

## **1. Program details**

### **1.1. What is this program all about?**

Non-Banking Financial Companies (NBFC) sector is growing and competes for talent with Banks and Insurance companies, within the Banking Financial Service & Insurance (BFSI) sector. There is a need to build a pipeline of suitable graduates who can be absorbed in different roles by NBFC companies – in business development to market loans and in recovery to recover instalments from defaulting loan-takers. This program is a fully-funded training program by Mahindra & Mahindra Financial Services Ltd. (MMFSL) as part of its Corporate Social Responsibility plans, with an objective of getting youth ready for select roles in NBFC sector. MMFSL has committed to absorb some of the candidates (estimated at about 50%), who successfully complete the course and get certified, subject to vacancies. Indian Grameen Services (IGS) is the partner of MMFSL to mobilize trainees and manage the project. DNA Training Academy Pvt. Ltd. (DNA), a 24 years-old recruiting & training company is the training partner, and will also try & place others who are not absorbed by MMFSL.

### **1.2. Why should I join this program?**

Growth in India is taking off and the Indian economy is likely to be the fastest growing major economy in the world during 2015-16, with a growth rate of over 7.5%. A huge demand is expected for vehicles for agricultural purposes and personal transportation purposes, especially in rural India and smaller cities & towns. NBFC companies compete with banks to offer loans to small business owners, farmers, and retail customers for automobiles & two-wheelers, personal loans etc. RBI has started bringing down the rates of interest and slowly and surely. With this consumers have begun taking loans at higher levels compared to last few years, when they were unsure of the economy. MMFSL would like to invest in the youth of country to acquire knowledge and skills to take up job openings with NBFC companies. It has structured a Job-Oriented Training program for making youth from Bihar and East U.P. ready for a Business Development and Loan Recovery roles. By joining this program, unemployed youth will get trained free-of-cost to play one of the two roles and be offered placement assistance with MMFSL or other NBFC companies, subject to their successful completion of the program. This could be the start of a successful career in the BFSI sector for youth in these two locations.

## 2. Training

### 2.1. What is the training all about?

The training is broken up into 2 phases. Phase 1 will be Basic Training and introduce the trainees to NBFC sector, the major players, the customers they cater to, customer needs, products available, how are the products marketed and how are loans recovered. Basic role induction for the business development and loan recovery would be covered.

Phase 2 training will be intense role induction and will cover detailed processes followed by typical NBFCs. It will also cover skill drills using simulations so that trainees are familiar with real life situations on the ground once they take up the role and are adequately prepared to face situations. MMFSL has kindly agreed to share some of their internal training content to ensure that trainees are prepared to face actual reality.

### 2.2. What is the duration of training?

Phase-1 training is for a week and similarly Phase-2 training is again for a week. The program will commence from Monday morning and end on Saturday evening. There will be an end-course assessment either on Saturday evening or Sunday.

### 2.3. What will I learn?

Phase-1 training covers the following modules:

Introduction to Financial Industry	Introduction to Indian Financial industry
Key terminologies and definitions	Introduction to Automobile Finance in India
Introduction to Vehicle Finance products	Basics of Selling
Basics of Credit	Key Terms and Definitions
Funding norms and Customer categorization	Funding process and documentation checklist
Collections and Recovery Process	Legal Processes
Soft skills required to succeed	

Phase-2 training covers the following modules for the Business Executive role:

Introduction to a typical NBFC Company
Role Clarity
Typical Products offered by an NBFC Company
Business development process including Skill Drills
Final evaluation & Certification

Phase-2 training covers the following modules for the Recovery Executive role:

Introduction to a typical NBFC Company
Role Clarity
Typical Products offered by an NBFC Company
Loan Recovery process including Skill Drills
Final evaluation & Certification

### 2.4. How will I learn?

There will be classroom-training sessions for 8 hours every day from 9 a.m. onwards. These sessions would include presentations by Faculty, Interactive sessions, Role-plays & simulations, Teach back sessions by trainees, group activities among other methods to help

you learn. You will be provided with a detailed Learner Guide that gives you key learning and where you can also take your notes. This will help you be successful in playing your role the first few days once you take up a job. The responsibility for learning will be completely yours and the amount of learning you manage will be entirely up to you.

**2.5. Who will be training us?**

Trainers who understand the NBFC sector & the roles, and have been certified by DNA & MMFSL to be trainers for this program will be conducting the session. They will be bilingual – while the training will be largely done in English, they will also be able to train in the local language of the region, i.e. Hindi.

**2.6. What will be the batch size?**

Phase-1 Batch size will be between 25 – 35 trainees. Phase-2 batches will be much smaller between 10-15, to ensure that intensive training is provided by increasing the teacher-student ratio.

**2.7. Will there be Assessments?**

You will be assessed daily on your absorption of the learning of the previous day. Post assessment feedback and doubt clarification sessions will help you learn better. An End of Phase-1 Course Assessment will be conducted by MMFSL on the learning imparted during the course to certify you. A similar process will be followed during Phase-2 training before certifying you to play the role of either Business Executive or Recovery Executive.

**2.8. Will I get a Certificate after the training?**

Yes, you will get a joint Certificate from MMFSL, IGS and DNA for successfully completing Phase 1 and / or Phase 2 programs.

**2.9. Who are eligible for Phase-2 Training?**

Only those who successfully complete Phase-1 are eligible for Phase-2 training. After the MMFSL Assessments are over, IGS & DNA will publish a list of trainees who are eligible to attend Phase 2 training. This will be based on aptitude for playing one of the two roles – Business Executive and Recovery Executive. While your interest for playing the role will be taken into consideration, IGS & DNA will be the final decision maker on if you are fit to attend Phase 2 training and which role you are better suited to play. The Trainer's inputs will be factored in along with your profile and aptitude, evaluated earlier.

### **3. Rules during the Training**

#### **3.1. What is the attendance norm?**

You are required to have 100% attendance during the training period, as even one day's could mean that you will learn less than the others in the class. You may not be able to pass the Certification test in such a case.

#### **3.2. Can I take leave?**

Yes, you can take leave of absence, after approval from the Trainer. Leave of absence may be granted on the grounds of sickness or personal exigencies. You will be responsible for making up learning on lost lessons and no special consideration will be given to you during assessments. In case you need more than 1 day's leave for whatever reason, we recommend that you drop out and we will make efforts to get you to attend the next batch that is scheduled. If you are absent without informing the trainer, we reserve the right to summarily dismiss you from the program.

#### **3.3. Safe upkeep of the facilities**

You are required to maintain the training & residential premises during the program. You will be held responsible for any damage caused to any of the facilities and this will be recovered from you. On causing any serious damage to the facilities, the Trainer is authorised to summarily dismiss you from the program.

#### **3.4. Unacceptable behaviours that will lead to summary termination from the program**

- 3.4.1. Smoking in the training area & lodging area is strictly prohibited.
- 3.4.2. Drinking in the training area & lodging area is strictly prohibited.
- 3.4.3. Causing noise beyond 10 p.m. in the residential area.
- 3.4.4. Repeated late coming to the training session.
- 3.4.5. Disrupting the training sessions by distracting other learners or the trainer.
- 3.4.6. Fighting with other learners, the trainer or the housekeeping staff.
- 3.4.7. Passing unacceptable comments to or unacceptable behaviour towards any person of the opposite gender or people of other religion/caste.

#### **4. Costs**

##### **4.1. What will I have to pay for the training?**

The training program is fully funded by MMFSL and you do not need to spend any money on Training or Lodging & Boarding during the Training duration.

##### **4.2. What other expenses will I need to incur?**

You will have to spend your own money to travel to report for the training to the training location and return to your hometown. You will need to fund your own money for laundry and any small purchases you may wish to make. The amount required will have to be estimated by you, based on your own lifestyle.

##### **4.3. In case I need to fund it, will you arrange for a loan?**

Since the training is fully funded, along with Boarding & Lodging, there is no provision to provide for any loans for covering your expenses.

## **5. Job**

### **5.1. Will I get a job after training?**

MMFSL has kindly agreed to absorb certified candidates from Phase 2 training, subject to vacancies. It is estimated that around 50% of the batch from Phase-1 training will be absorbed by MMFSL. DNA will try & arrange to get placements for the other trainees from Phase-1 & Phase-2 with other customers in the NBFC sector as well as Banks and Insurance companies, who may be willing to consider such trained youth.

### **5.2. What will be the salary?**

The gross annual salary with MMFSL will be Rs. 137,865 (Rupees One Lakh Thirty Seven Thousand Eight Hundred Sixty Five only) or Rs. 150,000 (Rupees One Lakh Fifty Thousand Only) on a Cost-to-Company (CTC) basis. The CTC Salary includes a company contribution of Rs. 5782 for Provident Fund (PF) and Rs. 6539 towards Employee State Insurance Coverage (ESIC). The salary levels at other companies are at similar levels with some minor differences. These will be detailed at the appropriate time.

### **5.3. What will be the deductions from my salary?**

For those joining MMFSL, an amount of about Rs. 550 will be deducted from your gross salary and a matching contribution done by MMFSL every month and deposited in your Provident Fund (PF) account. At the current salary levels, a sum of about Rs. 1090 will be deposited monthly and this will earn interest from the Government at interest rates announced from time to time. This is at 8.2% at present. The PF is meant to help you save up for the long term to help you manage sudden money requirements. This is a mandatory deduction as per the law. An approximate sum of Rs. 200 will be deducted from your monthly gross salary towards ESIC and this amount along with an approximate sum of Rs. 545, totalling to about Rs. 745 will be paid by MMFSL monthly towards ESIC coverage. This will help you and your family members, upon being married, to avail of healthcare benefits at discounted to nil fees. This is again done as per the law. The company will help you register with the ESIC. Professional Tax may be deducted when you work in some states and this could be about Rs. 100 – Rs. 200 per month. The deductions at other companies are at similar levels with some minor differences. These will be detailed at the appropriate time.

### **5.4. How much money can I take home, after deductions?**

Your net take home monthly salary will be approximately Rs. 10,500.

### **5.5. Are there any other benefits provided by the company?**

If you join MMFSL, you will be eligible for Rs. 300 p.m. towards mobile telephony reimbursements and conveyance reimbursements at actual at the rate of Rs. 2.50/k.m. travelled. You will be enrolled in the company's Group Life Insurance scheme. The benefits at other companies are at similar levels with some minor differences. These will be detailed at the appropriate time.

### **5.6. What incentives can I make? What are the performance criteria for incentives?**

As a Business Executive, you can earn incentives once you cross 14 bookings in a month. These range from Rs. 1,600 to Rs. 5,000. Additionally you can make incentives of Rs. 75 for every case for which you submit Post-Disbursement Documentation. As a Collections Executive, you can earn an incentive per Rs. Lakh collected, which is capped at Rs. 5,000 per

month. Detailed conditions attached to incentive disbursements and more information on this will be shared during the company induction.

**5.7. Where will I be posted?**

The company you join determines where you will be posted, while every effort is made to place you in your hometown or as close as feasible. At present the company has vacancies across your state.

**5.8. Is there a probation period?**

Yes, there will be a 6-month probation period. On successful completion of the 6-month period with desired levels of performance, your services will be confirmed in the services of the company. If your performance is unsatisfactory at the end of 6 months, the company may choose to extend your probation period.

**5.9. Who are the employers that DNA will try for a job for me?**

Besides MMFSL who are the sponsors of this training program, DNA works with many NBFCs, including Cholamandalam Finance, L&T Finance, Tata Finance among others. DNA also works with leading Banks such as Axis Bank, HDFC Bank, IndusInd Bank among others and leading Insurance companies such as Birla Sun Life Insurance among others. Depending on the vacancies available in your state at that point in time, DNA will make all efforts to get those certified and interview.

**5.10. Is there any stipend paid to me during training? If yes, how much?**

No stipend will be paid during the training program.

## 6. Role

### 6.1. What is the role that I will be playing if I get the job? Title / Designation?

There are two roles initially that are on offer based on this program – Business Executive and Recovery Executive.

The Business Executive role involves the following:

- To ensure generation of customer leads from Dealer network.
- Meeting customers & explaining loan product details & financial schemes.
- Ensuring collection of documentation & coordinating with MMFSL branch Manager for file processing for sanction of loan.
- Coordinating with accounts for processing the disbursement of approved agreement.
- Ensuring collection of Post-Disbursement Documentation (PDD) from dealer & depositing the same to branch accountant.

The Recovery Executive role involves the following:

- Collection of Equated Monthly Instalment (EMI) from the customers.
- Collection of any other dues from the customer.
- Field Investigation of the cases forwarded by the business executive and filling up required forms to verify credit worthiness.
- Timely submission of any cash collected from the customer in the office.

### 6.2. What will I be responsible for?

As a Business Executive you will have targets to meet to generate new leads, close contracts and gather and submit PDD.

As a Collections Executive you will have targets to meet for collections and Field Investigations.

### 6.3. What is difficult about this job? What is easy about this job?

- Business Executive Role
  - What is difficult
    - Field visits to dealers as that is where leads can be generated
    - Selling to customer in a competitive market
    - Meeting targets set
  - What is easy
    - Selling loans to people who need them is easier than selling anything else
    - If you build a good relationship with the dealer, he will pass on more leads to you
    - If you build a good relationship with a customer, he will pass on references to you
- Collections Executive Role
  - What is difficult
    - Need to collect cash from defaulting customers
    - Need to manage difficult customers and collect
    - Need to manage customers in distress and still collect
  - What is easy



- The vehicle is hypothecated to MMFSL, so there is security; most customers would not want to default & pay up when approached

**6.4. What are the targets that I need to face?**

These will be detailed during the Advanced Training program. Incentive payouts are linked to this.

**6.5. Who can succeed in this role?**

Those who like interacting with others, have a number of friends, like meeting with strangers, have good communication skills and are result oriented would do well in the Sales role. Those who are process driven, like to enforce rules, are persistent, are not easily diverted from their purpose are likely to do well in the Collections role. This evaluation will be done during pre-assessment for training as well as during Phase 1 training formative and summative assessments. Based on this, learners will be streamed into advanced training for the two roles.

## **7. Career prospects**

### **7.1. What are the career prospects post training?**

Those who have been absorbed by MMFSL can build a long-term career with them. Those who have not been placed with MMFSL, DNA will try & get placements with other NBFC, Bank and Insurance customers. The BFSI space in India is growing along with the economic growth and is expected to become the 5<sup>th</sup> largest BFSI industry in the world by 2020, according to KPMG. New players are entering the market and long-term career growth in BFSI segment is excellent. There are over 12,000 NBFCs registered with Reserve Bank of India and even if DNA is not able to find you a job with some of the national level companies, you may be able to find a job for yourself with a smaller NBFC in your town or district.

### **7.2. What is the growth in the industry?**

NBFC segment went through a tough phase between 2008-2013 along with the global banking slow down. Along with the Bank's recovery and the automotive sector recovery, NBFC companies have started performing better now and started reflecting growth in their business. Going forward they are expected to grow faster than Banks in India.

### **7.3. Will there be jobs going forward in this sector?**

KPMG has created a report for the National Skills Development Corporation, a Government body that manages the skilling of India. This report estimates that nearly 5 lakh jobs would be added to the BFSI segment between 2013 to 2017 and a further 7 lakh plus jobs in the next 5 years to meet the growth plans of companies in the BFSI sector. While there may be some periods when companies do not recruit, the overall trend for hiring is expected to remain positive.

### **7.4. What is the next role that I can play?**

#### **7.4.1. On promotion?**

Based on your performance and vintage in the company, you can become a Team Leader next with some Executives reporting to you.

#### **7.4.2. As a lateral transfer?**

You can take a transfer to a Collection Executive or a Business Executive, as the case maybe. This will be only if you are found suitable to play that role.

### **7.5. If I want to exit this sector, where else can I go and work?**

For those who take on the Business Executive role, they can easily move into Banks or Insurance companies. They may also fit roles in other service sectors such as Telecom, Retail, e-Commerce among others. For those who take on the Collections Executive role, they can easily move into any organization that has a need to recover money from customers.

## **8. Stay Arrangements**

### **8.1. Is the program residential?**

Yes, this program is residential. Even if you have a residence in the city where the training is being conducted, you are expected to stay together with the other trainees in the facility provided. A number of team activities & homework will need your presence on the training campus.

### **8.2. What will be the arrangements made for my stay?**

You will be provided with a non-air conditioned twin- / triple- / quad-occupancy room in a campus sort of environment. You will be provided with beds and a cupboard to keep your belongings. The rooms will be functional and serviced periodically. You are expected to keep the room clean and maintain the facilities provided in the room. The room may or may not have a toilet attached to it. All meals will be provided during the stay at the facilities and the meals provider will fix the menu, which is not negotiable. Some of the meals will be buffet style, while some would be sit-down, express meals. You will not be able to request for any special meal or additional food items, even if you are willing to pay for it.

### **8.3. Do I need to spend any money?**

You will not have to spend any money on the stay or food. However, you will need to make your own to & fro travel arrangements from your place of residence to the training venue. You will also have to arrange for your own laundry and any incidental expenses you may wish to incur.

### **8.4. Will you have separate arrangements for women?**

Not all training venues would have separate arrangements for women. Please consult with DNA's recruiting team and confirm before accepting the assignment.

## **9. Eligibility criteria**

### **9.1. What are the basic educational qualifications to apply for this program?**

You must be a graduate at the minimum; any graduation will be accepted. MBAs are encouraged to apply, though there would be no difference in salaries. Based on their performance they may have a faster career progression. You need to be a pass out from the 2015, 2014 or 2013 pass-out batch.

### **9.2. What documents are required for me to apply?**

We will need copies of your Xth Standard, XIth Standard, Graduation Certificates and Mark sheets along with address proof, ID proof at the time of application. Our recruiters will verify against the originals and return the originals to you and retain the verified copies. We will also need a copy of your latest CV.

### **9.3. Do I need to deposit any money? If yes, how much?**

No, you need not deposit any money to apply for this program. During the interview you will need to sign a form saying that you have not paid any money to anyone from DNA or DNA's sourcing partner to process your application. If it is found at a later date that you have paid any such fees, DNA reserves its rights to remove you from the training program and if required advise MMFSL or any other employer that DNA may have placed you that you made a payment to someone to secure admission for this training. Your employer at that time may remove you from the rolls of the company for having violated this rule.

### **9.4. Do I need to deposit any certificates? If yes, what are the certificates that I need to deposit and for how long?**

No, you do not need to deposit your certificates for being trained under this program. We would like to place you with MMFSL, the sponsors of this program or some other customer of DNA. Some employers will have their own policies on this subject and you are free to accept or reject an offer that requires you to deposit certificates.

## **10. Hiring Process for the Training Program**

### **10.1. How will you be selecting people for the program?**

The selection process involves soliciting applications online. Based on the minimum criteria announced, we will shortlist candidates for an Aptitude Test that also involves a psychometric test. Based on your performance on this test you will undergo a short interview by DNA recruiters on your motivation to join this program and your fitment. Post this you will be invited to attend the training program. We will keep some candidates on stand by mode for any dropouts from those offered. Stand-by candidates will automatically qualify for the next batch and would be invited to join the next batch without any further interviews.

### **10.2. Are there tests? If yes, how should I prepare for it?**

Yes there will be tests. You cannot prepare for the psychometric test. The aptitude test will cover your ability to do simple math, understand Basic English and some ability to reason & analyse. This will be similar to any MBA test that you may have gone through.

### **10.3. How many trainees will you be selecting?**

Batches would be running through out the year. Initially, we plan to hire between 60-70 trainees for 2 concurrent batches to commence from the 29<sup>th</sup> of June for Phase 1 training. Those who certify from this will be shortlisted for Phase 2 training and streamed to one of the two roles – Business Executive or Collections Executive. We expect that around 50% of the batch will get qualified for Phase 2 training on an average, based on our past experience. This will be strictly determined based on the assessments done during the program and how well the trainee has picked up the learning. You are requested to pay attention in the class, be regular with your learning, participate actively in role plays and do your home work seriously to ensure that you move on to the Phase 2 of the program.

## **11. Selection process for the Job**

### **11.1. Who will you shortlist for interviews?**

Only those who have fulfilled the conditions of the program – attended sessions, performed well in continuous assessments and been through the final certification will be allowed to attend interviews with MMFSL. Most trainees from Phase 2 would be employed by MMFSL, except when there are no vacancies or you do not perform well during the interview with MMFSL executives.

### **11.2. What is the process that will be followed for selection?**

All candidates eligible for an Interview will be intimated on the last day of training. At the time of this selection, you would need to share 2 references in a structured form that will be used post the Interview. MMFSL executives would be visiting the training venue on the next day of training completion to interview your candidature for a placement with them in one of their branches.

### **11.3. What if I do not get a job during the placement drive?**

If you do not get a job with MMFSL for whatever reason, DNA will arrange to get an interview organised with one of its customers, subject to your meeting their criteria. While every effort will be made to get you a placement, this is not a guarantee and you need to do well during the interview. You may also have to compromise on your place of posting and compensation, as these would be aligned with such customers' needs.

### **11.4. Will DNA call me for other job opportunities?**

Yes. Once you have been through this training program, your details will be available with DNA on its database. If you have already been placed with MMFSL or any of the other customers, DNA recruiters will not contact you till such time as you are employed with them, as our code of conduct does not permit it. For those who were not placed post training, DNA recruiters will be in touch with you on opportunities that arise from time to time and will process your application, if you were found to suit such a role and you are interested in that role in the location where a vacancy exist.