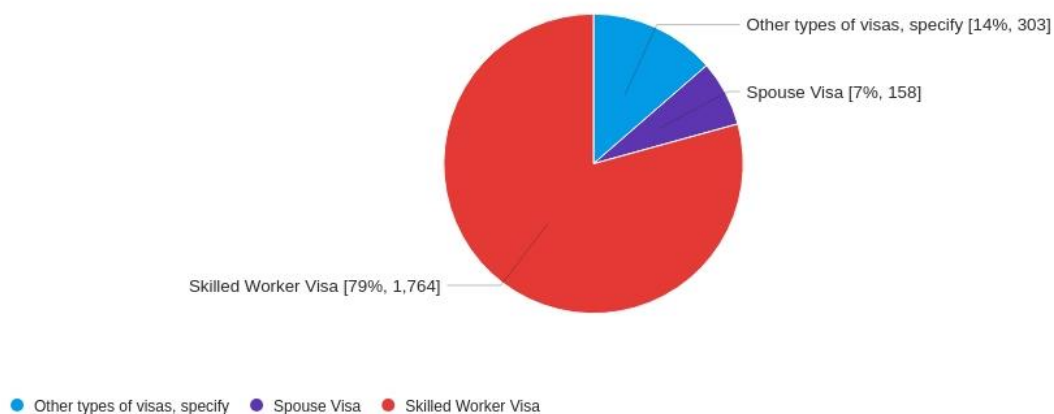


Figure 6.96: Choice regarding type of visa

79% of our respondents (1764) prefer a “skilled worker visa” for migrating to foreign countries. The traditional way of migration has been the “spouse visa,” “study visa,” and PR (permanent residency). Our study shows that only 21% prefer the traditional way of migration.

The figure 6.97 depicts the work experience of respondents in COD before immigration to India

Q17 - Have you ever worked abroad before?

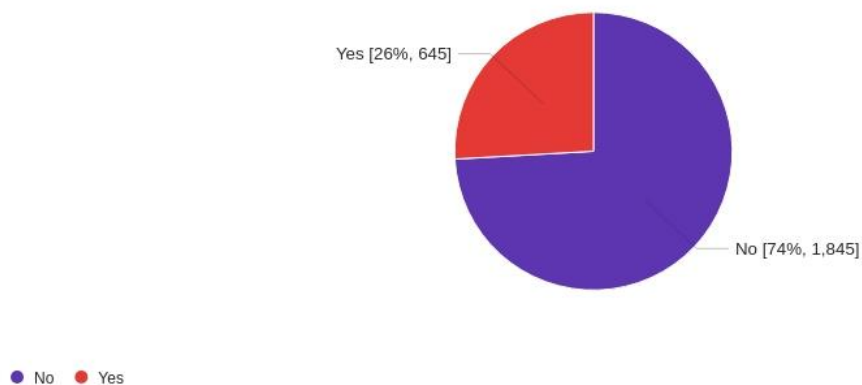


Figure 6.97: Work experience in COD

26% of our respondents (healthcare workforce) from UP have prior work experience in foreign countries. Since most of the CODs require prior experience for international ‘talent mobility’, UP can play a significant role in creating a global supply chain of healthcare professionals.

The figure 6.98 depicts the current employment status of respondents

Q19 - What is your current employment status?

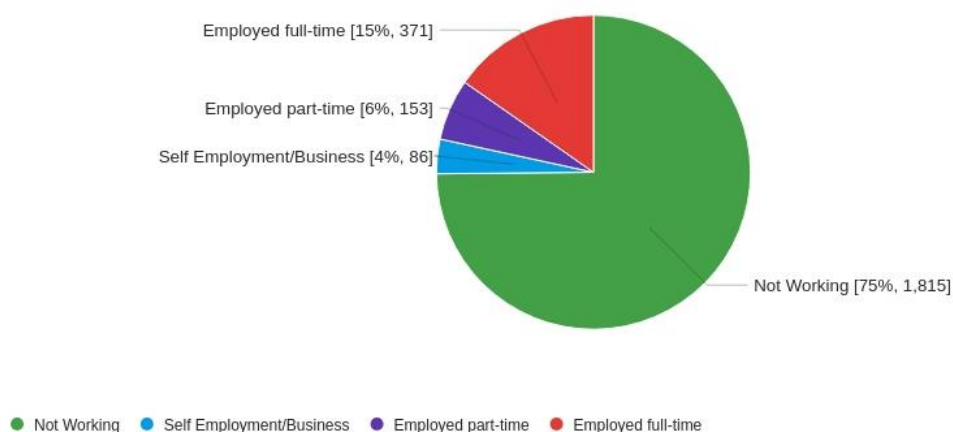


Figure 6.98: Current employment status

75% of our respondents are not working. There is a need to focus on skilling young healthcare people as per the requirements of the CODs. In our sample, only 15% of our respondents are employed full-time.

The figure 6.99 depicts Language proficiency tests given by respondents

Q20 - Have you taken any language proficiency tests?

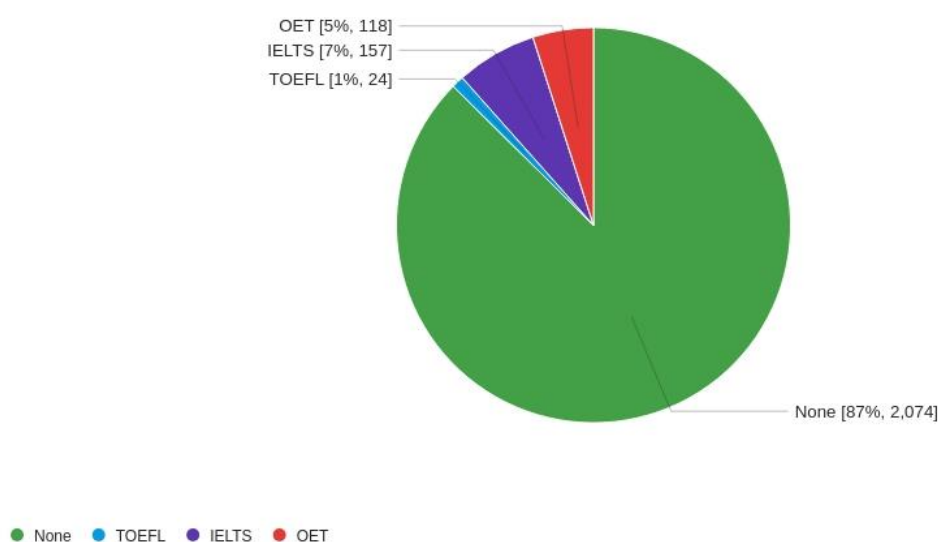


Figure 6.99 Language proficiency tests given by respondents

Since language proficiency is a prerequisite by all CODs, and 87% of our respondents do not have certifications like OET, IELTS, and TOEFL, there is a requirement to develop a strategy to train the healthcare workforce on language skills.

Figure 6.100 depicts reasons of respondents for choosing their preferred destinations

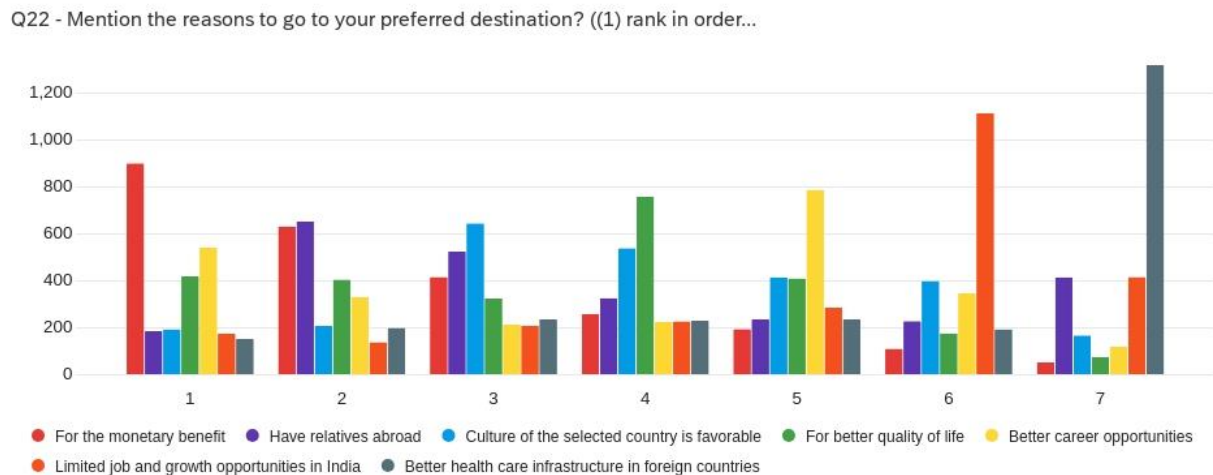


Figure 6.100: Reasons for choosing preferred destinations

The primary reason for the migration of the healthcare workforce is “monetary benefit,” followed by “better career opportunities” and “better quality of life.” The general perception of the reason for overseas migration is “relatives abroad”, “culture of the COD, and “limited job and growth opportunities in the COO. Our study shows that people prefer overseas migration primarily due to:

- Monetary benefit
- Better career opportunities
- Better quality of life.

The figure 6.101 depicts the Challenges faced by the respondents while migrating to foreign countries

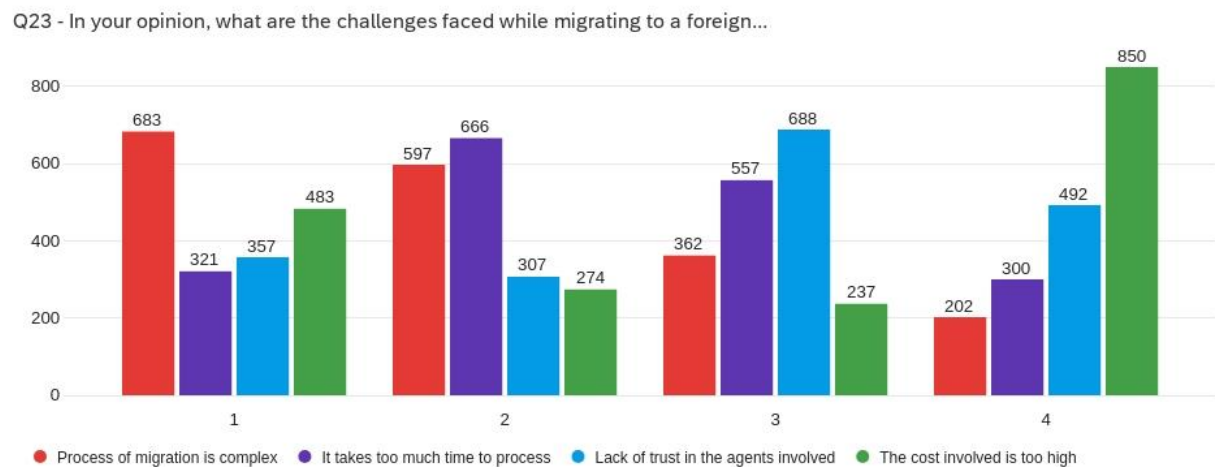


Figure 6.101: Challenges faced during migration

We asked our respondents to rank the challenges while migrating to foreign countries in order of difficulties. We analysed the number one challenge in migration as perceived by our respondents. Our study shows that the major challenges in order of difficulties are:

- a) Process of migration
- b) High cost
- c) Lack of trust in the agents/intermediaries
- d) Long cycle time

Hence, there is a need to design a robust skilling model that helps in reducing the cost of migration, simplifying the process to increase the yield (percentage of people successfully migrating after skilling), reducing the total cycle time involved in migration and eliminating/minimizing the risk involved in migration by removing the agents/intermediaries and deploying a G2G framework.

To get deeper insights into the challenges faced during the migration to foreign countries, we asked our respondents the following questions:

- 1) About the desired time frame for migration: 37% of our respondents would like the total time frame of migration to be less than a year. 31% of the respondents said that the total time for migration can be in the range of 1-2 years.

The figure 6.102 depicts the time required by respondents to reach COD

Q24 - If you find the process complex and time-consuming, what time frame is required according to your information?

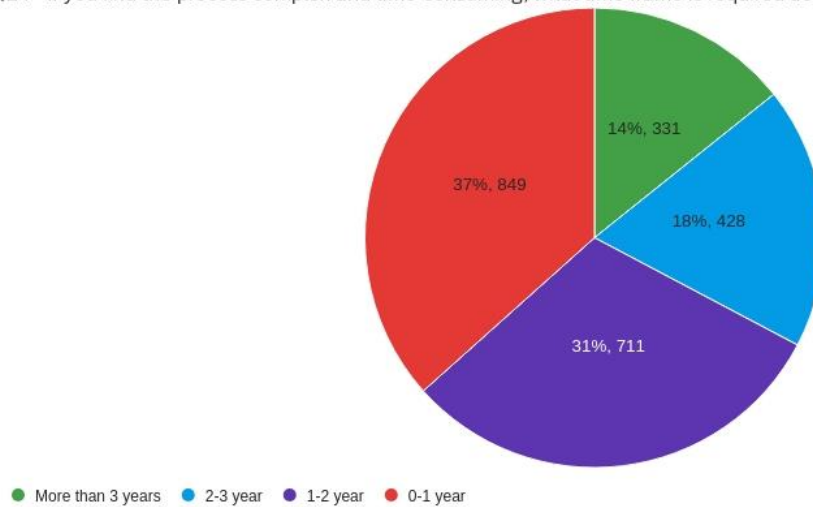


Figure 6.102: Time advised by respondents to reach COD

- 2) Since the cost of the current migration system is very high, we asked our respondents if they would be ready to invest in a cost-effective healthcare skilling program in India to obtain work permits for migrating to their CoD. 66% of our respondents gave an affirmative answer.

The Figure 6.103 depicts the readiness of respondents for investment in healthcare skilling programme in COO

Q25 - Are you ready to invest in a cost-effective healthcare skilling program in India to obtain a work permit for your preferred destination?

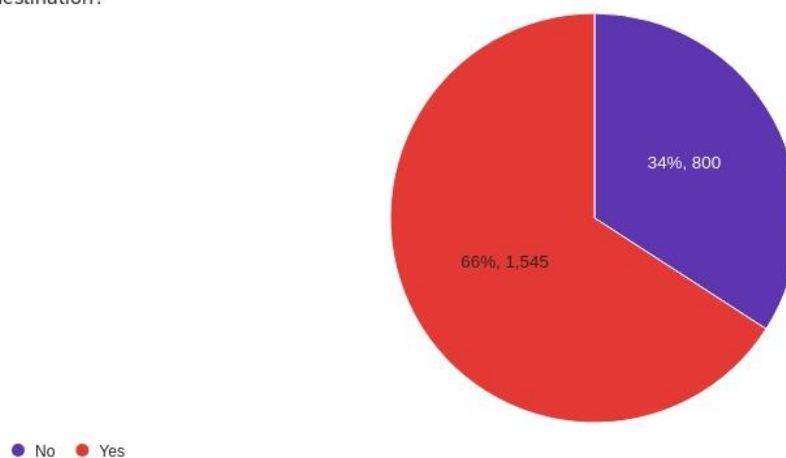


Figure 6.103: Readiness for investment in healthcare skilling programme in the COO

- 3) The total cost of migration: Most of our respondents would like the total cost to be less than INR 5 lakhs.

Figure 6.104 depicts the approximate cost given by respondents for migration to foreign countries

Q29 - As per your opinion, what is the approximate cost of migration to a foreign country?

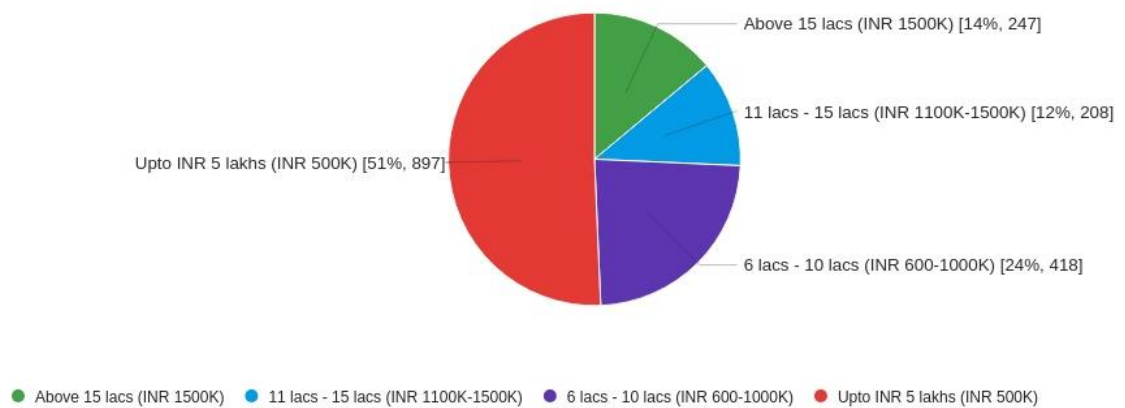


Figure 6.104: Approximate cost for migration

- 4) Sources of funds to invest in a cost-effective healthcare skilling program: 51% of our respondents said that their parents would arrange their funds for such a skilling program through their savings. 22% of the respondents would prefer to avail of a "Skill Loan by NSDC."

Figure 6.105 depicts the Source of fund for investment in skilling programme in India

Q26 - If yes (that is, you are ready to invest in a cost-effective healthcare skilling program in India), what are the source of funds/ financial support? - Selected Choice

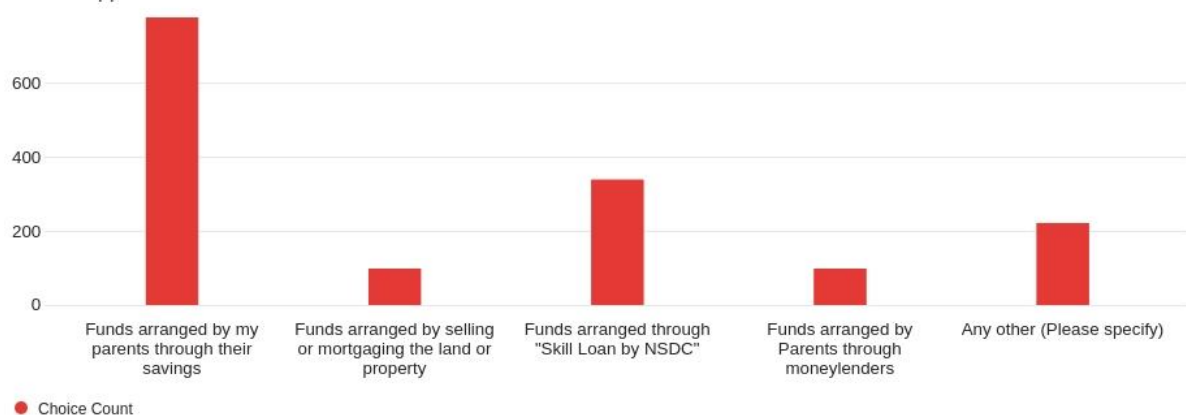


Figure 6.105: Source of fund for skilling programme

Figure 6.106: Pie chart showing the Source of funds for investment in skilling programme

Q26 - If yes (that is, you are ready to invest in a cost-effective healthcare skilling program in India), what are the source of funds/ financial support? - Selected Choice

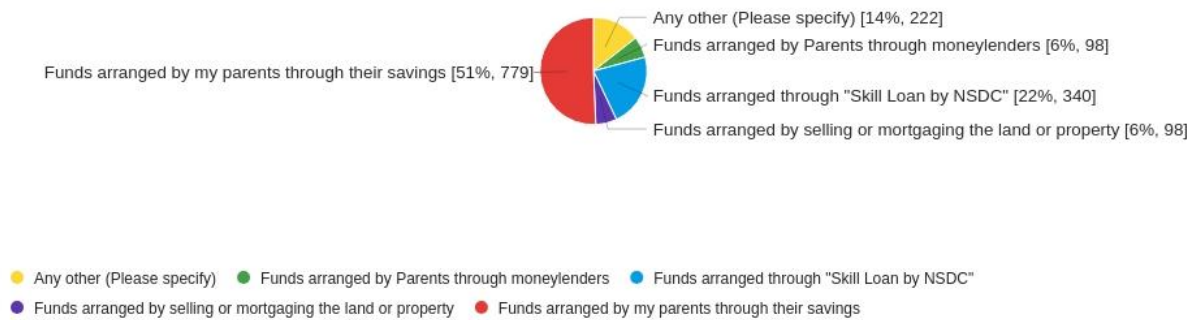


Figure 6.106: Pie chart showing Source of funds for skilling programme

- 5) Fee affordability through “skill loan from NSDC” for investing in the healthcare skilling programme: 57% of our respondents consider the fee affordability upto INR 5 lakhs, followed by 22% of our respondents ready to invest between INR 6 to 10 lakhs

The above findings would help the governments of both COO and COD to plan their investment strategy for skilling of healthcare workforce.

The figure 6.107 depicts the fee affordability of respondents through “Skill Loan by NSDC”

Q27 - If yes, please choose the fee affordability through “Skill Loan by NSDC” for a healthcare skilling program in India to obtain an overseas work permit (in INR)

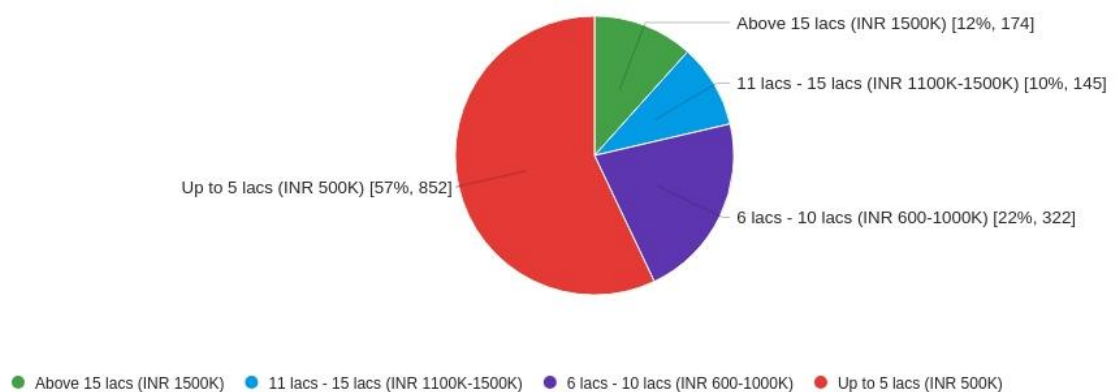


Figure 6.107: Fee affordability through “Skill Loan by NSDC”

- 6) We asked our respondents if they would prefer to enroll in a less time-consuming course that helps in easier migration and visa clearance:78% of our respondents gave affirmative answers.

Figure 6.108 depicts the Preference of respondents for less time-consuming Skill Course

Q28 - Would you prefer to enroll in a less time-consuming course that helps in easier migration and visa clearance?

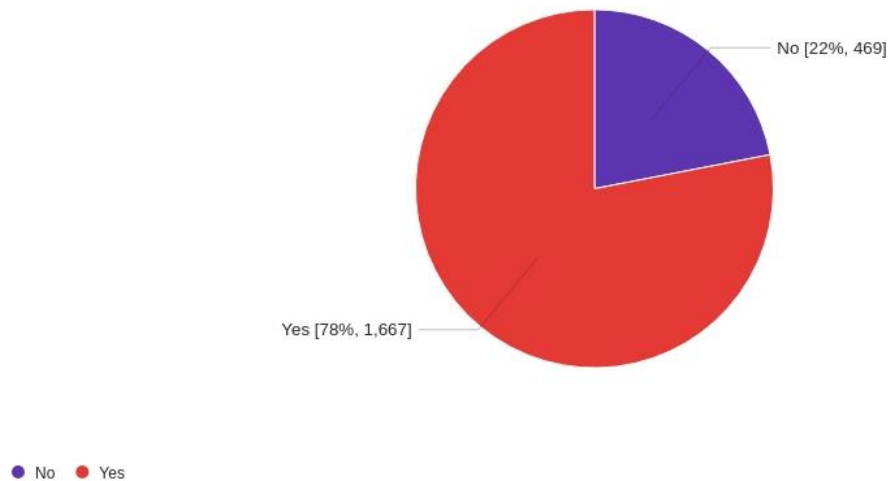


Figure 6.108: Preference for less time-consuming Skill Course

- 7) Which language is most useful for migration: Most respondents said English is the most useful language. Language proficiency is a prerequisite for migration to all CODs. Hence COOs should invest in developing language proficiency among the the young healthcare workforce.

- 8) The Figure 6.109 depicts the choice of language considered useful for migration by respondents.

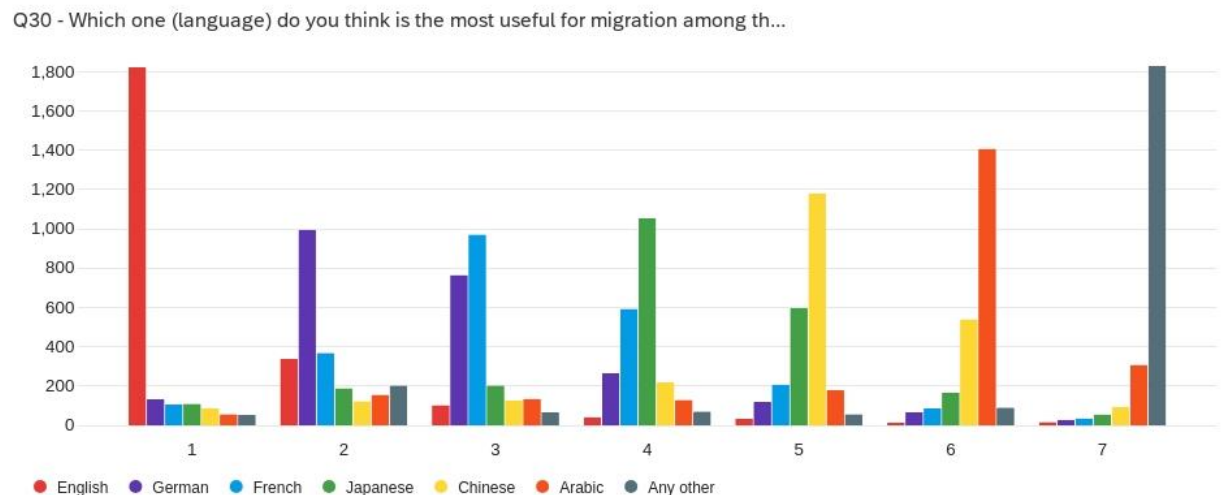


Figure 6.109: Language Preferred for Migration

6.3.2.2.1 Analysis of variables to assess if there are statistically significant differences between the two groups of respondents from the healthcare workforce in UP: those willing to move permanently and those willing to move temporarily.

Statistical significance test of the reasons for going to COD with the two groups of potential migrants willing to move overseas ‘permanently’ or temporarily’

We analysed data obtained from the following two questions:

- 1) Are you willing to relocate permanently or temporarily to any country? (two groups of respondents)
 - a) Permanently
 - b) Temporarily
- 2) Mention the reasons for going to your preferred destination. ((1) rank in order of your preference, (2) drag the reasons to go to your preferred destination in order of your preference
 - a) For the monetary benefit
 - b) Have relatives abroad
 - c) The culture of the selected country is favorable
 - d) For a better quality of life
 - e) Better career opportunities

- f) Limited Job and growth opportunities in India
- g) Better healthcare infrastructure in foreign countries
- h) PR (permanent residency)

A. Statistical significance test of the potential healthcare workforce migrants “having relatives abroad” with their willingness to move overseas ‘permanently’ or temporarily’

Table 6.15: Willingness for permanent or temporary migration

Are you willing to relocate permanently or temporarily to any country? Groups	Sample Size
Permanently	1397
Temporarily	991

Temporarily tends to have higher values for “Have relatives abroad” than Permanently

The table 6.16 gives value of T-test between permanent and temporary groups along with effect size through Cohen’s d

Table 6.16: T-test between permanent and temporary groups along with Cohen’s d

T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.474
Difference Between Averages (Permanently - Temporarily)	-0.899

The table 6.17 gives value of Ranked T-test between permanent and temporary groups along with effect size through Cohen’s d

Table 6.17: Ranked T-test between permanent and temporary groups along with Cohen’s d

Ranked T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.459

Both the T-Test (P-Value < 0.00001) and the ranked T-Test (P-Value < 0.00001) show statistically significant differences between the groups in terms of their willingness to relocate overseas permanently or temporarily.

The effect sizes are also relatively large:

- a) T-Test: Effect Size (Cohen's d) (0.474), indicating substantial differences between the groups.
- b) Ranked T-Test: Effect Size (Cohen's d) (0.459), indicating substantial differences between the groups.

Key insights

Our findings have far-reaching consequences for the policymakers and skilling agencies in the COO and COD. If the consideration for migration is the presence of relatives abroad, then the candidate would like to opt for migration for a ‘temporary’ period. The primary reason for this decision is that relatives are not providing support ‘permanently.’ Under the current migration system, the migrants depend on their relatives as the cost of living is very high at CODs, where they may not have work even after having a work permit.

Hence, policymakers must focus on skilling the workforce in the COO as per the demand at the COD so that skilled migrants can be offered PR immediately and not depend on their relatives.

- B. Statistical significance test of the potential healthcare workforce migrants opted for “culture of the COD is favorable” with their willingness to move overseas ‘permanently’ or temporarily’

Table 6.18: Willingness for permanent or temporary migration

Sample size:

Are you willing to relocate permanently or temporarily to any country? Groups	Sample Size
Permanently	1397
Temporarily	991

The table 6.19 gives value of T-test between permanent and temporary groups along with effect size through Cohen’s d

Table 6.19: T-test between permanent and temporary groups along with Cohen's d

T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.357

The table 6.20 gives value of Ranked T-test between permanent and temporary groups along with effect size through Cohen's d

Table 6.20: Ranked T-test between permanent and temporary groups along with Cohen's d

Ranked T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.366

Both the T-Test (P-Value < 0.00001) and the ranked T-Test (P-Value < 0.00001) show statistically significant differences between the groups in terms of their willingness to relocate overseas permanently or temporarily.

The effect sizes are also relatively large:

- a) T-Test: Effect Size (Cohen's d) (0.357), indicating substantial differences between the groups.
- b) Ranked T-Test: Effect Size (Cohen's d) (0.366), indicating substantial differences between the groups.

Key insights

Our research finding shows that Candidates opting for " Culture of COD " as a primary reason for overseas migration look for temporary status in CODs. Hence, the " Culture of Country " is not the attraction for candidates with those healthcare qualifications in high demand in COD, and the concerned country should focus on other parameters like 'high salary,' 'spouse/dependent visa' etc., for attracting a quality healthcare workforce.

C. Statistical significance test of the potential healthcare workforce migrants opted for “better career opportunities in COD” with their willingness to move overseas ‘permanently’ or temporarily’

Table 6.21: Willingness for temporary or permanent migration

Sample size:

Are you willing to relocate permanently or temporarily to any country? Groups	Sample Size
Permanently	1397
Temporarily	991

The table 6.22 gives value of T-test between permanent and temporary groups along with effect size through Cohen’s d

Table 6.22: T-test between permanent and temporary groups along with Cohen’s d

T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.380

The table 6.23 gives value of Ranked T-test between permanent and temporary groups along with effect size through Cohen’s d

Table 6.23: Ranked T-test between permanent and temporary groups along with Cohen’s d

Ranked T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.382

Both the T-Test (P-Value < 0.00001) and the ranked T-Test (P-Value < 0.00001) show statistically significant differences between the groups in terms of their willingness to relocate overseas permanently or temporarily.

The effect sizes are also relatively large:

- a) T-Test: Effect Size (Cohen's d) (0.380), indicating substantial differences between the groups.

- b) Ranked T-Test: Effect Size (Cohen's d) (0.382), indicating substantial differences between the groups.

Key insights

Our research finding shows that Candidates opting for " Better Career Opportunities " as a primary reason for overseas migration look for Permanent status in CODs. If they are offered “temporary status” by CODs, they may not opt for working in that country. Hence, candidates with those healthcare qualifications and requisite experience which are in high demand in COD must be offered “permanent status” after a “work visa”.

Statistical significance test of educational qualification of potential migrants with their willingness to move overseas ‘permanently’ or ‘temporarily’

We analysed data obtained from the following two questions:

- 1) Are you willing to relocate permanently or temporarily to any country?
 - a) Permanently
 - b) Temporarily
- 2) What is your educational qualification?
 - a) ANM
 - b) GNM
 - c) B. Sc Nursing
 - d) Post Basic B.Sc Nursing
 - e) M. Sc. Nursing

Table 6.24: Distribution of respondents on basis of qualification

	ANM	GNM	B. Sc Nursing	Post Basic B.Sc Nursing	M. Sc. Nursing
Permanently	333	716	451	17	9
Temporarily	89	367	531	8	6

Our study shows that there is a statistically significant relationship between the two categorical variables between the potential migrant’s willingness to relocate permanently or temporarily to any country *and* their educational qualification.

The table 6.25 gives value of **Chi- Squared test** between temporary and permanent migration groups for reasons for migration along with effect size through Cramer’s V

Table 6.25: Chi- squared test between temporary and permanent migration groups for reasons for migration along with Cramer's V

Chi-Squared Test

P-Value	< 0.00001
Effect Size (Cramér's V)	0.253
Sample Size	2,527

Chi-Squared Results

Chi-Square	162
Degrees of Freedom	4

Key Insights:

Candidates with qualifications such as ANM, GNM, Post Basic BSc Nursing, and MSc Nursing tend to opt for Permanent status as there are very limited opportunities for these qualifications in CODs. In contrast, candidates with BSc Nursing qualifications generally opt for temporary status in CODs till they reach their preferred destination. Hence, these findings are very important for both the COO and COD to frame policies around “healthcare talent mobility and investment” in the skilling of the healthcare workforce.

Statistical significance test of the reasons for going to COD with the two groups of potential migrants willing to move overseas ‘permanently’ or temporarily’

We analysed data obtained from the following two questions:

- 1) Are you willing to relocate permanently or temporarily to any country? (two groups of respondents)
 - a) Permanently
 - b) Temporarily
- 2) What is your preferred destination? (select only one country)
 1. Germany
 2. United Kingdom
 3. Australia
 4. New Zealand
 5. France

6. Singapore
7. Japan
8. Canada
9. United States
10. Gulf Countries
11. Other, specify

A. Statistical significance test of the potential healthcare workforce migrants opted for “US as a preferred COD” with their willingness to move overseas ‘permanently’ or temporarily’

Table 6.26: distribution of respondents willing for temporary or permanent migration

Sample size:

Are you willing to relocate permanently or temporarily to any country? Groups	Sample Size
Permanently	1486
Temporarily	1013

The table 6.27 gives value of T-test between permanent and temporary groups along with effect size through Cohen’s d

Table 6.27: T-test between permanent and temporary groups along with Cohen’s d

T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.279

The table 6.28 gives value of Ranked T-test between permanent and temporary groups along with effect size through Cohen’s d

Table 6.28: Ranked T-test between permanent and temporary groups along with Cohen’s d

Ranked T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.261

Both the T-Test (P-Value < 0.00001) and the ranked T-Test (P-Value < 0.00001) show statistically significant differences between the groups in terms of their willingness to relocate overseas permanently or temporarily.

The effect sizes are also relatively large:

- c) T-Test: Effect Size (Cohen's d) (0.279), indicating substantial differences between the groups.
- d) Ranked T-Test: Effect Size (Cohen's d) (0.261), indicating substantial differences between the groups.

Key insights

Our research finding shows that the healthcare workforce opting for the USA as their preferred destination for overseas migration looks to settle down there ‘permanently’. The USA has a mature migration system and offers various incentives to the skilled workforce, including fast-track PR status. Hence, the USA must offer ‘permanent’ status to the healthcare workforce from India to attract quality talent to their country and meet its skill shortages in the healthcare workforce.

B. Statistical significance test of the potential healthcare workforce migrants opted for “Canada as a preferred COD” with their willingness to move overseas ‘permanently’ or temporarily’

Table 6.29: Distribution of respondents as per willingness for permanent or temporary migration

Sample size:

Are you willing to relocate permanently or temporarily to any country? Groups	Sample Size
Permanently	1486
Temporarily	1013

The table 6.30 gives value of T-test between permanent and temporary groups along with effect size through Cohen’s d

Table 6.30: T-test between permanent and temporary groups along with Cohen’s d

T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.255

The table 6.31 gives value of Ranked T-test between permanent and temporary groups along with effect size through Cohen's d

Table 6.31: Ranked T-test between permanent and temporary groups along with Cohen's d

Ranked T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.212

Both the T-Test (P-Value < 0.00001) and the ranked T-Test (P-Value < 0.00001) show statistically significant differences between the groups in terms of their willingness to relocate overseas permanently or temporarily.

The effect sizes are as follows:

- T-Test: Effect Size (Cohen's d) (0.255), indicating substantial differences between the groups.
- Ranked T-Test: Effect Size (Cohen's d) (0.212), indicating substantial differences between the groups.

Key insights

Our research finding shows that the healthcare workforce opting for Canada as their preferred destination for overseas migration looks to settle down there 'permanently.' Canada has a well-established migration system offers various incentives to the skilled workforce, including fast-track PR status. Hence, Canada must offer 'permanent' status to the healthcare workforce from India to attract quality talent to their country and meet its skill shortages in the healthcare workforce.

C. Statistical significance test of the potential healthcare workforce migrants opted for "Germany as a preferred COD" with their willingness to move overseas 'permanently' or 'temporarily'

Table 6.32: Distribution of respondents as per willingness for permanent or temporary migration

Sample size:

Are you willing to relocate permanently or temporarily to any country? Groups	Sample Size
Permanently	1486
Temporarily	1013

The table 6.33 gives value of T-test between permanent and temporary groups along with effect size through Cohen's d

Table 6.33: T-test between permanent and temporary groups along with Cohen's d

T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.277

The table 6.34 gives value of Ranked T-test between permanent and temporary groups along with effect size through Cohen's d

Table 6.34: Ranked T-test between permanent and temporary groups along with Cohen's d

Ranked T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.327

Both the T-Test (P-Value < 0.00001) and the ranked T-Test (P-Value < 0.00001) show statistically significant differences between the groups in terms of their willingness to relocate overseas permanently or temporarily.

The effect sizes are as follows:

- c) T-Test: Effect Size (Cohen's d) (0.277), indicating substantial differences between the groups.
- d) Ranked T-Test: Effect Size (Cohen's d) (0.327), indicating substantial differences between the groups.

Key insights

Our research finding shows that the healthcare workforce opts for Germany as their preferred destination country for overseas migration and is looking to settle down temporarily there. A country like Germany must offer some other incentives to the skilled workforce, such as high salaries, spouses, and dependent visas, so as to attract quality talent to meet the severe skill shortages of the healthcare workforce.

Statistical significance test of the reasons for going to COD with the two groups of potential migrants willing to move overseas 'permanently' or temporarily'

We analysed data obtained from the following two questions:

- 1) Are you willing to relocate permanently or temporarily to any country? (two groups of respondents)
 - a) Permanently
 - b) Temporarily
- 2) Mention the reasons for going to your preferred destination. ((1) rank in order of your preference, (2) drag the reasons to go to your preferred destination in order of your preference)
 - a) The process of migration is complex
 - b) It takes too much time to process
 - c) Lack of trust in agents involved
 - d) The cost involved is too high

Statistical significance test of the potential healthcare workforce migrants opted for “Process of Migration is complex ” with their willingness to move overseas ‘permanently’ or temporarily’

Table 6.35: Distribution of respondents as per willingness for permanent or temporary migration

Sample size:

Are you willing to relocate permanently or temporarily to any country? Groups	Sample Size
Permanently	971
Temporarily	798

The table 6.36 gives value of T-test between permanent and temporary groups along with effect size through Cohen’s d

Table 6.36: T-test between permanent and temporary groups along with Cohen’s d

T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.223

The table 6.37 gives value of Ranked T-test between permanent and temporary groups along with effect size through Cohen’s d

Table 6.37: Ranked T-test between permanent and temporary groups along with Cohen's d

Ranked T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.224

Both the T-Test (P-Value < 0.00001) and the ranked T-Test (P-Value < 0.00001) show statistically significant differences between the groups in terms of their willingness to relocate overseas permanently or temporarily.

The effect sizes are as follows:

- e) T-Test: Effect Size (Cohen's d) (0.223), indicating substantial differences between the groups.
- f) Ranked T-Test: Effect Size (Cohen's d) (0.224), indicating substantial differences between the groups.

Key insights

Our research finding shows that the healthcare workforce opting for the "Process of Migration is Complex" as one of the main challenges in Overseas migration to settle there temporarily. The current migration model through Study Visa, Spouse Visa, and PR is complex and time-consuming. Such countries must implement Fast Track Visas for skilled healthcare workforce from COO.

Statistical significance test of the reasons for going to COD with the two groups of potential migrants willing to move overseas 'permanently' or temporarily'

We analysed data obtained from the following two questions:

- 1) Are you willing to relocate permanently or temporarily to any country? (two groups of respondents)
 Permanently
 Temporarily
- 2) Mention the reasons for going to your preferred destination. ((1) rank in order of your preference, (2) drag the reasons to go to your preferred destination in order of your preference)

- English
- German
- French
- Japanese
- Chinese
- Arabic
- Any other

Statistical significance test of the potential healthcare workforce migrants opted for “English as the language useful for migration ” with their willingness to move overseas ‘permanently’ or temporarily.’

The table 6.38 gives value of T-test between permanent and temporary groups along with effect size through Cohen’s d

Table 6.38: T-test between permanent and temporary groups along with Cohen’s d

T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.243

The table 6.39 gives value of Ranked T-test between permanent and temporary groups along with effect size through Cohen’s d

Table 6.39: Ranked T-test between permanent and temporary groups along with Cohen’s d

Ranked T-Test

P-Value	< 0.00001
Effect Size (Cohen's d)	0.301

Both the T-Test (P-Value < 0.00001) and the ranked T-Test (P-Value < 0.00001) show statistically significant differences between the groups in terms of their willingness to relocate overseas permanently or temporarily.

The effect sizes are as follows:

- a) T-Test: Effect Size (Cohen's d) (0.243), indicating substantial differences between the groups.
- b) Ranked T-Test: Effect Size (Cohen's d) (0.301), indicating substantial differences between the groups.

Key insights

Our research finding shows that the Healthcare Workforce opts for English as the main foreign language rather than other foreign languages for overseas migration look for Permanent status in CODs. Hence, Countries of Destination looking for a healthcare workforce with English Proficiency as a prerequisite must offer Permanent Status to the skilled workforce as one of the main attractions

6.3.2.2.2 Preferred COD for Potential Healthcare Supply Line of UP and Punjab: Principal's Perspective

We analyse data obtained from the principals of UP and Punjab. Our analysis shows that Canada is rated as the number one preferred destination by the Principals in Punjab. Our study of students of Punjab shows that Canada is no longer rated as the No.1 preferred destination. Students of Punjab now rate Australia as an aspirational country for overseas migration. It may be due to the impact of geopolitical developments, which was earlier the preferred COD for healthcare professionals in Punjab. Furthermore, UP, which was earlier perceived to be a feeder state for the domestic market, healthcare professionals on the ground prefer Canada as their 2nd preferred COD. This is statically very important since UP has the highest population in India.

The research further highlights that the aspirations of the healthcare workforce from UP are for overseas migration to the UK as the preferred COD, which further corroborates the feeder state approach. Hence, these findings are very important for COO (India) and CODs (Australia, UK, and Canada) in planning the supply pool of skilled healthcare workforce to meet the demand.

This study is also very important for building supply lines for a country like the US, which is facing a severe shortage of skilled healthcare workforce, adversely affecting the healthcare delivery system there. UP, with 16.7 % of respondents highlighting the aspirations of the healthcare workforce for the US as the preferred COD, can build a strong supply line in India to meet the demand in the US.

The demand for a healthcare workforce from countries like Germany, GCC, Singapore, Japan, etc., can be met by building the supply pool in other states in India (COO), where there are aspirations for a healthcare workforce to serve these CODs as preferred destinations.

Table 6.40 shows the Preferred COD for the Potential Healthcare Supply line of UP and Punjab: Principal's Perspective.

Table 6.40: Preferred COD: UP and Punjab Principal's Perspective

Country of destination	CoD for UP in %	CoD for Punjab in %
Canada	20.4%	54.1%
Australia	10.7%	27.9%
UK	30.4%	8.2%
US	16.7%	6.6%
New Zealand	2.3%	3.3%
Japan	2.1%	0.0%
Germany	5.8%	0.0%
Singapore	7.4%	0.0%
Gulf Countries	3.6%	0.0%
France	0.5%	0.0%

Figure 6.110 depicts the preferred COD for the potential healthcare supply line of UP and Punjab: principal's perspective

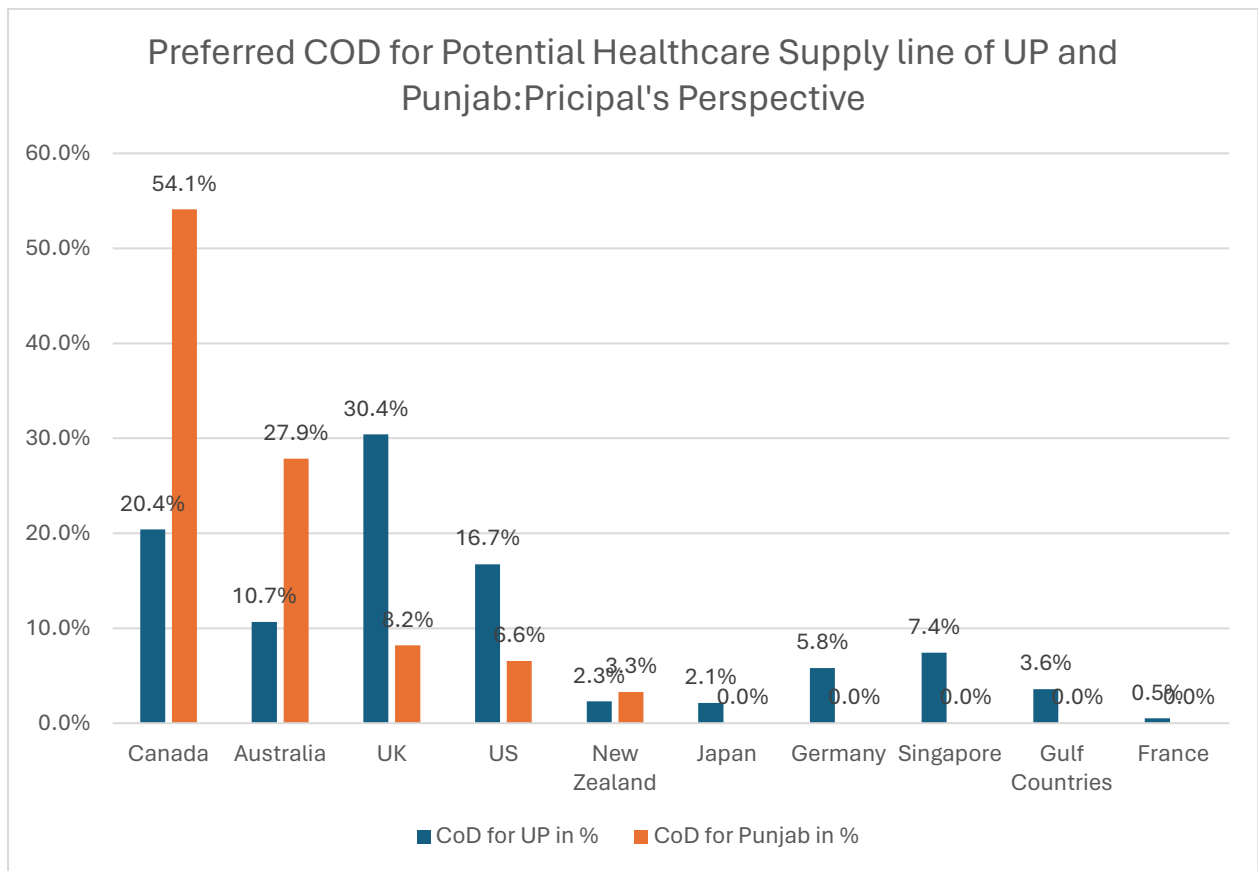


Figure 6.110 : Preferred COD : UP and Punjab Principal's Perspective

Chapter - 7

Validation of Proposed Model of Overseas Migration

In this chapter, the Proposed model of overseas migration framed by the researcher himself is considered the “To Be” Model, and the current overseas migration model, which is already in practice, is regarded as the “As Is” model. The Government had already implemented the proposed model (“To Be”) of overseas migration with the researcher's intervention. Thus, the researcher validated the “To Be” model by comparing the data collected after the implementation of the “To be” model with quantitative data collected for the current migration model (“As Is”) in the context of Registered Nurses who migrated to the United Kingdom for employment. For validating the “To Be” model, data for the “As Is” and “To Be” models is collected for four primary process metrics, which are Cost, Leadtime, Yield and Risk. Cost is considered as training cost, assessment cost, boarding lodging cost and any other cost paid by the candidate to reach the destination country. Leadtime is the time a candidate takes to get a train for the country of destination. The yield is calculated from the total number of candidates placed in the country of destination out of candidates preparing for overseas migration. The risks involved in the overall training and placement process for overseas migration are considered Risks. Qualitative comparisons have been carried out to compare the “As Is” model and the “To Be” model for the validation of the “To Be” model, whether the “To Be” model is more beneficial than the “As Is” model or not. The Process metrics for both “To Be” and “As Is” model are given as follows:

7.1 Data Analysis of “As Is” and “To Be” Model

7.1.1 Validation of “To Be” Model for Registered Nurses

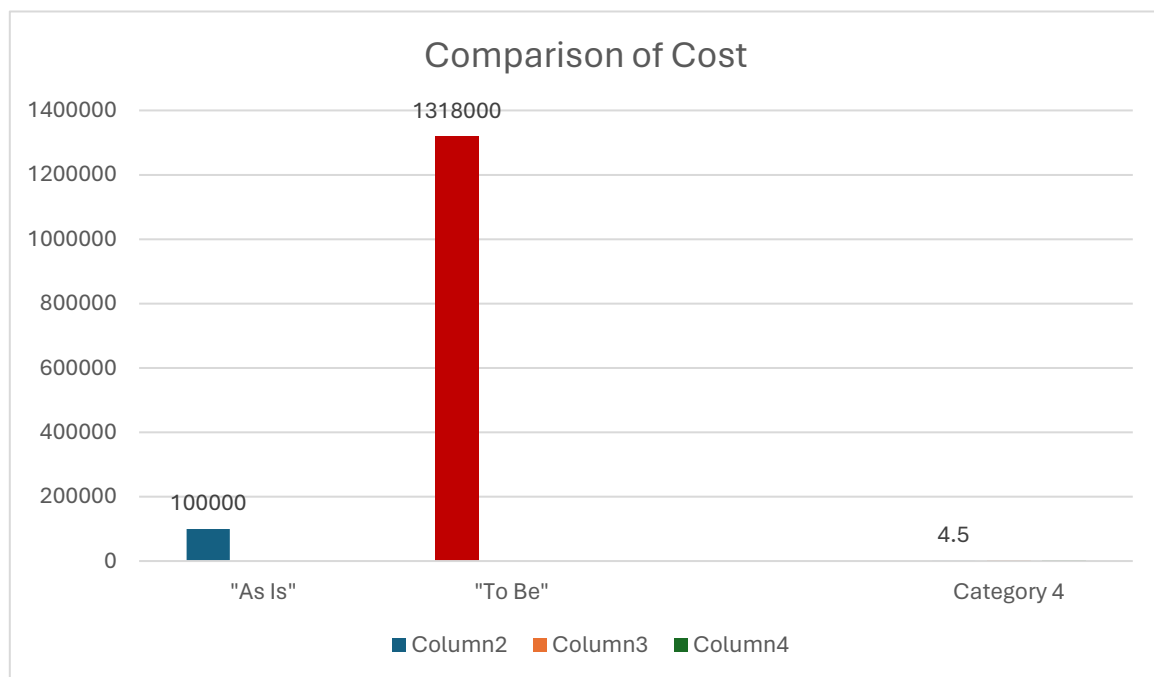
Table 7.1 Process Metric for “As Is” Model Trade: Registered Nurses Total Sample size= 69

Process Metric	Value or Attribute	Remarks
Cost	Training Cost: Fee of INR 1070000 + (Boarding + Lodging - 200000)+ Assessment Cost- INR 48000	
Leadtime	Thirteen Months	
Yield	61%	Employment in the UK
Risk	Treatment at the COD	Exploitation
	Salary Package	No minimum wages are fixed.
	Assurance of Job	Jobs are not assured.
	Duration of Contract	Uncertain

Table 7.2 Process Metric for “To Be” Model Trade: Registered Nurses (NSDCI, International Skill Development Centre, GNF centre, Kochi Batch) Total Sample size: 80

Process Metric	Value or Attribute	Remarks
Cost	Training Cost: Fee of INR100000per trainee, including boarding and lodging and assessment cost (INR 48000) (Training cost paid by NSDC)	
Leadtime	Two and half Months	
Yield	86.25 %	Employment in the UK
Risk	Treatment at the COD	Fair treatment
	Salary Package	27490 GBP per annum
	Assurance of Job	Assured jobs
	Duration of Contract	Three years

Figures 7.1, 7.2, and 7.3 compare various parameters, such as cost, lead time, and yield.



Figures 7.1 Comparison of Cost.

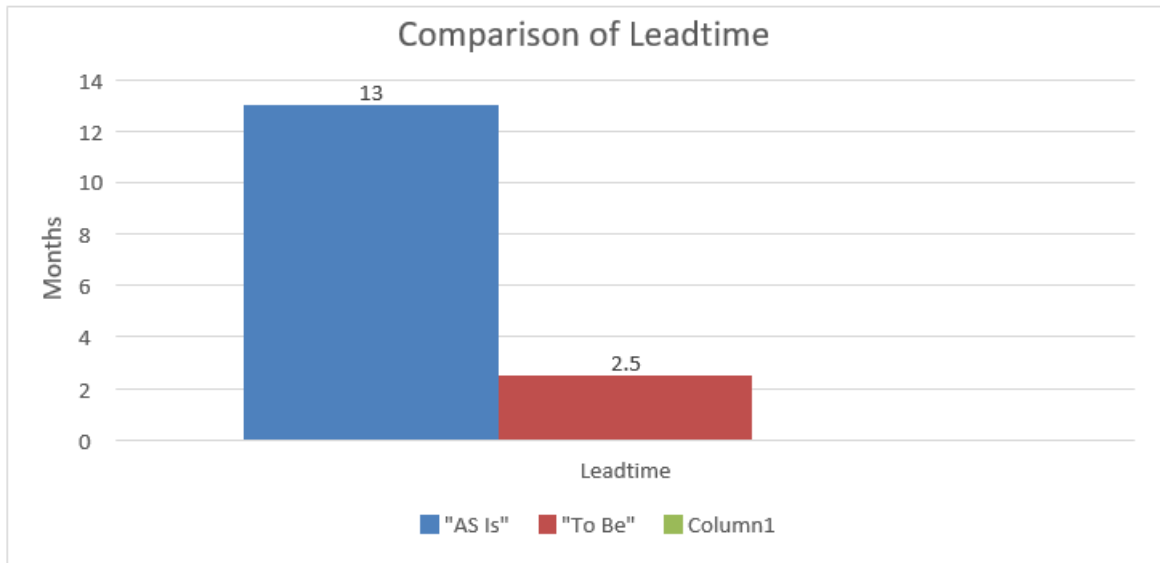


Figure 7.2 Comparison of Leadtime for “As Is” and “To Be” Model

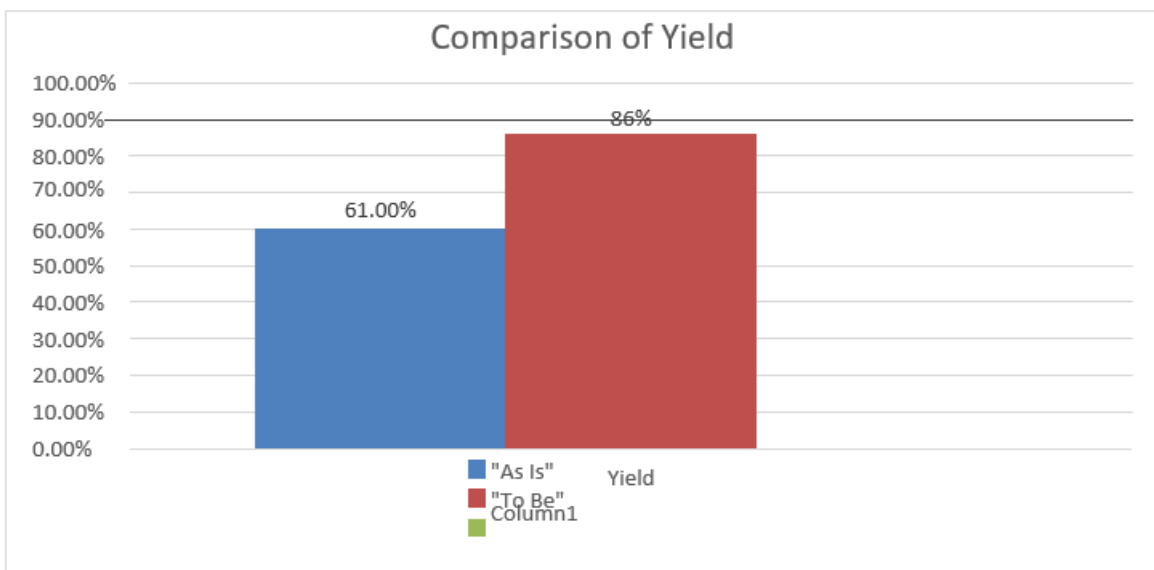


Figure 7.3 Comparison of Yield for “As Is” and “To Be” Model

The Comparisons were done qualitatively as the batch of Nurses went to Country of Destination through same training programme. In this programme, all the candidates paid the same cost and same time has been taken for training. The yield is obviously an aggregated percentage. The risk can only be qualitative in nature. Thus, due to lack of variables, only qualitative comparisons possible. But these comparisons can be significantly evident from data.

7.1.2 Comparison of Cost

Compared to the Process Metrics for the “As Is” and “To Be” Models, the GCC migration model for overseas migration costs INR 1318000 per trainee, but the Robust Skilling Model for Overseas Migration costs One Lakh INR per trainee. As a result, the cost structure of the two models varies dramatically.

The current migration method is more expensive, with each trainee costing INR 1270000. Administrative expenses, visa processing fees, legal documents, transportation, hotel, training materials, and other related services may contribute to a higher cost if applied individually. The higher cost indicates new benefits or services for trainees under the current paradigm.

On the other hand, the Robust Skilling Model for Overseas Migration approach has managed to lower the cost to One Lakh INR per trainee. This decrease might be attributable to various factors, including reducing administrative processes, negotiating reduced prices

Key Insight:

The Robust Skilling Model for Overseas Migration is significantly less expensive than the Current Overseas Migration Model. This comparison clears that the cost for “To Be” Model is only 0.076% of “As Is” Model. This might make international migration more accessible and economical for people or organisations.

for visa processing or legal documents, optimizing transportation and lodging arrangements, or locating more cost-effective training materials. It is also likely that the Robust system of Skilling model may concentrate on specific services or perks, allowing for cost reductions.

7.1.3 Comparison of Leadtime:

The traditional UK migration paradigm for overseas migration takes roughly 13 months, but the Robust Skilling paradigm for Overseas Migration requires two and a half months. This is a considerable difference in the time needed to complete the migration operation between the two models.

The existing UK migration model's 13-month schedule represents a longer and more challenging operation. This extended duration might be due to various factors, such as extensive paper work, lengthy visa processing delays, bureaucratic processes, or a multi-month training curriculum. The GCC's existing migration strategy is likely to have several stages. It requires trainees to spend a significant amount of time fulfilling different qualifications before they may go overseas.

The Robust Skilling Model for Overseas Migration, on the other hand, has streamlined the procedure and reduced the time required to only two and a half months. This shorter time frame indicates a more efficient and faster migration technique. It might be because of better administrative procedures, speedier visa processing, more straightforward paper work requirements, or a more concentrated and condensed training session. The new approach is expected to strive to offer a faster pathway for persons or firms to migrate overseas, reducing the process and providing access to opportunities abroad sooner.

Key Insight:

The considerable reduction in migration time provided by the robust skilling model for overseas migration may be advantageous for people or organisations with time constraints or urgent migration needs. The wonder of the proposed model is that the lead time of the “To Be” Model is only 0.192% of the “As Is” Model. As a result, the “To Be” Model can increase productivity.

7.1.4 Comparison of Yield

The UK's existing migration model for overseas migration yields 61%; however, the Robust Skilling Model for Overseas Migration yields 86.25%. This implies that the prospective benefits or returns associated with the two models are considerably different.

The existing migration model's yield of 61% suggests that some trainees who undergo the migration procedure achieve their desired results or aim to work in another country. However, it also implies that many trainees may fail to meet their objectives, resulting in a lower overall return.

On the other hand, the Robust Skilling Model for abroad Migration yielded 86.25%, indicating that all trainees who participate in the migration process achieve their desired results or aims of obtaining jobs abroad. This implies that the trainees had high success and satisfaction, showing that the model provides good support, guidance, and opportunities for persons or organisations interested in international migration. With an 86.25% yield, the Robust Skilling Model for Overseas Migration has implemented methods or features that significantly boost the chances of success for all learners.

Key Insight:

The yield for “To Be” Model is 1.414 % of “As Is” Model. The higher yield in the “To Be” model is a significant benefit since it implies a better chance of achieving the desired outcomes of overseas migration

7.1.5 Comparison of Risk

The existing UK migration model for overseas migration contains concerns such as job uncertainty, lack of minimum wage fixing, and exploitative working conditions. On the other hand, the new migration model attempts to mitigate these risks by offering non-exploitative working conditions and guaranteed compensation with three-year contractual appointments that may be extended further.

In the UK's current migration paradigm, employment stability poses a significant risk to migrants. This suggests there is no guarantee or promise of work after migration, which may make it difficult for migrants to locate suitable career opportunities abroad. Furthermore, the lack of a minimum wage means that migrants may be exploited, earning earnings less than the legally permissible minimum.

In contrast, the Robust Skilling Model for Overseas Migration addresses these risks by prioritising non-exploitative settings. This indicates that the model ensures fair treatment and safeguards against exploitation, including providing a fixed salary. The fixed pay suggests that migrants will get a steady and predictable income, offering more financial security and certainty. The attempt is to create a safer and more beneficial environment for migrants considering overseas migration by removing concerns associated with job guarantees, minimum wage setting, and contractual appointments. It aims to reduce trainees' sensitivity and possible obstacles within the “To Be” approach. Furthermore, a three-year contract may limit trainees' flexibility and options, limiting their ability to explore other opportunities or make modifications as needed.

Key Insight:

The risks seem to be less in “To Be” Model as compared to “As Is” Model. The fair treatment, fixed salary package and duration of contract are lowering the risks in “To Be” Model as compared to “As Is” Model where no fixation of employment and salary is there.

The “Robust Skilling Model for Overseas Migration” on comparison at four Process Metrics viz Cost, Leadtime, Yield and Risk, with “Existing Migration Models of Overseas Migration.” shows far better results.

Chapter – 8

Major Findings

8.1 Major Findings

In the initial part of this chapter, the research findings are summarised as per the responses received from various stakeholders during the roundtables, and a set of survey questionnaires administered among them through Qualtrics. The details of the roundtable conducted are as follows:

- 1) Roundtable on Designing a robust system of skilling workforce from India to enhance overseas migration outcomes: We had four sessions focussing on the following:
 - a. Macro-level perspective of overseas migration (UK, Canada & GCC)
 - b. Recruiting Agents for overseas migration through work permit, study visa, and permanent resident status
 - c. International Training Partners, Foreign Employers, Accreditation Agencies & India International Skill Centres (IISCs)
 - d. Regulated Immigration Consultants of Canada/UK/GCC
- 2) Interactive sessions with the Indian students in Canada adversely impacted due to the closure of three colleges: To understand the risk associated with the current migration model, we also studied the impact of the closure of three colleges in Canada on the students who moved from India, primarily through agents and middlemen.
- 3) Exporting skilled healthcare workforce from India to overseas to meet global skill shortages.
- 4) Primary data was collected from 6673 Uttar Pradesh nurses/students and 1664 faculty/principals.
- 5) Primary data was also collected with the help of the Indian Nursing Council (INC), the regulator of Healthcare Institutions.
- 6) Quantitative data collected under the “As is” and “As should be” models

8.1.1 Key Insights from “RoundTable on Designing a robust system of skilling workforce from India to enhance overseas migration outcome” are as follows:

- The Canadian Govt recognises RCICs as their legal agents for filing visa cases, but the state governments in India (COO) don't recognize these agents, leading to confusion among the young workforce.
- The current migration model is a high-risk, high-cost, and time-consuming process.
- If the state governments in COO can allow RCICs to open their offices there, the candidates can be saved from the clutches of unscrupulous agents and get easy access to legal consultants, resulting in creating a smooth pipeline for migration.
- The non-recognition of credentials and educational qualifications in COD is a major concern under the current migration model
- The three major concerns of current migration are high training costs, more time-consuming processes, and high risks involved.
- The current overseas migration model makes students eligible to receive a work permit for two to three years through a study visa in COD while a work permit is assured, but there is no surety of jobs as a work permit is given by the federal govt but provinces give jobs.
- India is a leading source of young workforce for Canada, accounting for 25% of immigration to Canada.
- The major sectors in demand by COD are: 1. Healthcare 2. Retail 3. Security 4. Automotive 5. Tourism 6. Beauty & Wellness 7. Carpenters 8. Plumber 9. Engineer 10. Information Technology 11. Doctor 12. Veterinary Physicians. 13. Agriculturist 14. Logistics including Truck drivers, Tailors etc.
- The cost of training under the current migration model ranges upto 80000 US dollars, whereas the yield (percentage of trained people in COD) is not very encouraging.
- The skills and visas are not connected under the current overseas migration model.
- The healthcare workforce, including nurses, care workers, and allied healthcare professionals, is one of the major focus areas for all countries to develop a “Robust model of skilling the young workforce” in India to enhance overseas migration.
- The current visa success rate (percentage of applicants getting a visa) under the current migration model is only 10- 20%.

- The success rate of issuing a visa under the current migration model is 10-20%, whereas the expected rate for getting a visa after completing the skilling and certification process in COO under the proposed model increases to 80- 90%.
- The present plans and processes in COO and COD cannot prevent illegal migration because legal paths are restricted, highly expensive, complex, and time-consuming.
- India and the Philippines were ranked as the top two most favoured source nations for healthcare workers. African nations were ranked as the least desirable for the healthcare workforce.
- English is considered a very important language for jobs in COD, followed by French, German and Japanese

8.1.2 Key Insights of Five Healthcare Workforce Survey for Principals and Healthcare Workforce (Including Working Professionals and Students)

- A concept of “feeder state” (supply side) has been introduced during this study, which helps enhance overseas migration outcomes both in the COO and COD. A specific state/UT in the COO can be the potential supply line of the “skilled healthcare workforce” to a specific COD.
- These findings will help the CODs to develop their talent mobility strategies from the particular region (for instance, specific State/UT) in the COO. At the same time, these findings are useful for the COO in developing a pipeline of skilled workforce from different states/UTs to meet the skilled healthcare workforce shortages in the CODs. This aligns with our feeder state approach, wherein a specific state/UT in the COO can be the potential supply line of the “skilled healthcare workforce” to a specific COD.
- The nursing educational qualification shows a reverse pyramid. Preferably, we should have more ANM and GNM to serve the larger section of the population and also to be the potential pipeline for meeting the global shortages of “care workers.” India produces more general nurses than specialised nurses, which is not favourable from the “international talent mobility” perspective.
- India (COO) has a large pipeline of young healthcare workers (23% below two years of experience). Further, this pipeline has a good pool of experienced nurses (between 2 to 10 and above, about 59%), which can be a potential pipeline for overseas deployment.

- Only 8% of the nurses have more than INR 100K monthly (INR 12 lakh per annum, approximately 11380 pounds). A salary for a care worker in the UK with two years or less of work experience is 20000 to 23000 Sterling pounds. Therefore, we need to create an ecosystem for the free migration of nurses to foreign countries, making nursing an aspirational career in India. In turn, it would also result in enhanced inward remittances.
- In our pan-India sample, only 10% of the nurses have prior overseas work experience. However, most have worked in the GCC, indicating that many candidates treat GCC countries as a platform to move to CODs with a mature migration system.
- The main reasons for going to the preferred destination are “better career opportunities,” followed by “better quality of life” and “monetary benefit.” The general perception that people go overseas for the “PR status” or due to relatives abroad is not held.
- While analysing the closure of three colleges in Canada, the major findings highlight the “Risk “associated with the current migration system. Our proposed migration model reduces the risk of migration.
- Many people from their country of origin, India, obtain Permanent Residency (PR) in countries like Canada but do not intend to stay at the COD permanently. Due to lacking skills, they do not get the desired jobs and continue working in India. They only spend the mandatory minimum period at the COD to maintain the PR status. Many citizens with valid PR settle at the COD after retirement when they are no longer an asset but often a liability due to social security at the COD. The COO also does not get any economic benefit since it does not receive remittance from such migrants. Thus, the current PR process is neither valuable for the COD nor the COO (Country of Origin).
- Our findings show a statistically significant relationship between willingness to relocate “permanently” or “temporarily” to the preferred COD. For instance, countries like the UK, Australia, Canada, and the US offer “permanent residency” to skilled healthcare workers, unlike other foreign countries. Hence, those who are aspiring to relocate permanently would prefer these countries. These findings are very useful for CODs with a mature migration system and will help these countries restructure their migration system by attracting a “skilled healthcare workforce” from the COOs.
- Contrary to the general perception that the UP workforce prefers domestic migration, followed by migration to GCC for a ‘temporary’ period, our study shows that the

healthcare workforce prefers migrating ‘permanently’ to countries with mature migration systems, such as the UK (19%), US (17%) and Canada (17%).

- UP, with a population of approximately 231 million and a young workforce with 56% of the population in the working age group, is very strategic for the “international talent mobility” purpose. The percentage of the male and female population is approximately 52.3 and 47.7, respectively. In our study of UP healthcare workforce data, 78% are female. If we can drive our strategy to train the women healthcare workforce in UP, they can significantly contribute to our government’s vision of making India the “skill capital of the world”.
- Our findings have far-reaching consequences for the policymakers and skilling agencies in the COO and COD. If the consideration for migration is the presence of relatives abroad, then the candidate would like to migrate for a ‘temporary’ period. The primary reason for this decision is that relatives are not providing support ‘permanently.’ Under the current migration system, the migrants depend on their relatives as the cost of living is very high at CODs, where they may not have work even after having a work permit.
- Our research findings show that the healthcare workforce opting for the USA as their preferred destination for overseas migration looks to settle down there ‘permanently’. The USA has a mature migration system and offers various incentives to the skilled workforce, including fast-track PR status. Hence, the USA must offer ‘permanent’ status to the healthcare workforce from India to attract quality talent to their country and meet its skill shortages in the healthcare sector.
- Our research finding shows that the healthcare workforce opting for Canada as their preferred destination for overseas migration looks to settle down there ‘permanently.’ Canada also has a well-established migration system and offers various incentives to the skilled workforce, including fast-track PR status. Hence, Canada must offer ‘permanent’ status to the healthcare workforce from India to attract quality talent to their country and meet its skill shortages in the healthcare sector.
- Our research findings show that the healthcare workforce opts for Germany as their preferred destination country for overseas migration and is looking to settle down there temporarily. A country like Germany must offer some other incentives to the skilled workforce, such as high salaries, spouses, and dependent visas, so as to attract quality talent to meet the severe skill shortages in the healthcare sector.

8.1.3 Key Insights from Closure of three colleges in Canada -Understanding risk in the migration process

- This study exposes the risks of talent mobility associated with the current migration process to Canada through study visas and the gaps in the current process. We can also see the potential of leveraging the G2G model developed through data-driven insights.
- Under the current migration model, the sources of funds/financial support leveraged by the students for studying in Canada are mainly through the funds arranged by parents through their savings, funds arranged by selling or mortgaging the land or property, and funds arranged by parents through moneylenders.
- The general perception is that unscrupulous agents are only involved in fraudulent practices under the current migration system. The study highlights the role of well-established large immigration consulting agents in such malpractices for earning high commissions.

8.1.4 Key Insights from Validation of “To Be” Model through Process Metrics

- The Robust Skilling Model for Overseas Migration is significantly less expensive than the Current Overseas Migration Model. This comparison shows that the “To Be” Model cost is only 0.076% of the “As Is” Model. This might make international migration more accessible and economical for people or organisations.
- Our pilot implementation of the “Robust Skilling Model for Overseas Migration” model may be advantageous for persons or organisations with time constraints or urgent migration needs. The wonder of the proposed model is that the time of the “To Be” Model is only 0.192% of the “As Is” Model. As a result, the “To Be” Model can increase productivity.
- Our pilot implementation of the “Robust Skilling Model for Overseas Migration” is also advantageous for persons or organisations with time constraints or urgent migration needs. We have experienced a significant reduction in the time required to migrate in the proposed model. The time taken in the “To Be” process (proposed model) is only 0.192% of the “As Is” Model. As a result, the “To Be” Model would increase productivity.
- The yield for the “To Be” Model is 1.414 % of the “As Is” Model. The higher yield in the “To Be” model is a significant benefit since it implies a better chance of achieving the desired outcomes of overseas migration.

- The risks seem to be reduced in the “To Be” Model compared to the “As Is” Model. The fair treatment, fixed salary package and duration of the contract lower the risks in the “To Be” Model compared to the “As Is” Model, where no fixation on employment and salary exists.

The above all inferences have been used to check acceptance or non-acceptance of hypotheses, which were stated as follows:

Null Hypotheses

1. H_01 : The proposed model will not increase migration's ‘Yield’ (Y) (overseas employment).
2. H_02 : The proposed model will not reduce the ‘Lead Time (LT) of migration (overseas employment).
3. H_03 : The proposed model will not reduce the ‘Cost’ (C) of migration (overseas employment).
4. H_04 : The proposed model will not minimise the ‘Risk’ (R) of migration (overseas employment).

Alternate Hypotheses

1. H_{A1} : The proposed model will increase the ‘Yield’ (Y) of migration (overseas employment).
2. H_{A2} : The proposed model will reduce the ‘Leadtime’ (LT) of migration (overseas employment).
3. H_{A3} : The proposed model will reduce the ‘Cost’ (C) of migration (overseas employment).
4. H_{A4} : The proposed model will minimise the ‘Risk’ (R) of migration outcomes (overseas employment).

The null hypothesis, H_01 : The proposed model will not increase the ‘Yield’ (Y) of migration (overseas employment), and it doesn’t stand accepted as clearly visible from inferences that the yield is enhanced through the proposed model. Hence, the alternative hypothesis, H_{A1} : The proposed model will increase the ‘Yield’ (Y) of migration (overseas employment), stands accepted.

The null hypothesis, H_02 : The proposed model will not reduce the ‘Leadtime’ (LT) of migration (overseas employment), doesn’t stand accepted as evident from inferences that the ‘Leadtime’ is reduced effectively through the proposed model. Hence, the alternative hypothesis, H_{A2} : The proposed model will reduce the ‘Leadtime’ (LT) of migration (overseas employment), stands accepted.

The null hypothesis, H_03 : The proposed model will not reduce the ‘Cost’ (C) of migration (overseas employment), doesn’t stand accepted as apparent from inferences that the ‘Cost’ reduced to minimal through the proposed model. Hence, the alternative hypothesis, H_{A3} : The proposed model will reduce the ‘Cost’ (C) of migration (overseas employment), stands accepted.

The null hypothesis, H_04 : The proposed model will not minimise the ‘Risk’ (R) of migration (overseas employment), doesn’t stand accepted as evident from inferences that the ‘Risks’ involved in overseas migration have been reduced through proposed model. Hence, the alternative hypothesis, H_{A4} : The proposed model will minimise the ‘Risk’ (R) of migration outcomes (overseas employment), stands accepted.

In a nutshell, it can be considered that the “Robust system for skilling young workforce from India to enhance overseas migration outcomes” is a better approach than existing models of overseas migration.

Chapter – 9

Conclusions, Implications and the Future Scope of Study

9.1 Conclusions

According to Korn Ferry, the worldwide labour deficit is likely 11% in 2030, resulting in unrealized economic value of \$8.9 trillion. While there will be a worldwide labour deficit in many countries, India, according to the External Affairs Ministry, Government of India, is projected to have surplus labour of 245 million in 2030.

In our research, we have addressed the research question of how we can design an effective system for skilling the young workforce from India to maximize the yield (percentage of employment), reduce the lead time, minimize risk, and reduce the cost of overseas migration.

The findings of our research will have far-reaching consequences. Here are the conclusions of our research:

- 1) A robust skilling model enhances the outcomes of overseas migration by increasing the yield (Percentage of workforce getting employment after skilling).
- 2) A robust skilling model for overseas migration minimizes risk by bringing the role of G2G (government to government) and regulating the agents involved in fraudulent practices.
- 3) A robust skilling model enhances the outcomes of overseas migration by reducing the cost of migration by providing skill training in COO for overseas deployment and reducing the outward remittances on account of study visas and illegal migration.
- 4) A robust skilling model enhances the outcomes of overseas migration by reducing the lead time to migrate to a preferred COD.
- 5) Under the proposed robust skilling and migration model, the feeder state approach, wherein a specific state/UT in the COO, can be the potential supply line of the “skilled healthcare workforce” to a specific CoD.
- 6) India’s current supply line under the existing educational and skilling work is suitable for “international talent mobility”. Hence, the proposed skilling model will help in

building the robust pipeline of the skilled healthcare workforce in COO for CODs to meet their short-term and long-term demand.

- 7) The proposed model, after a successful pilot project in the form of SIIC Varanasi, is being scaled up by setting up a set of 30 SIICs and 100 NSDCI skill centres across all the states in India. A special budget outlay has also been kept in the union budget.
- 8) Hence, the current model of immigration in many CoDs is not effective since it does not create economic value for both the COO and COD.

9.2 Implications

- 1) Through this research, the International Organization for Migration (IOM, United Nations) is working on setting up a mechanism for freeing people from countries with surplus workforce to countries with deficient workforces.
- 2) Our research findings will help governments at the center and state level restructure and redesign the existing skill development scheme to make India an international hub for supplying skilled workforce to foreign countries.
- 3) These findings will help the CODs to develop their talent mobility strategies from the particular region (for instance, specific State/UT) in the COO. At the same time, these findings are useful for the COO in developing a pipeline of skilled workforce from different states/UTs to meet the skilled healthcare workforce shortages in the CODs
- 4) The policymakers in the COO must focus on skilling the workforce as per the demand at the COD so that skilled migrants can be offered PR immediately rather than the temporary work visa.
- 5) The policymakers in CODs must focus on redesigning their plans for attracting a quality healthcare workforce by offering permanent residency (PR) on fast track mode than the temporary work visa
- 6) Our research findings will help reduce illegal migration and outward remittance.
- 7) A young workforce from India aspiring to work overseas will find a legal pathway.
- 8) Inward remittances would increase with the gainful employment of the surplus workforce.
- 9) Our research helps improve the training system in universities and colleges as per the demand of the country of destination.

- 10) Through this research, obstacles like language skills can also be overcome.
- 11) The Government of India can advertise this model to make the country's people aware and save them from ghost agents.
- 12) NEP (2020) is already focused on skills. Thus, skills can be introduced at the school level.
- 13) The government can set up more skilled universities apart from 11 skill universities in India.
- 14) The government can launch more schemes for skilling youth by setting up "Skill India International Centres" to build a strong supply pool of skilled workforce.

9.3 Scope for Future Study

- 1) This research can be replicated by focusing on other high-priority areas such as Construction, Energy, IT, Trade programs, Agriculture & Allied, Hospitality & Tourism, Education, Logistics, Retail, Manufacturing, Entertainment, etc.
- 2) This research is based on a government-to-government model (COO and COD), so the role of other stakeholders such as United Nations, IMF, ILO, World Bank, ADB etc., can also be studied to enhance overseas migration outcomes.
- 3) This research can be replicated by adopting the same model for another country/countries.
- 4) Further, this research can be used to find the feeder states in COOs.

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Regulatory Framework for Immigration Consultants

Start of Block: Default Question Block

Regulatory Framework for Immigration Consultants

ISB and the Government of Punjab are focusing on understanding how skill development of the young surplus workforce in the 'Country of Origin' (COO-India) help in meeting the demand of skilled workforce in the 'Country of Destination' (COD- foreign countries) through structured migration. Such initiatives can help improve the overall economic development of the nations' productivity and enable the transfer of skilled workforce globally. We are also trying to understand how an Indian candidate with foreign country competency-based training in India (with or without formal qualification) can serve the demand in the 'Country of destination.' Our study focuses on skilled labor migration from Punjab (India), representing the supply side to the UK, CANADA, and GCC, illustrating the demand side by building a robust system of skilling the young workforce to enhance the overseas migration outcomes.

We request your collaboration in filling in the questionnaire to get ground-level insights to develop an effective win-win (both for the Countries of Origin and the Countries of Destination) model for overseas migration. All data will be kept confidential and will be reported only at the aggregate level. Please note that participation in this survey is voluntary.

Q1. Do you have an office in Punjab or any other cities in India?

- ☐ Punjab (1)
- ☐ Any other city in India (2)
- ☐ Both in Punjab and other cities in India (3)
- ☐ No office in India (4)

Q2. What measures do you have in place to prevent anti-fraud activities in overseas migration from Punjab?

Q3. Is skilling required for migration?

- ☐ Yes, why? (1) _____
- ☐ No, why? (2) _____
-

Q4. Is the English language competency level of migrants from Punjab?

- ☐ Excellent (1)
- ☐ Very good (2)
- ☐ Good (3)
- ☐ Poor (4)
- ☐ Very poor (5)
-

Q5. What are the challenges of global migration?

Q6. What challenges are faced by Indian youth during migration to foreign countries for study?
Your thoughts on the risk, cost, time, and yield (involved in the Country of Destination (COD))?

Q7. What are your plans for attracting a skilled workforce from India to your country?

Q8. Would a 'government of origin' to 'government of destination' engagement for demand-based "skilling initiative model" help make overseas migrations effective and contribute to economic activity?

- ☐ If yes, why? (1) _____
- ☐ If no, why? (2) _____
-

Q8. How do you see a Government to Government engagement help bring a regulatory framework for immigration consultants in the "Countries of Origin" and "Countries of Destination"?

Q10. How can 'Government to Government (G to G), country to country, province to province, and even city to city' relationship improve legal migration?

Q11. Is there any possibility for collaboration between universities, colleges, and even schools under the G to G model to meet skill shortages in the Country of Origin (COD) and Country of Destination (COD)?

☐ If yes, why? (1) _____

☐ If no, why? (2) _____

Q12. How are the social, economic, and political dynamics impacting migration?

Q13. What will be the estimated 'workforce demand' in the next three years from India (particularly Punjab)?

Q14. What will be the estimated 'skilled workforce demand' in the next three years from India (particularly Punjab)?

Q15. What is your current process for 'Recognition of Prior Learning, Assessment & Certification' for overseas workers?

Q16. How can skilling be connected to VISA?

Q17. What are the sources of funds available for the skilling workforce in India?

☐

By the global organizations like World Bank, ADB, IMF, etc. (1)

☐

Investment by the 'Country of Destination' (2)

☐

Investment by the 'Country of Origin' (3)

☐

Any other, please specify (4) _____

Q18. What challenges are faced by Indian youth during migration to foreign countries for study? Your thoughts on the risk, cost, time, and yield (involved in the Country of Destination (COD))?

Q19. What are the global lessons/ suggestions for skill development in India?

Q20. Your name

Q21. Your organization

Page Break

Q22. Your designation

Q23. Your email id

End of Block: Default Que

Regulatory Framework for Immigration Consultants (Close ended survey)

Start of Block: Default Question Block

Regulatory Framework for Immigration Consultants

ISB and the Government of Punjab are focusing on understanding how skill development of the young surplus workforce in the 'Country of Origin' (COO-India) help in meeting the demand of skilled workforce in the 'Country of Destination' (COD- foreign countries) through structured migration. Such initiatives can help improve the overall economic development of the nations' productivity and enable the transfer of skilled workforce globally. We are also trying to understand how an Indian candidate with foreign country competency-based training in India (with or without formal qualification) can serve the demand in the 'Country of destination.' Our study focuses on skilled labor migration from Punjab (India), representing the supply side to the UK, CANADA, and GCC, illustrating the demand side by building a robust system of skilling the young workforce to enhance the overseas migration outcomes. We request your collaboration in filling in the questionnaire to get ground-level insights to develop an effective win-win (both for the Countries of Origin and the Countries of Destination) model for overseas migration. All data will be kept confidential and reported only at the aggregate level. Please note that participation in this survey is voluntary.

Q1. Do you have an office in Punjab or any other cities in India?

- ☐ Punjab (1)
- ☐ Any other state in India (2)
- ☐ Both in Punjab and other state in India (3)
- ☐ Outside India only (5)
- ☐ Both India and other country (6)
- ☐ All of the above (4)

Q2. What measures are you applying to prevent anti-fraud activities in overseas migration from Punjab?

- ☐ Establishment of anti- fraud policies (4)
 - ☐ Establishment of good hiring practices (5)
 - ☐ Investment in IT security (6)
 - ☐ Providing guidance and counselling to clients (7)
 - ☐ Focus on enforcing code of ethics (8)
 - ☐ All of above (9)
 - ☐ Any other please mention (10) _____
-

Q3. Does skilling help in Overseas Migration?

☐ Yes (1)

☐ No (2)

Q4. How would you rate the English language competency level of migrants from Punjab?

☐ Excellent (1)

☐ Very good (2)

☐ Good (3)

☐ Poor (4)

☐ Very poor (5)

Q5. What are the challenges of global migration?

☐ Governments of host countries have to provide migrants and their families with job opportunities by infringing upon the rights of their nationals (4)

☐ Huge cultural differences between Country of Origin (COO) & Country of Destination (COD) (5)

☐ Not skilled as per the demand in COD (6)

☐ Non-recognition of educational qualifications in COD (7)

☐ Lacking language competency/ communication skills (8)

☐ Balancing between job, study, and chores (9)

☐ Physical and mental stress, home-sickness, fading social life, etc. (10)

☐ All of the above (11)

☐ Any other, please specify (12) _____

Q6. What are the challenges faced by Indian youth during migration to foreign countries for study? Put your thoughts on the risk, cost, time, and yield involved in the Country of Destination (COD)?

☐ High Risk (4)

☐ High cost of training (5)

☐ Settlement through PR is time-consuming (6)

☐ Any other, please specify (7) _____

Q7. What are your plans for attracting a skilled workforce from India to your country?

☐ By ensuring the supply of skilled workforce through investment in skill training in Country of Origin (COO) (4)

☐ Through tie up between educational institutions of both COO and COD (5)

☐ Recognition of educational qualifications of students from COO (6)

☐ Government to Government relationship (7)

☐ All of above (8)

☐ Any other please specify (9) _____

Q8. Would a 'government of origin' to 'government of destination' engagement for demand-based "skilling initiative model" help make overseas migrations effective and contribute to economic activity?

☐ Yes (2)

☐ No (1)

Q9. Do you agree with the statement that “Government of India and State Governments under a ‘Government to Government’ engagement should bring a regulatory framework for immigration consultants in India in lines with the framework of foreign countries?”

☐ Yes (4)

☐ No (5)

Q10. Do you agree with the statement that “Government to Government (G to G), Country to Country, Province to Province and City to City relationship improve legal migration?”

☐ Yes (4)

☐ No (5)

Q11. Is there any possibility for collaboration between universities, colleges, and even schools under the G to G model to meet skill shortages in the Country of Origin (COD) and Country of Destination (COD)?

☐ Yes (1)

☐ No (2)

Q12. Do you think the social, economic, and political dynamics in COO and COD impact migration?

☐ Yes (4)

☐ No (5)

Q13. What will be your estimated demand for the young Indian (particularly from Punjab) workforce in the next three years?

Q14. Is ‘Recognition of Prior Learning, Assessment & Certification’ help in visa processing of overseas workers?

☐ Yes (4)

☐ No (5)

Q15. What are the effective means to get a work visa in Countries of Destinations?

- ☐ By studying in Universities and colleges in CODs (4)
- ☐ Through skill development in Countries of Origin as per demand in CODs (5)
- ☐ Through Marriage (6)
- ☐ All above (7)
- ☐ Any other pls specify (8) _____

Q16. What are the sources of funds available for the skilling workforce in India?

- ☐ By the global organizations like World Bank, ADB, IMF, etc. (1)
- ☐ Investment by the 'Country of Destination' (2)
- ☐ Investment by the 'Country of Origin' (3)
- ☐ All of the above (5)
- ☐ Any other, please specify (4) _____

Q17. What are the preferred sectors 'having decent job opportunities' in Countries of Destinations?

- ☐ Health care (4)
- ☐ IT (5)
- ☐ Automobile (6)
- ☐ Insurance and Banking (7)

☐

All of the above (8)

☐

Any other, please specify (9) _____

Q18. Is IELTS mandatory for overseas Migration?

☐

Yes, what are Band requirements (4) _____

☐

No, any other test required pls specify (5)

Q19. Your name

Q20. Your organization

Q21. Your designation

Q22. Your email id

End of Block: Default Question Block

Developing a Robust Skilling Model for Overseas Migration

Start of Block: Default Question Block

Q1

Developing a Robust Skilling Model for Overseas Migration

ISB and the Government of Punjab are focusing on understanding how skill development of the young surplus workforce in the 'Country of Origin' (COO-India) help in meeting the demand of skilled workforce in the 'Country of Destination' (COD- foreign countries) through structured migration. Such initiatives can help improve the overall economic development of the nations' productivity and enable the transfer of skilled workforce globally. We are also trying to understand how an Indian candidate with foreign country competency-based training in India (with or without formal qualification) can serve the demand in the 'Country of destination.' Our study focuses on skilled labor migration from Punjab (India), representing the supply side to the UK, CANADA, and GCC, illustrating the demand side by building a robust system of skilling the young workforce to enhance the overseas migration outcomes.

We request your collaboration in filling in the questionnaire to get ground-level insights to develop an effective win-win (both for the Countries of Origin and the Countries of Destination) model for overseas migration. All data will be kept confidential and will be reported only at the aggregate level. Please note that participation in this survey is voluntary.

Q1. What is the present scenario for Indian youth to get jobs in foreign countries?

Q2. What types of jobs (sectors, demands, salaries, etc.) are available for the skilled Indian youth abroad?

Q3. What kind of skill-sets are required in people to enable jobs overseas?

Q4. How and what kinds of skills will you be imparting in India for overseas employment? What is the estimated cost of training and yield (percentage of trained people getting overseas employment)?

Q5. How can skilling be connected to a visa?

Q6. What is your strategy to prepare Indian youth for global migration to bridge skill shortages in the Countries of Destination (COD)?

Q7. What kinds of difficulties are you facing with Indian youth in performing their duties in foreign countries?

Q8. What are the sources of funds available for skilling workforce in India?

☐

By the global organizations like World Bank, ADB, IMF, etc. (1)

☐

Investment by the 'Country of Destination' (2)

☐

Investment by the 'Country of Origin' (3)

☐

Any other, please specify (4) _____

Q9. What measures can we take to enhance the employability of the workforce in India for overseas migration?

Q10. What is your current process for 'Recognition of Prior Learning, Assessment & Certification' for overseas workers?

Q11. Your name

Q12. Your organization

Q13. Your designation

Q14. Your email id

End of Block: Default Question Block

Efficient Model for Work Permit, Study Visa and PR for Overseas Migration

Start of Block: Default Question Block

Q1

Efficient Model for Work Permit, Study Visa and PR for Overseas Migration

ISB and the Government of Punjab are focusing on understanding how skill development of the young surplus workforce in the 'Country of Origin' (COO-India) help in meeting the demand of skilled workforce in the 'Country of Destination' (COD- foreign countries) through structured migration. Such initiatives can help improve the overall economic development of the nations' productivity and enable the transfer of skilled workforce globally. We are also trying to understand how an Indian candidate with foreign country competency-based training in India (with or without formal qualification) can serve the demand in the 'Country of destination.' Our study focuses on skilled labor migration from Punjab (India), representing the supply side to the UK, CANADA, and GCC, illustrating the demand side by building a robust system of skilling the young workforce to enhance the overseas migration outcomes.

We request your collaboration in filling in the questionnaire to get ground-level insights to develop an effective win-win (both for the Countries of Origin and the Countries of Destination) model for overseas migration. All data will be kept confidential and will be reported only at the aggregate level. Please note that participation in this survey is voluntary.

Q1. What is the present scope for Indian youth to get jobs after migration to other countries?

Q2. What are the essential considerations (say top three-four factors) currently in practice to select youth from India for migration to foreign countries?

Q3. What is the success rate (percentage of applicants getting a visa) of issuing a visa?
(mention in %)

Q4. What will be the expected increase in the success rate (mention in %) for issuing visas after completing the skilling and certification process?

Q5. What are the challenges of international migration for the young Indian workforce?

Q6. What will be the probability of securing a visa after skilling for overseas jobs?

☐ High (1)

☐ Moderate (2)

☐ Low (3)

Q7. If your response to the “probability of securing a visa after skilling for overseas jobs” is high, moderate, or low, specify your reasons for saying so?

Q8. Why existing plans and processes are not able to prevent illegal migration?

Q9. What will be the probable plans/ routes to avoid illegal migration and reduce cost, risk, and timeline?

Q10. What measures are you considering to enhance the employability of the workforce in India for overseas employment?

Q11. What is industry demand at the global level? What challenges do you anticipate in deploying skilled people overseas?

Q12. What challenges do you face in maintaining a high level of efficiency and productivity (adhering to quality and compliance norms, the skill level of the workforce, etc.)?

Q13. What challenges are faced by Indian youth during migration to foreign countries for study? Your thoughts on the risk, cost, time, and yield (involved in the Country of Destination (COD))?

Q14. What are the sources of funds available for skilling workforce in India?

☐

By the global organizations like World Bank, ADB, IMF, etc. (1)

☐

Investment by the 'Country of Destination' (2)

☐

Investment by the 'Country of Origin' (3)

☐

Any other, please specify (4) _____

Q15. What is your current process for 'Recognition of Prior Learning, Assessment & Certification' for overseas workers?

Q16. Your name

Q17. Your organization

Q18. Your designation

Q19. Your email id

End of Block: Default Question Block

Healthcare Workforce Survey International Training Partners/ Certification Agencies

Start of Block: Default Question Block

Qa

COVID-19 has focused the world's attention on the daily lifesaving work that nurses and other health workers do. The COVID-19 pandemic has forced the governments to figure out the efficient deployment of healthcare workers to respond to crises. As per the New York Times January 2022 news article, Canada is among numerous developed nations, including the United States and the United Kingdom, aggressively recruiting medical workers from the developing world to replenish a healthcare workforce drastically depleted by the COVID-19 pandemic. The WHO's report on "The State of the World's Nursing Report 2020" identified that one nurse out of eight (12.5%) was born or trained in a country other than the one in which they currently practice. The British Government has introduced a fast-tracked visa for medical professionals to fill the staffing vacancies. In the absence of a structured model, overseas migration of the healthcare workforce is time-consuming. Job requirements are not uniform across countries of destination, reducing migration outcomes. Focused programs are not available to meet the skill shortages at the Country of Destination (COD) (UK, Germany, Canada, Japan, Australia, and Singapore). Hence, we need to design a robust system of skilling the young workforce from India to enhance the overseas migration outcomes. We need to create an effective global supply chain of skilled professionals to meet the demand of the labor deficient world, contributing to economic growth. We plan to organize a roundtable conference (virtual mode) on 8th March 2022. This roundtable will be jointly conducted by the Government of Punjab, Indian School of Business and Lamrin Tech Skills University. Through this survey, we want to collect some relevant data to derive insights that can be shared with various stakeholders to create a global supply chain of the healthcare workforce. This exercise will help improve our understanding of the gap between the demand and supply of the young healthcare workforce from India (the Country of Origin) to the labor deficient Country of Destination (COD), creating benefits for the COO and COD. This is a short questionnaire of about 10 minutes participation in this survey is entirely voluntary. All your responses and personal information will be kept confidential. Only the research team will have access to your responses. If there is any question you don't want to answer or if at any point you feel uncomfortable with this questionnaire, you have the option of quitting. There will be no consequences for not completing the questionnaire. If there is anything about the survey or your participation that is unclear or that you do not understand, if you have questions or wish to report a research-related problem, you may contact the Principal Investigator: [Professor Chandan Chowdhury, chandan_chowdhury@isb.edu] or email advisor.sdte@punjab.gov.in, telephone number: +91- 172 - 2741845, 2661845, 2993845. There will be no incentive for your

participation in the questionnaire. The details of the Chair, Institutional Review Board (IRB) at ISB is as follows: Professor Ashwini Chhatre at +9140-2318-7134 or email ashwini_chhatre@isb.edu at the Indian School of Business, Gachibowli, Hyderabad – 500111, India.

☐ Yes (1)

☐ No (2)

Q1 Name

Q2 Organization

Q3 Department

Q4 Designation

Q5 Email id

Q6 Is there any shortage of skilled healthcare workforce in your country?

☐ Yes (1)

☐ No (2)

☐ Can't say (5)

Q7 If there is a shortage in the healthcare workforce in your country, then in which category?

☐ Doctors (2)

☐ Nurses (3)

☐ Paramedical staff (4)

☐ Any other, please specify (5) _____

Q8 Mention the expected demand of healthcare professionals annually for the next three years

	2023 (1)	2024 (2)	2025 (3)
Doctors (1)			
Nurses (2)			
Paramedical staff (4)			
Any other, specify (5)			

Q9 Which countries are the preferred sources (Country of Origin-COO) for attracting the healthcare workforce? (rank the countries in order of preference, topmost being the most preferred to the least preferred at the bottom). Drag the countries.

- _____ India (1)
- _____ Philippines (2)
- _____ Bangladesh (3)
- _____ Sri Lanka (4)
- _____ Pakistan (5)
- _____ East European countries (6)
- _____ African countries (7)
- _____ Any other country, please specify (8)

Q10 Is there any gap between the demand of your country and supply from preferred sources (COO) for healthcare professionals?

☐ Yes (1)

☐ No (2)

Q11 Is there any requirement for competence in a foreign language to bridge the gap between demand and supply?

☐ Yes (1)

☐ No (2)

Q12 Which language do students need to learn to get opportunities in your country's healthcare sector? (1 means most useful, 5 -least useful). Drag the languages based on usefulness.

- _____ English (1)
- _____ French (2)
- _____ German (3)
- _____ Japanese (4)
- _____ Chinese (5)

Q13 Is your country ready to invest in the COO (Country of Origin) from where you want to source healthcare professionals?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Can't say (3)

Q14 How much is your approximate budget for the next three years if you are ready to invest in the COO from where you plan to source healthcare professionals?

- ☐ Year-1 (2023), amount in USD (1)

- ☐ Year-2 (2024), amount in USD (2)

- ☐ Year-3 (2025), amount in USD (3)

End of Block: Default Question Block

Healthcare Workforce Survey for Principal/Faculty

Start of Block: Default Question Block

Qa

COVID-19 has focused the world's attention on the daily lifesaving work that nurses and other health workers do. The COVID-19 pandemic has forced the governments to figure out the efficient deployment of healthcare workers to respond to crises. As per the New York Times January 2022 news article, Canada is among numerous developed nations, including the United States and the United Kingdom, aggressively recruiting medical workers from the developing world to replenish a healthcare workforce drastically depleted by the COVID-19 pandemic. The WHO's report on "The State of the World's Nursing Report 2020" identified that one nurse out of eight (12.5%) was born or trained in a country other than the one in which they currently practice. The British Government has introduced a fast-tracked visa for medical professionals to fill the staffing vacancies. In the absence of a structured model, overseas migration of the healthcare workforce is time-consuming. Job requirements are not uniform across Countries of Destination (COD) reducing migration outcomes. Focused programs are not available to meet the skill shortages at the COD (UK, Germany, Canada, Japan, Australia, and Singapore). Hence, we need to design a robust system of skilling the young workforce from India to enhance the overseas migration outcomes. We need to create an effective global supply chain of skilled professionals to meet the demand of the labor deficient world, contributing to the economic growth. We plan to organize a roundtable conference (virtual mode) on 8th March 2022. This roundtable will be jointly conducted by the Government of Punjab, Indian School of Business and Lamrin Tech Skills University. Through this survey, we want to collect some relevant data to derive insights which can be shared with various stakeholders to create a global supply chain of healthcare workforce. This exercise will help improve our understanding of the gap between the demand and supply of the young healthcare workforce from India (the Country of Origin) to the labor deficient Country of Destination (COD), creating benefits for the COO and COD.

This is a short questionnaire of about 10 minutes Participation in this survey is entirely voluntary. All your responses and personal information will be kept confidential. Only the research team will have access to your responses. If there is any question you don't want to answer or if at any point you feel uncomfortable with this questionnaire, you have the option of quitting. There will be no consequences for not completing the questionnaire. If there is anything about the survey or your participation that is unclear or that you do not understand, if you have questions or wish to report a research-related problem, you may contact the Principal Investigator: [Professor Chandan Chowdhury, chandan_chowdhury@isb.edu] or email advisor.sdte@punjab.gov.in, telephone number: +91- 172 - 2741845, 2661845, 2993845.

There will be no incentive for your participation in the questionnaire. The details of the Chair, Institutional Review Board (IRB) at ISB is as follows: Professor Ashwini Chhatre at +9140-2318-7134 or email ashwini_chhatre@isb.edu at the Indian School of Business, Gachibowli, Hyderabad – 500111, India.

At this time, do you consent to participate in the interactive session?

☐ Yes (1)

☐ No (2)

Q1 Name

Q2 Organization

Q3 Department

Q4 Designation

Q5 Email id

Q6 In your opinion, which occupation is in high demand in the healthcare sector in foreign countries? (1) Rank in order of importance.(2) Drag the healthcare occupations in high demand in foreign countries.

_____ Doctor (1)

_____ Nurses (2)

_____ Paramedical staff (4)

_____ Pharmacist (5)

_____ Lab-technicians (6)

_____ Any other (7)

Q7 Among the above-mentioned occupations, is there any course related to healthcare (in India) that is recognized for overseas employment through work permits:

☐ Yes (1)

☐ No (5)

Q8 If not, specify the bridging courses that can fill the gap

☐ Technical programs (1)

☐ Language programs (4)

☐ Culture learning programs (5)

☐ Any other, specify (6) _____

Q9 Do you think the students will join the bridging program on healthcare in India if it started with a focus on work permits for overseas employment?

☐ Yes (1)

☐ No (9)

Q10 Rank the country of destination as per the student's preference. (1) Rank in order of importance.(2) Drag the countries based on students' preferences.

_____ Germany (1)

_____ United Kingdom (2)

_____ Australia (4)

_____ Singapore (5)

_____ Japan (6)

_____ Canada (7)

_____ United States (8)

_____ Gulf Countries (9)

Q11 Mention the reasons for students choosing their preferred destination. (1) Rank in order of importance.(2) Drag the reasons for students choosing their preferred destinations.

_____ For the monetary benefit (4)

_____ Have relatives abroad (7)

_____ Culture of the selected country is favorable (8)

_____ For better quality of life (9)

_____ Better career opportunities (10)

- _____ Limited job and growth opportunities in India (11)
- _____ Better health care infrastructure in foreign countries (12)

Q12 In your opinion, what challenges are faced by healthcare workers while migrating to a foreign country? (1) Rank in order of importance.(2) Drag the challenges faced by the healthcare workforce for migration to foreign countries.

- _____ Process of migration is complex (1)
- _____ It takes too much time to process (8)
- _____ Lack of trust in the agents involved (9)
- _____ The cost involved is too high (10)

Q13 What is the students' fee affordability for skill-based healthcare programs in India to get a work permit for overseas employment (in INR)?

- ☐ Up to 5 lacs (INR 500K) (1)
- ☐ 6 lacs - 10 lacs (INR 600-1000K) (9)
- ☐ 11 lacs - 15 lacs (INR 1100K-1500K) (11)
- ☐ Above 15 lacs (INR 1500K) (12)

Q14 Would the students prefer to enroll in a less time-consuming course that helps in easier migration and visa clearance?

- ☐ Yes (1)
- ☐ No (2)

Q15 Would students be ready to invest in a cost-effective skilling program in the healthcare sector to obtain a work permit for their preferred destination?

- ☐ Yes (1)
- ☐ No (2)

End of Block: Default Question Block

Healthcare Workforce Survey for Students

Start of Block: Default Question Block

Qa

COVID-19 has focused the world's attention on the daily lifesaving work that nurses and other health workers do. The COVID-19 pandemic has forced the governments to figure out the efficient deployment of healthcare workers to respond to crises. As per the New York Times January 2022 news article, Canada is among numerous developed nations, including the United States and the United Kingdom, aggressively recruiting medical workers from the developing world to replenish a healthcare workforce drastically depleted by the COVID-19 pandemic. The WHO's report on "The State of the World's Nursing Report 2020" identified that one nurse out of eight (12.5%) was born or trained in a country other than the one in which they currently practice. The British Government has introduced a fast-tracked visa for medical professionals to fill the staffing vacancies. In the absence of a structured model, overseas migration of the healthcare workforce is time-consuming. Job requirements are not uniform across Countries of Destination (COD) reducing migration outcomes. Focused programs are not available to meet the skill shortages at the COD (UK, Germany, Canada, Japan, Australia, and Singapore). Hence, we need to design a robust system of skilling the young workforce from India to enhance the overseas migration outcomes. We need to create an effective global supply chain of skilled professionals to meet the demand of the labor deficient world, contributing to the economic growth. We plan to organize a roundtable conference (virtual mode) on 8th March 2022. This roundtable will be jointly conducted by the Government of Punjab, Indian School of Business and Lamrin Tech Skills University. Through this survey, we want to collect some relevant data to derive insights which can be shared with various stakeholders to create a global supply chain of healthcare workforce. This exercise will help improve our understanding of the gap between the demand and supply of the young healthcare workforce from India (the Country of Origin) to the labor deficient Country of Destination (COD), creating benefits for the COO and COD.

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2993845.

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At this time, do you consent to participate in the interactive session?

☐ Yes (1)

☐ No (2)

Q1 Name

Q2 Institution/college/university

Q3 Email id

Q4 What course are you doing?

☐ Medicine (1)

☐ Nursing (2)

☐ Pharmacy (4)

☐ Lab-technicians (5)

☐ Skill program (6)

☐ Any other (7) _____

Q5 Specify the name of your course

Q6 What is your future plan?

☐ Higher study (1)

☐ Job (4)

Q7 From where do you want to pursue your career?

☐ India (1)

☐ Abroad (9)

Q8 If abroad, what is your preferred destination? ((1) rank in order of your preference, (2) drag the countries to the top in order of your preference)

- _____ Germany (1)
- _____ United Kingdom (2)
- _____ Australia (4)
- _____ Singapore (5)
- _____ Japan (6)
- _____ Canada (7)
- _____ United States (8)
- _____ Gulf Countries (9)

Q9 Mention the reasons to go to your preferred destination? ((1) rank in order of your preference, (2) drag the reasons to go to your preferred destination in order of your preference)

- _____ For the monetary benefit (4)
- _____ Have relatives abroad (7)
- _____ Culture of the selected country is favorable (8)
- _____ For better quality of life (9)
- _____ Better career opportunities (10)
- _____ Limited job and growth opportunities in India (11)
- _____ Better health care infrastructure in foreign countries (12)

Q10 In your opinion, what are the challenges faced while migrating to a foreign country? (1) Rank in order of importance, (2) drag the challenges faced while migrating to foreign countries.

- _____ Process of migration is complex (1)
- _____ It takes too much time to process (8)
- _____ Lack of trust in the agents involved (9)
- _____ The cost involved is too high (10)

Q11 If you find that the process is complex and time-consuming, what is the time frame required according to your information?

- ☐ 0-1 year (1)
- ☐ 1-2 year (2)
- ☐ 2-3 year (3)
- ☐ More than 3 years (4)

Q12 Are you ready to invest in a cost-effective healthcare skilling program in India to obtain a work permit for your preferred destination?

- ☐ Yes (1)
- ☐ No (2)

Q13 If yes, please choose the fee affordability for a healthcare skilling program in India to obtain an overseas work permit (in INR).

- ☐ Up to 5 lacs (INR 500K) (1)
- ☐ 6 lacs - 10 lacs (INR 600-1000K) (9)
- ☐ 11 lacs - 15 lacs (INR 1100K-1500K) (11)
- ☐ Above 15 lacs (INR 1500K) (12)

Q14 Would you prefer to enroll in a less time-consuming course that helps in easier migration and visa clearance?

- ☐ Yes (1)
- ☐ No (2)

Q15 As per your opinion, what is the approximate cost of migration to a foreign country?

- ☐ Upto INR 5 lakhs (INR 500K) (1)

- ☐ 6 lacs - 10 lacs (INR 600-1000K) (2)
- ☐ 11 lacs - 15 lacs (INR 1100K-1500K) (3)
- ☐ Above 15 lacs (INR 1500K) (4)

Q16 Which one do you think is the most useful for migration among the following languages?
(1) Rank in order of importance.(2) Drag the languages which are most useful for migration.

- _____ English (1)
- _____ German (2)
- _____ French (3)
- _____ Japanese (4)
- _____ Chinese (5)
- _____ Arabic (6)
- _____ Any other (7)

End of Block: Default Question Block

Annexure VIII

Survey on Indian Students affected by Closure of three colleges in Canada

Start of Block: Default Question Block

Qa Thank you for agreeing to participate in the interactive session conducted by the Government of Punjab and the Indian School of Business. This is a short questionnaire of about 5 minutes to understand your current situation and grievances concerning the closure of three colleges in Canada. Participation in this interactive session is entirely voluntary. All your responses and personal information will be kept confidential. Only the research team will have access to your responses. If there is any question you don't want to answer or if at any point you feel uncomfortable with this questionnaire, you have the option of quitting. There will be no consequences for not completing the questionnaire. If there is anything about the survey or your participation that is unclear or that you do not understand, if you have questions or wish to report a research-related problem, you may contact the Principal Investigator: [Professor Chandan Chowdhury, chandan_chowdhury@isb.edu] or email advisor.sdte@punjab.gov.in, telephone number: +91- 172 - 2741845, 2661845, 2993845.

There will be no incentive for your participation in the questionnaire. The details of the Chair, Institutional Review Board (IRB) at ISB is as follows: Professor Ashwini Chhatre at +9140-2318-7134 or email ashwini_chhatre@isb.edu at the Indian School of Business, Gachibowli, Hyderabad – 500111, India.

At this time, do you consent to participate in the interactive session?

☐ Yes (1)

☐ No (2)

Q1 Name of the student

Q2 Address

Q3 Email id

Q4 Contact Number

Q5 Gender

- ☐ Male (1)
- ☐ Female (2)
- ☐ Prefer not to say (3)

Q6 In which of the following colleges, currently shut down, were you studying in Canada?

- ☐ M College in Montreal (1)
- ☐ CED College in Sherbrooke (2)
- ☐ CCSQ College in Longueil (3)

Q7 Which course are you pursuing in Canada?

- ☐ Diploma (1)
- ☐ Undergraduate course (2)
- ☐ Graduate course or Degree course (3)
- ☐ PG Diploma (4)
- ☐ Post Graduation (5)
- ☐ Any other (Please specify) (6)

Q8 Please specify the name of the course you enrolled in Canadian college

Q9 Please specify the year of enrollment

Q10 Please specify the year of passing the course (if the college would not have shut down)

Q11 What is your current status concerning the three colleges - M College, CED College, and CCSQ College recently shutdown in Canada?

- ☐ In India, I got the visa and waiting to get enrolled in the above colleges (1)
- ☐ In India, file submitted and waiting for the visa (2)
- ☐ In India, I got visa refusal and waiting for a fee refund (3)
- ☐ In Canada, I completed my course and waiting for the work permit (4)
- ☐ In Canada, studying in 1st, 2nd, or 3rd year and waiting to shift to other colleges for completion of my course (5)
- ☐ In Canada, waiting for my fee refund (6)
- ☐ Any other (Please specify) (7)

Q12 Source of funds/ Financial support

- ☐ Funds arranged by my parents through their savings (1)
- ☐ Funds arranged by selling or mortgaging the land or property (2)
- ☐ Funds arranged through educational loan (3)
- ☐ Funds arranged by Parents through money lenders (4)
- ☐ Any other (Please specify) (5)

Q13 What is your total expenditure incurred for doing study in any of the three colleges recently shut down in Canada? (in INR lakhs)

- ☐ Course fee (1) _____
- ☐ Boarding & Lodging (2) _____
- ☐ Travel expenses (3) _____

☐ Any other (Please specify) (4) _____

Q14 Mention the following details concerning the immigration consultant who facilitated the admission to these colleges in Canada

☐ Name of the consultant and Address (1)

☐ Consultation fee charges (in INR lakhs) (2)

☐ Mode of payment: Cash, Demand Draft, Account transfer, or Cheque payment (3)

Q15 What are your grievances concerning the colleges - M College, CED College, and CCSQ College recently shutdown in Canada?

☐ The work permit should be issued (1)

☐ Fee refund or transfer of fee due to shutdown of colleges (2)

☐ Shifting to other colleges in Canada for completion of my course (3)

☐ Reimbursement of fee due to visa refusal (4)

☐ Seeking admission in an alternate institution (5)

☐ Grace period for completion of the course (6)

☐ Any other (Please specify) (7) _____

Q16 Special comments

End of Block: Default Question Block

Healthcare Workforce Survey for Students/Working Nurses of Uttar Pradesh (UP)

Start of Block: Default Question Block

Qa

Healthcare Workforce: Survey for Students

COVID-19 has focused the world's attention on the daily lifesaving work that nurses and other health workers do. The COVID-19 pandemic has forced governments to figure out the efficient deployment of healthcare workers to respond to crises. As per the New York Times January 2022 news article, Canada is among numerous developed nations, including the United States and the United Kingdom, aggressively recruiting medical workers from the developing world to replenish a healthcare workforce drastically depleted by the COVID-19 pandemic. The WHO's report "The State of the World's Nursing Report 2020" identified that one nurse out of eight (12.5%) was born or trained in a country other than the one in which they currently practice. The British Government has introduced a fast-tracked visa for medical professionals to fill staffing vacancies. In the absence of a structured model, overseas migration of the healthcare workforce is time-consuming. Job requirements are not uniform across Countries of Destination (COD), reducing migration outcomes. Focused programs are not available to meet the skill shortages at the COD (UK, Germany, Canada, Japan, Australia, and Singapore). Hence, we must design a robust system of skilling the young workforce from India to enhance overseas migration outcomes. We need to create an effective global supply chain of skilled professionals to meet the demand of the labor-deficient world, contributing to economic growth. Through this survey, NSDC International will collect relevant data to derive insights that can be shared with various stakeholders to create a global supply chain for the healthcare workforce. This exercise will help improve our understanding of the gap between the demand and supply of the young healthcare workforce from India (the Country of Origin) to the labor deficient Country of Destination (COD), creating benefits for the COO and COD. This is a short questionnaire of about 10 minutes. Participation in this survey is entirely voluntary. All your responses and personal information will be kept confidential. Only the research team will have access to your responses. If there is any question you don't want to answer or if at any point you feel uncomfortable with this questionnaire, you have the option of quitting. There will be no consequences for not completing the questionnaire. If there is anything about the survey or your participation that is unclear or that you do not understand, if you have questions or wish to report a research-related problem, you may contact the Principal Investigator: Dr. Sandeep Singh Kaura, Advisor, NSDC [email: advisor.internationalskills@nsdcindia.org]. or Param Santra [Email id: paramananda.santra@nsdcindia.org].

There will be no incentive for your participation in the questionnaire. At this time, do you consent to participate in the interactive session?

☐ Yes (1)

☐ No (2)

Q1 Name

Q2 Gender

☐ Male (1)

☐ Female (4)

☐ Prefer not to say (5)

Q3 Email id

Q4 Institution/college/university

Q5 What course are you doing?

☐ Medicine (1)

☐ Nursing (2)

☐ Pharmacy (4)

☐ Lab-technicians (5)

☐ Skill program (6)

☐ Any other, specify (7) _____

Q6 Specify the name of your course

Display This Question:

If What course are you doing? = Nursing

Q7 What is your educational qualification?

- ☐ ANM (1)
- ☐ GNM (6)
- ☐ B. Sc Nursing (7)
- ☐ Post Basic B.Sc Nursing (8)
- ☐ M. Sc. Nursing (9)

Display This Question:

If What course are you doing? = Nursing

Q8 Please specify the year of enrollment

Display This Question:

If What course are you doing? = Nursing

Q9 Please specify the year of passing the course

Display This Question:

If What course are you doing? = Nursing

Q10 What is your future plan?

- ☐ Higher study (1)
- ☐ Job (4)
- ☐ Any other specify, specify (5) _____

Display This Question:

If What course are you doing? = Nursing

Q11 From where do you want to pursue your career?

- ☐ India (1)
- ☐ Abroad (9)

Display This Question:

If What course are you doing? = Nursing

Q12 Are you willing to relocate permanently or temporarily to any country?

- ☐ Permanently (1)
- ☐ Temporarily (4)

Display This Question:

If What course are you doing? = Nursing

Q13 If abroad, what is your preferred destination? (select only one country)

- ☐ Germany (1)
- ☐ United Kingdom (12)
- ☐ Australia (13)
- ☐ New Zealand (14)
- ☐ France (15)
- ☐ Singapore (16)
- ☐ Japan (17)
- ☐ Canada (18)
- ☐ United States (19)
- ☐ Gulf Countries (20)
- ☐ Other, specify (21)

Display This Question:

If What course are you doing? = Nursing

Q14 Given an opportunity to work abroad, rank in order of your preference the countries below, including your preferred destination country. ((1) rank in order of your preference, (2) drag the countries to the top in order of your preference)

- _____ Germany (1)
- _____ United Kingdom (14)
- _____ Australia (15)
- _____ New Zealand (16)
- _____ France (17)
- _____ Singapore (18)
- _____ Japan (19)
- _____ Canada (20)
- _____ United States (21)
- _____ Gulf Countries (22)
- _____ Other, specify (23)

Display This Question:

If What course are you doing? = Nursing

Q15 In which sectors/job roles do you aspire to work abroad?

- ☐ Home Health Aide (1)
- ☐ Nursing (6)
- ☐ Medical Assistant (7)
- ☐ Physical Therapist (8)
- ☐ Others,specify (9) _____

Display This Question:

If What course are you doing? = Nursing

Q16 Which way do you want to go abroad?

- ☐ Skilled Worker Visa (1)
- ☐ Spouse Visa (4)
- ☐ Other types of visas, specify (5)

Display This Question:

If What course are you doing? = Nursing

Q17 Have you ever worked abroad before?

☐ Yes (1)

☐ No (4)

Display This Question:

If What course are you doing? = Nursing

Q18 If you answered "Yes," you have worked abroad; which country?

☐ Germany (1)

☐ United Kingdom (12)

☐ Australia (13)

☐ New Zealand (14)

☐ France (15)

☐ Singapore (16)

☐ Japan (17)

☐ Canada (18)

☐ United States (19)

☐ Gulf Countries (20)

☐ Other, specify (21) _____

Display This Question:

If What course are you doing? = Nursing

Q19 What is your current employment status?

☐ Employed full-time (1)

☐ Employed part-time (5)

☐ Self Employment/Business (6)

☐ Not Working (7)

Display This Question:

If What course are you doing? = Nursing

Q20 Have you taken any language proficiency tests?

☐ OET (1)

☐ IELTS (5)

☐ TOEFL (6)

☐ None (7)

Display This Question:

If What course are you doing? = Nursing

Q21 If you are considering going to a non-English speaking country, what is your current proficiency in the language spoken there?

☐ Beginner (1)

☐ Intermediate (4)

☐ Advanced (5)

Display This Question:

If What course are you doing? = Nursing

Q22 Mention the reasons to go to your preferred destination? ((1) rank in order of your preference, (2) drag the reasons to go to your preferred destination in order of your preference)

- _____ For the monetary benefit (4)
- _____ Have relatives abroad (7)
- _____ Culture of the selected country is favorable (8)
- _____ For better quality of life (9)
- _____ Better career opportunities (10)
- _____ Limited job and growth opportunities in India (11)
- _____ Better health care infrastructure in foreign countries (12)

Display This Question:

If What course are you doing? = Nursing

Q23 In your opinion, what are the challenges faced while migrating to a foreign country? (1) Rank in order of importance, (2) drag the challenges faced while migrating to foreign countries.

- _____ Process of migration is complex (1)
- _____ It takes too much time to process (8)

_____ Lack of trust in the agents involved (9)

_____ The cost involved is too high (10)

Display This Question:

If What course are you doing? = Nursing

Q24 If you find the process complex and time-consuming, what time frame is required according to your information?

☐ 0-1 year (1)

☐ 1-2 year (2)

☐ 2-3 year (3)

☐ More than 3 years (4)

Display This Question:

If What course are you doing? = Nursing

Q25 Are you ready to invest in a cost-effective healthcare skilling program in India to obtain a work permit for your preferred destination?

☐ Yes (1)

☐ No (2)

Display This Question:

If What course are you doing? = Nursing

Q26 If yes (that is, you are ready to invest in a cost-effective healthcare skilling program in India), what are the source of funds/ financial support?

☐ Funds arranged by my parents through their savings (1)

☐ Funds arranged by selling or mortgaging the land or property (6)

☐ Funds arranged through "Skill Loan by NSDC" (7)

☐ Funds arranged by Parents through moneylenders (8)

☐ Any other (Please specify) (9) _____

Display This Question:

If What course are you doing? = Nursing

Q27 If yes, please choose the fee affordability through "Skill Loan by NSDC" for a healthcare skilling program in India to obtain an overseas work permit (in INR)

- ☐ Up to 5 lacs (INR 500K) (1)
- ☐ 6 lacs - 10 lacs (INR 600-1000K) (9)
- ☐ 11 lacs - 15 lacs (INR 1100K-1500K) (11)
- ☐ Above 15 lacs (INR 1500K) (12)

Display This Question:

If What course are you doing? = Nursing

Q28 Would you prefer to enroll in a less time-consuming course that helps in easier migration and visa clearance?

- ☐ Yes (1)
- ☐ No (2)

Display This Question:

If What course are you doing? = Nursing

Q29 As per your opinion, what is the approximate cost of migration to a foreign country?

- ☐ Upto INR 5 lakhs (INR 500K) (1)
- ☐ 6 lacs - 10 lacs (INR 600-1000K) (2)
- ☐ 11 lacs - 15 lacs (INR 1100K-1500K) (3)
- ☐ Above 15 lacs (INR 1500K) (4)

Display This Question:

If What course are you doing? = Nursing

Q30 Which one (language) do you think is the most useful for migration among the following languages? (1) Rank in order of importance.(2) Drag the languages which are most useful for migration.

- _____ English (1)
- _____ German (2)
- _____ French (3)
- _____ Japanese (4)
- _____ Chinese (5)
- _____ Arabic (6)
- _____ Any other (7)

End of Block: Default Question Block

Healthcare Workforce Survey for Principal/Faculty of Nursing Institutions of Uttar Pradesh (UP)

Start of Block: Default Question Block

Qa

Healthcare Workforce: Survey for Principals/Faculty

COVID-19 has focused the world's attention on the daily lifesaving work that nurses and other health workers do. The COVID-19 pandemic has forced governments to figure out the efficient deployment of healthcare workers to respond to crises. As per the New York Times January 2022 news article, Canada is among numerous developed nations, including the United States and the United Kingdom, aggressively recruiting medical workers from the developing world to replenish a healthcare workforce drastically depleted by the COVID-19 pandemic. The WHO's "The State of the World's Nursing Report 2020" identified that one nurse out of eight (12.5%) was born or trained in a country other than where they currently practice. The British Government has introduced a fast-tracked visa for medical professionals to fill staffing vacancies. Without a structured model, overseas migration of the healthcare workforce is time-consuming. Job requirements are not uniform across Countries of Destination (COD), reducing migration outcomes. Focused programs are unavailable to meet the skill shortages at the COD (UK, Germany, Canada, Japan, Australia, Singapore, etc.). Hence, we must design a robust system of skilling the young workforce from India to enhance overseas migration outcomes. We need to create an effective global supply chain of skilled professionals to meet the demand of the labor-deficient world, contributing to economic growth. Through this survey, NSDC International will collect relevant data to derive insights that can be shared with various stakeholders to create a global supply chain for the healthcare workforce.

This exercise will help improve our understanding of the gap between the demand and supply of the young healthcare workforce from India (the Country of Origin) to the labor deficient Country of Destination (COD), creating benefits for the COO and COD.

This is a short questionnaire of about 10 minutes. Participation in this survey is entirely voluntary. All your responses and personal information will be kept confidential. Only the research team will have access to your responses. If there is any question you don't want to answer or if at any point you feel uncomfortable with this questionnaire, you have the option of quitting. There will be no consequences for not completing the questionnaire. If there is anything about the survey or your participation that is unclear or that you do not understand, if you have questions or wish to report a research-related problem, you may contact the

Principal Investigator: Dr. Sandeep Singh Kaura, Advisor, NSDC [email: advisor.internationalskills@nsdcindia.org] or Param Santra [Email id: paramananda.santra@nsdcindia.org].

There will be no incentive for your participation in the questionnaire.

At this time, do you consent to participate in the interactive session?

☐ Yes (1)

☐ No (2)

Q1 Name

Q2 Organization

Q3 Department

Q4 Designation

Q5 Gender

☐ Male (1)

☐ Female (4)

☐ Prefer not to say (5)

Q6 Email id

Q7 In your opinion, which occupation is in high demand in the healthcare sector in foreign countries? (1) Rank in order of importance.(2) Drag the healthcare occupations in high demand in foreign countries.

- _____ Doctor (1)
- _____ Nurses (2)
- _____ Paramedical staff (4)
- _____ Pharmacist (5)
- _____ Lab-technicians (6)
- _____ Any other (7)

Q8 Among the above-mentioned occupations, is there any course related to healthcare (in India) that is recognized for overseas employment through work permits:

- ☐ Yes (1)
- ☐ No (5)
- ☐ If yes, specify (7) _____

Q9 If not, specify the bridging courses that can fill the gap

- ☐ Technical programs (1)
- ☐ Language programs (4)
- ☐ Culture learning programs (5)
- ☐ Any other, specify (6) _____

Q10 Do you think the students will join the bridging program on healthcare in India if it started with a focus on work permits for overseas employment?

- ☐ Yes (1)
- ☐ No (9)

Q11 If abroad, what is your students' preferred destination? (select only one country)

- ☐ Germany (1)
- ☐ United Kingdom (312)
- ☐ Australia (313)
- ☐ New Zealand (314)
- ☐ France (315)
- ☐ Singapore (316)
- ☐ Japan (317)
- ☐ Canada (318)
- ☐ United States (319)
- ☐ Gulf Countries (320)
- ☐ Others, specify (321) _____

Q12 Given an opportunity to work abroad, rank in order of your students' preference the countries below, including their preferred destination country. ((1) rank in order of their preference, (2) drag the countries to the top in order of their preference)

- _____ Germany (1)
- _____ United Kingdom (14)
- _____ Australia (15)
- _____ New Zealand (16)
- _____ France (17)
- _____ Singapore (18)
- _____ Japan (19)
- _____ Canada (20)
- _____ United States (21)
- _____ Gulf Countries (22)
- _____ Others, specify (23)

Q13 Mention the reasons for your students' choosing their preferred destination. (1) Rank in order of importance. (2) Drag the reasons for students choosing their preferred destinations.

- _____ For the monetary benefit (4)
- _____ Have relatives abroad (7)
- _____ Culture of the selected country is favorable (8)

- _____ For better quality of life (9)
- _____ Better career opportunities (10)
- _____ Limited job and growth opportunities in India (11)
- _____ Better health care infrastructure in foreign countries (12)

Q14 In your opinion, what challenges are healthcare workers facing while migrating to a foreign country? (1) Rank in order of importance. (2) Drag the challenges faced by the healthcare workforce for migration to foreign countries.

- _____ Process of migration is complex (1)
- _____ It takes too much time to process (8)
- _____ Lack of trust in the agents involved (9)
- _____ The cost involved is too high (10)

Q15 Are your students ready to invest in a cost-effective healthcare skilling program in India to obtain a work permit for their preferred destination?

- ☐ Yes (1)
- ☐ No (2)

Q16 If yes, what are the sources of funds/ financial support for your students

- ☐ Funds arranged by the parents through their savings (1)
- ☐ Funds arranged by selling or mortgaging the land or property (6)
- ☐ Funds arranged through "Skill Loan by NSDC" (7)
- ☐ Funds arranged by Parents through moneylenders (8)
- ☐ Any other (Please specify) (9)

Q17 If yes, please choose the fee affordability of your students through "Skill Loan by NSDC" for a healthcare skilling program in India to obtain an overseas work permit (in INR).

- ☐ Up to 5 lacs (INR 500K) (1)
- ☐ 6 lacs - 10 lacs (INR 600-1000K) (9)
- ☐ 11 lacs - 15 lacs (INR 1100K-1500K) (11)

☐ Above 15 lacs (INR 1500K) (12)

Q18 Would the students prefer to enroll in a less time-consuming course that helps in easier migration and visa clearance?

☐ Yes (1)

☐ No (2)

Q19 Would your students be ready to invest in a cost-effective skilling program in the healthcare sector to obtain a work permit for their preferred destination?

☐ Yes (1)

☐ No (2)

End of Block: Default Question Block

Healthcare Workforce Survey for Working Nurses through Indian Nursing Council (INC)

Start of Block: Default Question Block

Q1

Healthcare Workforce: Survey for Nurses (Indian Nursing Council)

Indian Nursing Council joined hands with NSDC International (part of India's largest skill development eco-system) to support Indian Nurses to get promising international employment opportunities in destination countries like the UK, US, Australia, Canada, Germany, Singapore, GCC Countries, etc. through several joint initiatives and programs. Both organizations acknowledge the importance of designing a robust system of skilling Nurses from India to enhance overseas migration outcomes. NSDC International is receiving huge job demands for Nursing professionals from several reputed employers across the globe and further aims to connect Indian Nurses to grab these international opportunities to shape their careers.

To understand the aspirations, eligibility, and readiness of the Nurses, we have created a short survey through which we are aiming to get relevant information about the nurses to support them further in connecting them directly with international employers or preparing them for international jobs. We encourage you to fill out this short questionnaire, which takes about 7-8 minutes so that we can understand your profile better. There will be no incentive for your participation in the questionnaire. The deadline for responding to the survey is 15th April 2024. All your responses and personal information will be kept confidential.

We are determined to support you in shaping your international career. Participation in this survey is entirely voluntary. All your responses and personal information will be kept confidential. Only the research team will have access to your responses. If there is any question you don't want to answer or if at any point you feel uncomfortable with this questionnaire, you have the option of quitting. There will be no consequences for not completing the questionnaire. If there is anything about the survey or your participation that is unclear or that you do not understand, if you have questions or wish to report a related problem, you may contact the Co-investigators: Dr. Sandeep Singh Kaura, Advisor, NSDC [email: advisor.internationalskills@nsdcindia.org] or Prof. Chandan Chowdhury, Principal Investigator [Email id: chandan_chowdhury@isb.edu]. The details of the Chair, Institutional Review Board (IRB) is Prof. Ashwini Chhatre [Email id: ashwini_chhatre@isb.edu]. At this time, do you consent to participate in the interactive session?

☐ Yes (1)

☐ No (2)

Q2 Name

Q3 Gender

☐ Male (1)

☐ Female (4)

☐ Prefer not to say (5)

Q4 How many members are there in your family, including yourself?

☐ Equal or less than 3 (1)

☐ 4 to 5 (5)

☐ 6 to 7 (6)

☐ More than 7 (7)

Q5 Email id

Q6 Institution/college/university from which you passed out

Q7 What is your nursing educational qualification?

☐

ANM (1)

☐

GNM (6)

☐

B. Sc Nursing (7)

☐

Post Basic B.Sc Nursing (8)

☐

M. Sc. Nursing (9)

☐

Ph.D Nursing (10)

☐

NPCC Nursing (11)

☐

NPM Nursing (12)

☐

PB Diploma (13)

Q8 M.Sc. Nursing Specialisation

Q9 PB Diploma

Q10 RN RM No.

Q11 SNRC name where registered

Q12 What type of nurse are you? (your specialty in nursing)

- ☐ Medical Surgical Nurse (1)
- ☐ Cardiac Nurse (6)
- ☐ Pediatric Nurse (7)
- ☐ Critical care Nurse (8)
- ☐ Any other specify (9)

Q13 Please specify the year of passing the course

Q14 What are you currently doing?

- ☐ Higher study (1)
- ☐ Job (4)
- ☐ Any other, specify (5)

Q15 If on the job, then where are you currently working?

Q16 What is your designation?

Q17 Do you have prior work experience in the healthcare industry?

- ☐ No prior experience (1)
- ☐ Below two years (7)
- ☐ 2 to 3 years (8)
- ☐ 3 to 5 years (9)
- ☐ 5 to 10 years (10)
- ☐ Above 10 years (11)

Q18 What is your current employment status?

- ☐ Employed full-time (1)
- ☐ Employed part-time (5)
- ☐ Self Employment/Business (6)
- ☐ Not Working (7)

Display This Question:

If What is your current employment status? = Employed full-time

Or What is your current employment status? = Employed part-time

Or What is your current employment status? = Self Employment/Business

Q19 What is your current salary?

- ☐ Less than INR 20000 per month (1)
- ☐ INR 20000 per month (10)
- ☐ 20000-40000 (4)
- ☐ 40000-60000 (5)
- ☐ 60000-80000 (6)

☐ 80000-100000 (7)

☐ More than 1 lakh per month (8)

Q20 Clinical specialty area of the hospital where you are working

☐ Trauma (1)

☐ Acute Ward (2)

☐ Pediatrics (3)

☐ Oncology (4)

☐ OBG/Gynecology (5)

☐ Family Wards (6)

☐ Medical Surgical (7)

☐ ICU (8)

☐ CCU (9)

☐ Labour Room (10)

☐ Geriatric (11)

Q21 Number of years of experience in the specialty area

Q22 What is your future plan?

- ☐ Higher study (1)
- ☐ Job in India (4)
- ☐ Job Overseas (for instance, Germany, UK, Australia, New Zealand, France, Singapore, Japan, Canada, United States, Gulf Countries, and Others) (6)
- ☐ Any other specify, specify (5) _____

Display This Question:

If What is your future plan? = Job Overseas (for instance, Germany, UK, Australia, New Zealand, France, Singapore, Japan, Canada, United States, Gulf Countries, and Others)

Q23 Are you willing to relocate permanently or temporarily to any country?

- ☐ Permanently (1)
- ☐ Temporarily (4)

Display This Question:

If What is your future plan? = Job Overseas (for instance, Germany, UK, Australia, New Zealand, France, Singapore, Japan, Canada, United States, Gulf Countries, and Others)

Q24 If abroad, what is your preferred destination? (select only one country after reading all the given choices)

- ☐ Australia (1)
- ☐ Canada (22)
- ☐ France (23)
- ☐ Germany (24)
- ☐ Gulf Countries (25)
- ☐ Japan (26)
- ☐ New Zealand (27)
- ☐ Singapore (28)
- ☐ United Kingdom (29)
- ☐ United States (30)
- ☐ Other, specify (31)

Display This Question:

If What is your future plan? = Job Overseas (for instance, Germany, UK, Australia, New Zealand, France, Singapore, Japan, Canada, United States, Gulf Countries, and Others)

Q25 Given an opportunity to work abroad, rank in order of your preference the countries below, including your preferred destination country. ((1) rank in order of your preference, (2) drag the countries to the top in order of your preference)

- _____ Australia (1)
- _____ Canada (24)
- _____ France (25)
- _____ Germany (26)
- _____ Gulf Countries (27)
- _____ Japan (28)
- _____ New Zealand (29)
- _____ Singapore (30)
- _____ United Kingdom (31)
- _____ United States (32)
- _____ Other, specify (33)

Q26 Have you ever worked abroad before?

☐ Yes (1)

☐ No (4)

Display This Question:

If Have you ever worked abroad before? = Yes

Q27 If you answered "Yes," you have worked abroad; which country?

☐ Australia (1)

☐ Canada (42)

☐ France (43)

☐ Germany (44)

☐ Gulf Countries (45)

☐ Japan (46)

☐ New Zealand (47)

☐ Singapore (48)

☐ United Kingdom (49)

☐ United States (50)

☐ Other, specify (51)

Display This Question:

If Have you ever worked abroad before? = Yes

Q28 If you went abroad to work, have you returned to India?

- ☐ Yes, I have returned to India (1)
- ☐ I am still working abroad (4)

Display This Question:

If If you went abroad to work, have you returned to India? = Yes, I have returned to India

Q29 Why did you return from abroad?

- ☐ Work visa expired (1)
- ☐ The culture of the country was not favorable (38)
- ☐ Did not get substantial monetary benefits? (39)
- ☐ Did not have relatives/suffered from homesickness (40)
- ☐ Quality of life was below my expectations (41)
- ☐ Healthcare infrastructure was not as per my original expectations (42)
- ☐ Any other, specify (43)

Q30 Have you taken any language proficiency tests?

- ☐ OET (1)
- ☐ IELTS (5)
- ☐ TOEFL (6)
- ☐ None (7)
- ☐ Any other (8)

Display This Question:

If Have you taken any language proficiency tests? = IELTS

Q31 If you have taken IELTS exam, what was the overall band? (Reading, Writing, Speaking, Listening)

- ☐ 9 (1)
- ☐ 8.5 (11)
- ☐ 8 (12)
- ☐ 7.5 (13)
- ☐ 7 (14)
- ☐ 6.5 (15)
- ☐ 6 (16)
- ☐ 5 (17)
- ☐ 4.5 (18)
- ☐ 4 (19)

Display This Question:

If Have you taken any language proficiency tests? = OET

Q32 If you have taken the OET exam, what was the overall band? (Reading, Writing, Speaking, Listening)

- ☐ A (1)
- ☐ B (7)
- ☐ C+ (8)
- ☐ C (9)
- ☐ D (10)
- ☐ E (11)

Display This Question:

If What is your future plan? = Job Overseas (for instance, Germany, UK, Australia, New Zealand, France, Singapore, Japan, Canada, United States, Gulf Countries, and Others)

Q33 Mention the reasons to go to your preferred destination? ((1) rank in order of your preference, (2) drag the reasons to go to your preferred destination in order of your preference)

- _____ For the monetary benefit (4)
- _____ Have relatives abroad (7)
- _____ Culture of the selected country is favorable (8)
- _____ For better quality of life (9)
- _____ Better career opportunities (10)
- _____ Limited job and growth opportunities in India (11)
- _____ Better health care infrastructure in foreign countries (12)
- _____ PR (permanent resident) (14)

Display This Question:

If What is your future plan? = Job Overseas (for instance, Germany, UK, Australia, New Zealand, France, Singapore, Japan, Canada, United States, Gulf Countries, and Others)

Q34 In your opinion, what are the challenges faced while migrating to a foreign country? (1)
Rank in order of importance, (2) drag the challenges faced while migrating to foreign countries.

- _____ Process of migration is complex (1)
- _____ It takes too much time to process (8)
- _____ Lack of trust in the agents involved (9)
- _____ The cost involved is too high (10)

Q35 Are you ready to invest in a cost-effective healthcare skilling program in India to obtain a work permit for your preferred destination?

- ☐ Yes (1)
- ☐ No (2)

Display This Question:

If Are you ready to invest in a cost-effective healthcare skilling program in India to obtain a work... = Yes

Q36 If yes (that is, you are ready to invest in a cost-effective healthcare skilling program in India), are you looking for any training program for upskilling, reskilling in language or domain skills?

- ☐ Yes (online training) (1)
- ☐ Yes (offline training) (4)
- ☐ No (2)

Display This Question:

If Are you ready to invest in a cost-effective healthcare skilling program in India to obtain a work... = Yes

Q37 If yes (that is, you are ready to invest in a cost-effective healthcare skilling program in India), what are the source of funds/ financial support?

- ☐ Funds arranged by my parents through their savings (1)
- ☐ Funds arranged by selling or mortgaging the land or property (6)
- ☐ Funds arranged by Parents through moneylenders (8)
- ☐ Self-funded (11)
- ☐ Any other (Please specify) (9) _____

Q38 Which one (language) do you think is the most useful for migration among the following languages? (1) Rank in order of importance.(2) Drag the languages which are most useful for migration.

- _____ English (1)
- _____ German (2)
- _____ French (3)
- _____ Japanese (4)
- _____ Chinese (5)
- _____ Arabic (6)
- _____ Any other (7)

Q39 Name of the state/Union Territory where you are registered in the nursing council

- ☐ Andhra Pradesh (1)
- ☐ Assam (337)
- ☐ Arunachal Pradesh (338)
- ☐ Bihar (339)
- ☐ Chhattisgarh (340)
- ☐ Gujarat (341)
- ☐ Goa (342)

- ☐ Himachal Pradesh (343)
- ☐ Haryana (344)
- ☐ Jharkhand (345)
- ☐ Kerala (346)
- ☐ Karnataka (347)
- ☐ Maharashtra (348)
- ☐ Madhya Pradesh (349)
- ☐ Manipur (350)
- ☐ Mizoram (351)
- ☐ Meghalaya (352)
- ☐ Nagaland (353)
- ☐ Odisha (Orissa) (354)
- ☐ Punjab (355)
- ☐ Rajasthan (356)
- ☐ Sikkim (357)
- ☐ Tamil Nadu (358)
- ☐ Telangana (359)
- ☐ Tripura (360)
- ☐ West Bengal (361)
- ☐ Uttarakhand (362)

- ☐ Uttar Pradesh (363)
- ☐ Delhi (364)
- ☐ Andaman and Nicobar Islands (365)
- ☐ Chandigarh (366)
- ☐ Puducherry (367)
- ☐ Daman and Diu and Dadra and Nagar Haveli (368)
- ☐ Lakshadweep (369)
- ☐ Jammu and Kashmir (370)
- ☐ Ladakh (371)

End of Block: Default Question Block

Healthcare Workforce Survey for Principals of Nursing Institutions in Punjab (Through Baba Farid University of Health Sciences)

Start of Block: Default Question Block

Q1

Healthcare Workforce: Survey for Principals/Faculty

Indian Nursing Council joined hands with NSDC International (part of India's largest skill development eco-system) to support Indian Nurses to get promising international employment opportunities in destination countries like the UK, US, Australia, Canada, Germany, Singapore, GCC Countries, etc. through several joint initiatives and programs. Both organizations acknowledge the importance of designing a robust system of skilling Nurses from India to enhance overseas migration outcomes. NSDC International is receiving huge job demands for Nursing professionals from several reputed employers across the globe and further aims to connect Indian Nurses to grab these international opportunities to shape their careers. To understand the aspirations, eligibility, and readiness of the Nurses, we have created a short survey through which we are aiming to get relevant information about the nurses to support them further in connecting them directly with international employers or preparing them for international jobs. We encourage you to fill out this short questionnaire, which takes about 7-8 minutes so that we can support your students.

Q2 Name

Q3 Name of the college/university/institution

Q4 Department

Q5 Designation

Q6 Gender

☐ Male (1)

☐ Female (4)

☐ Prefer not to say (5)

Q7 Email id

Q8 What course is offered at your institution?

- ☐ ANM (1)
- ☐ GNM (6)
- ☐ B. Sc Nursing (7)
- ☐ Post Basic B.Sc Nursing (8)
- ☐ M. Sc. Nursing (9)
- ☐ All of the above (10)

Q9 Do you support overseas placement for your students for better career opportunities

- ☐ Yes (1)
- ☐ No (2)

Q10 Number of final-year students in your nursing program

- ☐ Less than 50 (1)
- ☐ 50 to 100 (2)
- ☐ 100 to 200 (3)
- ☐ More than 200 (4)

Q11 Number of total nursing students passed out during the last two academic years from institution

- ☐ Less than 100 (1)
- ☐ 100 to 200 (2)
- ☐ 200to 300 (3)

☐ More than 300 (4)

Q12 How soon can you share the details of alumni Nursing students

☐ Less than a week (1)

☐ One to two weeks (2)

☐ More than two weeks, specify (3) _____

Q13 Would you like to open a language training center in your college

☐ Yes (1)

☐ No (2)

Q14 In your opinion, which occupation is in high demand in the healthcare sector in foreign countries?

☐ Doctor (1)

☐ Nurses (2)

☐ Paramedical staff (3)

☐ Pharmacist (4)

☐ Lab-technicians (5)

☐ Any other specify (6) _____

Q15 Among the above-mentioned occupations, is there any course related to healthcare (in India) that is recognized for overseas employment through work permits:

☐ Yes (1)

☐ No (5)

☐ If yes, specify (7) _____

Q16 If not, specify the bridging courses that can fill the gap

☐ Technical programs (1)

☐

Language programs (4)

☐

Culture learning programs (5)

☐

Any other, specify (6) _____

Q17 Do you think the students will join the bridging program on healthcare in India if it started with a focus on work permits for overseas employment?

☐

Yes (1)

☐

No (9)

Q18 If abroad, what is your students' preferred destination? (select only one country)

- ☐ Germany (1)
- ☐ United Kingdom (312)
- ☐ Australia (313)
- ☐ New Zealand (314)
- ☐ France (315)
- ☐ Singapore (316)
- ☐ Japan (317)
- ☐ Canada (318)
- ☐ United States (319)
- ☐ Gulf Countries (320)
- ☐ Others, specify (321) _____

Q19 Mention the reasons for your students' choosing their preferred destination. (1) Rank in order of importance. (2) Drag the reasons for students choosing their preferred destinations.

- _____ For the monetary benefit (4)
- _____ Have relatives abroad (7)
- _____ Culture of the selected country is favorable (8)
- _____ For better quality of life (9)
- _____ Better career opportunities (10)
- _____ Limited job and growth opportunities in India (11)
- _____ Better health care infrastructure in foreign countries (12)

Q20 In your opinion, what challenges are healthcare workers facing while migrating to a foreign country? (1) Rank in order of importance. (2) Drag the challenges faced by the healthcare workforce for migration to foreign countries.

- _____ Process of migration is complex (1)
- _____ It takes too much time to process (8)
- _____ Lack of trust in the agents involved (9)
- _____ The cost involved is too high (10)

Q21 Are your students ready to invest in a cost-effective healthcare skilling program in India to obtain a work permit for their preferred destination?

☐ Yes (1)

☐ No (2)

Q22 If yes, what are the sources of funds/ financial support for your students

☐ Funds arranged by the parents through their savings (1)

☐ Funds arranged by selling or mortgaging the land or property (6)

☐ Funds arranged through "Skill Loan by NSDC" (7)

☐ Funds arranged by Parents through moneylenders (8)

☐ Any other (Please specify) (9)

Q23 If yes, please choose the fee affordability of your students through "Skill Loan by NSDC" for a healthcare skilling program in India to obtain an overseas work permit (in INR).

☐ Up to 1 lakh (1)

☐ More than 1 lacs to 3 lacs (13)

☐ 3 lacs - 6 lacs (9)

☐ Above 6 lakhs (11)

Q24 Would the students prefer to enroll in a less time-consuming course that helps in easier migration and visa clearance?

☐ Yes (1)

☐ No (2)

Q25 Would your students be ready to invest in a cost-effective skilling program in the healthcare sector to obtain a work permit for their preferred destination?

☐ Yes (1)

☐ No (2)

End of Block: Default Question Block

Annexure XIII

Annexure number XIII



Dr. Chandan Chowdhury

11 March 2024

Principal Investigator
Study on Healthcare Workforce
Senior Associate Dean & Practice Professor (Operations Management and Information Systems)
Indian School of Business

Subject: Request for a report on the healthcare workforce

Dear Professor Chandan,

The Indian government aims to position India as a global leader in skills development. Over the past 2.5 years, you have conducted commendable research to develop a robust model to facilitate overseas migration so our youth can access job opportunities abroad.

Aligned with the vision of NSDC International, our objective is to establish Indian as a preferred source of skilled and certified workforce worldwide. This endeavor echoes the vision of our Honorable Prime Minister to elevate India as the Skill Capital of the World.

In reference to our email dated September 24, 2023, we extend our gratitude for your agreement to undertake systematic research to assess the career aspirations of healthcare sector candidates seeking opportunities overseas, including their preferred countries of destination. We request you submit your research finding/report as soon as possible, synthesizing insights derived from the responses of the healthcare workforce.

For NSDC International

Ajay Kumar Raina
Chief Operating Officer

NSDC International Limited

Regd. Office: 5th Floor, Kaushal Bhawan, New Moti Bagh, New Delhi - 110023
T: +91-11-71600050 F: +91-11-71600060
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Annexure XIV

From: ramanjindal09@gmail.com

To: contact@idp.com, "harjotsingh" <harjot.singh@idp.com>, "hariparkash" <hari.parkash@idp.com>, canada@idp.com, "sanianayyar" <sania.nayyar@idp.com>, "seemasethi" <seema.sethi@idp.com>, idpcanada@idp.com, "info hyderabad" <info.hyderabad@idp.com>

Cc: "Office of Advisor Skill Development Punjab" <advisor.sdte@punjab.gov.in>, sambhalesar@gmail.com, pm@pm.gc.ca, "FIRST SECRETARY PIC" <pic.ottawa@mea.gov.in>

Sent: Wednesday, March 2, 2022 8:33:31 PM

Subject: Urgent need of refund in this week.

Respected Authorities,

Greetings of the day!!

My self Nisha Rani, International Student of M College of Canada who got rejection after waiting for final decision on study permit application after 1.5 year.

Plz return my refund from IDP within this week because the pain is beared by me from last 2 years lead to force me to end life.

IDP is responsible for this now, plz return my refund near about 9 to 10 lakh according to Indian currency.

I applied for M College from IDP LUDHIANA from Harmeet Kaur Counsellor, for May Intake 2020 and, paid \$14, 852 in February 2020, applied for CAQ which was recieved by me in May 2020 owing to that, deffered the course from May to September 2020, lodged my application for study permit on 25th June, 2020 got AIP on 3rd September in 2020 and, started online classes from the 1st week of November, 2020 to 14 August, 2021 and, on 14 August, 2021, got rejection and, applied for refund on 13 September 2021.

The online classes attended by me while keeping in mind the refund policy which is in my favour indicates that, full tuition fee will be refunded in case of rejection though, I attended online classes.

Now, waiting for refund amount from last 6 months also,

I am not able to handle more stress, plz send refund to me asap.

Plz send claim form to me so that, I will be eligible to fill the form and, to submit it on time.

I am sending request to all of you, plz come forward to assist me in this painful period by returning refund amount in this month lead not only to get relief from psychological stress but also to pay bank loan on time which was taken by my family to submit tuition fee, before 2 years ago.

I have sent refund documents by courier twice before 2 months ago and, legally eligible to receive refund amount according to Quebec province law.

I truly believe that, you will all do something for me to help this single parent girl child who is at the stage of committing suicide while suffering from financial crisis and, from unbearable pain from last 2 years.

It is my fundamental right to receive my refund, that's why, to maintain the dignity of your nation, plz support me in this period.

Plz do justice with me by returning refund amount in this month.

I do not need professional treatment to get relief from psychological harassment but, I need my refund at urgent for which, I am sending request from last 5 months.

For the College authorities, it is not difficult to arrange refund, if you want to help one girl child who is feeling helpless and, depressed and, want to leave this world to end this waiting pain for refund without any fault.


Plz reply to me asap and return my refund amount in this month lead to set historical example at the global level where, all come together to save one life by timely payment to her to get relief from psychological stress.

I am holding hands in front of you with watered eyes, plz do not break my last hope.

Plz return my refund in this month.

I have sent complaint to Ministry of Education while following the link which was given by you to me for immediate assistance and the complaint number is 15898 is given by them.

I am holding hands in front of you with watered eyes to help me to receive my refund \$ 14852 within this week either from the College or from the Quebec Government or, from IDP LUDHIANA from where I lodged my [file.as](#)

An advertisement banner with a dark blue background. It features two cartoon astronauts on the left and right, one holding a flag. In the center, the text reads "Claim your space in the digital world".

file.as - Domain Name For Sale | Dan.com

I found a great domain name for sale on Dan.com. Check it out!

file.as

, the psychological harassment is tolerated by me from the last two years lead to force me to end life.

The grounds of returning refund-

M College of Canada, known as Designated Learning Institutions directly indicate that, authorized by Canadian Government. So, it is the responsibility of Canadian Government to return refund asap because authorization is given to Colleges by Canadian Government.

Also, on the official website of IRCC, clearly mention that the refund from DLI Colleges ought to be returned within month but, approximately from more than 6 months, I am waiting for refund along with these, as an International Student has paid near about \$14,852.

In addition to these, I also, has sent documents by Courier, twice, where, according to Quebec Province law, it is mandatory for Colleges to return refund within twenty days, but, unfortunately, I am still waiting from couples of months after receiving confirmation of receiving refund documents by courier.

Even, the Colleges went under CCAA protection after receiving refund documents through courier.

Now, as an International Students, I am legally eligible to receive refund within days from Colleges.

I want refund, even with interest which is paid by middle class family, need to pay back to bank on time.

Though, there is no solution to do justice with me, whose time, efforts and investment has burned by IRCC and, College.

But, atleast, return the refund within days for which I am waiting from more than 6 months.

I hope, you will listen the painful voice of International Student and,help us to get justice with me, asap.

Hope so, you can feel my pain as a human being and, will coordinate with Education Ministry of Quebec to help me to recieve refund within this week.

I will wait for positive reply.

Thanks,

Nisha Rani.

Student- id- NISN050394

Course- ECE- Fast Track- Fall intake- 2020.

College- M College of Canada.

Feel Depressed and Harrased

Want Justice asap.

Waiting for refund from more than 6.5 months