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## HOW TO – CREATE A CAMPUS RECRUITMENT PROGRAM FOR LOAN OFFICERS AND MANAGERS IN OPERATIONS / SUPPORT FUNCTIONS

The information in this Section will help you to design and rollout a campus recruitment program. Here's an overview of the information that you will find in this section:

- How do I know if the organization should invest in a campus recruitment program?
- Familiar Phrases
- Setting up a Campus Recruitment Program – A quick overview of the process
- Campus Recruitment for Loan Officer and Branch Managers
- Campus Recruitment for Branch Managers and other Managerial Positions
- Group Discussion including indicative topics for the GD

### How do I know if the organization should invest in a Campus Recruitment Program?

- Do we have a large number of entry-level positions where work experience is not critical – such as loan officers?
- Do we have positions where we would like to recruit talent from Business Schools or specialized courses? Do remember that you should look at campus recruitment typically only if you are looking to fill multiple positions of a similar profile.
- Do we have or are we willing to invest in building a robust training program to train / integrate campus recruits with their roles and the organization?
- Do we want to build our brand as an employer amongst certain target audiences

### Familiar Phrases

**Pre-placement Talk** – This is a presentation or talk that your organization would give at the college to introduce your organization and the jobs that you are offering to the students and the faculty members. This talk typically covers information about the organization, the work it does, the jobs you are offering and why the students should consider your organization for employment. The talk is followed by a Q&A session. Organizations also host a tea / coffee session that allows students to informally approach members from the organization for questions / clarifications

**Campus Placement Program** - Some colleges and institutions invite companies and organizations to visit their campus during a designated period each year to interview and select students for jobs. The campus placement season is normally in the last 6 months of the course. It could either be a weeklong activity or split over a few weeks (some colleges invite companies for campus interviews over weekends for about a month or so). Students normally decide the order or preference to be given to companies / organizations during the placement season. Each Company / organization interviews and selects candidates on campus. Some organizations invite candidates to their own organizations for a final round of interviews, but this is not typical.

**Placement Office** – The Faculty and Students of the college / institution manage an office that coordinates the campus placement. All correspondence, scheduling and administrative details are managed by this office. A good place to start if your organization wants to participate in a campus placement program is by getting in touch with the placement office.

### **Setting up a Campus Recruitment Program: A Quick Overview of the Process**

1. Identify the positions you want to recruit from campuses for
2. Make a list of colleges and institutions you would like to consider. Collect information on them and run them by a panel (HR, Senior Managers from the Function you are recruiting for). Shortlist the campuses you want to approach.
3. Visit the campuses and establish a relationship with the faculty. If they have a placement office, discuss scheduling options for campus interviews with them. Share communication material with them about the organization. Invite them to visit your organization (optional)
4. Ask the college / institution to arrange for a pre-placement talk – help them understand why you would like to give a talk to the students and what you will cover during the same. Offer to pay for administrative expenses that they may incur (for instance some may have to hire audio visual equipment for the talk). Leave communication material such as posters that they can display on their notice boards / display boards.
5. Prepare internally for the pre-placement talk – make sure that you have a credible set of speakers who can represent the organization well.
6. At the pre-placement talk communicate the schedule for interviews and details about the interview process. Hand out the application forms and make sure that they are collected by the date specified.
7. If you are short-listing candidates based on their application forms, please communicate the shortlist to the institute. Also communicate your requirements for the interviews – how many rooms will you need for different stages of the process etc.
8. Complete the campus interviews and communicate the offers to the selected candidates

**Campus Recruitment for Loan Officers / Branch Managers***(Download Application Form for Loan Officers; Application Form for Branch Managers)***Identify Colleges**

- Choose colleges in the same region (4-5 colleges in each region)
- Look at the Directory of Colleges. Also consider Vocational Training Institutes, Evening / Community Colleges

**Establish Relationship**

- Meetings with the colleges - the Dean / Campus Recruitment Coordinators / Faculty
- Share an overview of the organization; Understand their recruitment cycles; Identify number of students passing out every year Discuss details of logistics and timing for campus interviews; identify eligibility or criteria for students to apply for the job (relocation, travel etc)

**Pre-Placement Talk**

- Presentation by a Senior Member in Operations
- Informal Tea / Coffee Session to meet with students
- Preplacement talk should cover: History of the organization; Products and Services; Vision and Values; Key Milestones; Profile of the Management Team; Profile of the role ; Training Offered; Careers and Compensation

**Application Forms**

- Shortlist resumes based on criteria identified; The HR team screens candidate resumes for their profile in terms of defined criteria for the role. For ex – willingness to relocate etc
- Typical criteria - Consistent academic performance; Reasonably good academic performance; Participation / initiatives in extra-curricular activities would be a differentiator; Achievements/ honours received

**Preliminary Selection**

- Could be general aptitude test to test analytical, mathematical and verbal ability
- A Group Discussion is recommended to observe communication, initiative and interaction ability

**Final Interview**

- Should be a panel interview
- Focus should be competency based interviewing and validation of functional skills; Decision to hire should be made in this interview

**Selection and Offer**

- Handover offer letters with joining dates
- Invite the candidates to visit the organization and the field before they accept (optional)

**Communicate**

- Keep in touch with candidates who accept the offer

## Campus Recruitment for Area Managers and other Managerial Positions

*(Download Application Form for Area Managers / Others Managers – Campus Recruitment)*

### Identify Colleges

- Identify colleges which are most suited to hire from ; Build brand image for MFI as an industry and the organization
- Some colleges and courses that offer MFI courses are
  - IIFM is offering an elective on Micro Finance in its PGDFM programme; XIMB is currently offering an elective on Micro Finance in its PGDRM programme and plans to offer a second elective soon; IRMA is currently offering a part elective on Rural Finance Management in its PGDRM programme, which has a major focus on Micro Finance; EDI Ahmedabad offers a course on Micro Finance, Micro Enterprises and Sustainable Livelihood

### Establish Relationship

- Meetings with the colleges - the Dean / Campus Recruitment Coordinators / Faculty
- Make a presentation to the key people in these colleges and cover details about the organization and understanding course cycles and hiring schedules
- Build and maintain relationship with - Placement coordinator; Student coordinator; Student body; Faculty ; Alumni

### Pre-Placement Talk

- Presentation by a Senior Member in Operations
- Informal Tea / Coffee Session to meet with students
- Preplacement talk should cover: History of the organization; Products and Services; Vision and Values; Key Milestones; Profile of the Management Team; Profile of the role ; Training Offered; Careers and Compensation

### Application Forms

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- Typical criteria - Consistent academic performance; Reasonably good academic performance; Participation / initiatives in extra-curricular activities would be a differentiator; Achievements/ honours received

### Preliminary Selection

- A Group Discussion is recommended; this can be used for shortlisting if there are more than 10 candidates.

### Final Interview

- Should be a panel interview with Senior Managers from the Organization
- Focus should be competency based interviewing; Only candidates who clear the preliminary test are called in for a final interview or a decision round with the senior manager from operations. This interview focuses on the validation of the functional skills of the individual and also probes into behavioural attributes. The decision to hire the candidate is made in this interview.

### Selection and Offer

- Handover offer letters with joining dates
- Invite the candidates to visit the organization and the field before they accept (optional)

### Communicate

- Keep in touch with candidates who accept the offer

**Group Discussions – Campus Recruitment**

**Group Discussion**

- A group discussion is a structured/ unstructured discussion amongst the applicants on a relevant issue. It is used to screen applicants out
- A group should comprise of 7-8 people
- The group discussion should last for approximately 15 - 20 minutes
- The group should address each other, not the assessors
- The criteria for evaluating the **applicants** - communication, initiative & interaction ability etc.
- The assessors should make extensive notes during the course of the group discussion
- After the group discussion all the assessors should consolidate their observations on all candidates and decide on which candidates will proceed to the next round

<b>Group Discussion Observation Sheet</b>				
Candidate Name	Communication (Ability to communicate thought process with clarity and in a logical sequence)	Drive for Results (Ability to actively participate )	Interaction ability (Ability to interact, cooperates and supports others)	Proceed to next round Yes/ No

**Selection Criteria – Competencies and Skills you would look for at different stages of Campus Recruitment (Indicative)**

	Loan Officer	Area Manager / Managers
Preliminary Process - Test	Mathematical Ability Analytical Ability Verbal Comprehension	Analytical Ability Quantitative Ability
Preliminary Process – Group Discussion / Individual Presentation	Communication Skills Drive for Results/ Achievement Orientation Interaction ability	Communication Skills Analysis and Problem Solving
Final Interview	Planning or Self Management Skills Drive for Results / Achievement Orientation Learning Ability	Analysis and Problem Solving Drive for Results / Achievement Orientation Learning Ability Functional Knowledge and its application – where relevant

**Sample Questions for the Final Interview**

For Loan Officers	Indicative Questions
Planning or Self Management Skills	<ul style="list-style-type: none"> <li>▪ Tell us about how you plan your day or week</li> <li>▪ What have been some assignments and projects that you have worked on recently? Walk us through one that was challenging or difficult. How did you plan your work? What were the results / outcomes you achieved?</li> <li>▪ Share details of any activity or results you had to achieve at College or elsewhere</li> <li>▪ What are subjects that you have found difficult? How have you worked on this? What were results / outcomes you have achieved?</li> </ul>
Drive for Results / Achievement Orientation	<ul style="list-style-type: none"> <li>▪ Tell us about work / activities that you have enjoyed in the last couple of years. Walk us through some of your achievements in any of these areas.</li> </ul>
Learning Ability	<ul style="list-style-type: none"> <li>▪ What are topics or subjects you found interesting in your areas of study? How did you go about learning about this topic / area? How would you apply this learning in your area of work? How do you think this would apply in your role in our organization</li> <li>▪ Describe a project that you have done in the last one year? How did you apply what you have learnt to the project? What did you</li> </ul>

	learn from the project?
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For Area Managers	Indicative Questions
Analysis and Problem Solving	<ul style="list-style-type: none"> <li>▪ Describe a significant problem that you were confronted with during the past year? What steps did you take to solve the problem? What do you consider to be the cause of the problem?</li> <li>▪ Describe a situation where you thought that the problem had been solved but it recurred? What did you do about it?</li> <li>▪ Can you describe a problem that you were unable to solve?</li> </ul>
Drive for Results / Achievement Orientation	<ul style="list-style-type: none"> <li>▪ Describe a successful project that you have completed in the last one year. Were you satisfied with the outcome? What could you have done to better the results?</li> <li>▪ Relate an experience where you were the only one on whom the success/delivery depended. How did you achieve it?</li> <li>▪ Tell me about a stressful situation that you had to handle. What did it involve? How did you resolve?</li> <li>▪ Can you give an example of a situation in which you were unable to come up to your own standards? What did you do about it?</li> </ul>
Learning Ability	<ul style="list-style-type: none"> <li>▪ What are some of the changes you have seen in the Indian / local economy in the last 1 year? What are the implications of these changes?</li> <li>▪ What are your thoughts on the political climate in the state / country at this point in time? What are the implications of the same?</li> </ul>

**Interview Assessment Form for Loan Officers** [download](#)

**Interview Assessment Form for Managers** [download](#)

**Indicative GD Topics**

**Loan Officer**

- A. It is more important to address the immediate money requirements of the clients rather than build long term earning capability
- B. Giving loans to women is more important/ prudent than giving loans to men
- C. Creating wealth is more important than health & education
- D. Government has failed in helping the poor and private enterprise is the only solution to the perils of poverty

**Area Manager**

- A. It is primarily the Government who needs to set the tone and strategy for eliminating poverty in our country, private enterprise plays a limited a role
- B. Long term social impact of the work of MFIs is a myth
- C. As long as we are creating social impact, top line & bottom line goals are not important
- D. Tying up with corporate like insurance, credit card or FMCG is bringing too much commercialisation into MFI operations and moving them away from their social agenda