

# QUALIFICATIONS PACK - OCCUPATIONAL STANDARDS FOR BANKING, FINANCIAL SERVICES AND INSURANCE (BFSI) INDUSTRY

## What are Occupational Standards(OS)?

- OS describe what individuals need to do, know and understand in order to carry out a particular job role or function
- OS are performance standards that individuals must achieve when carrying out functions in the workplace, together with specifications of the underpinning knowledge and understanding

**Contact Us:**  
022 – 6528 5999

E-mail:  
smita.agarwal@bfsissc.com



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## Introduction

### Qualifications Pack - Debt Recovery Agent

**SECTOR:** BANKING, FINANCIAL SERVICES AND INSURANCE (BFSI)

**SUB-SECTOR:** BANKING

**OCCUPATION:** DEBT RECOVERY AGENT

**REFERENCE ID:** BSC / Q 0701

**ALIGNED TO:** NCO-2004/ NIL

**Brief Job Description:** Debt Recovery Agents (DRA) are representatives appointed by banks and lawful debt collection agencies to act as their agents and make calls or visit debtors to collect payments on any kind of past due bill without violating the regulations implemented by RBI.

Debt recovery agents are also responsible for providing debtors every important detail of their loan's terms & conditions and guide them accordingly for the payment.

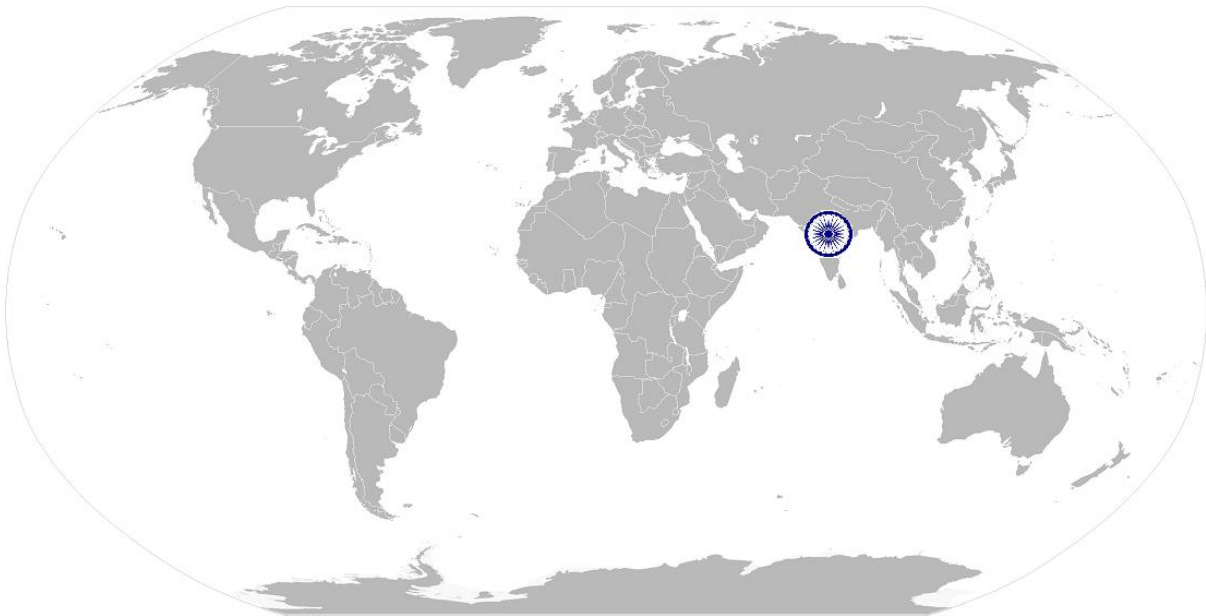
**Personal Attributes:** The individual is required to have good interpersonal and problem solving skills. The individual must be self-driven and organized with their work and act with integrity when performing multiple tasks for the customers

<b>Qualifications Pack Code</b>	<b>BSC / Q 0701</b>		
<b>Job Role</b>	<b>Debt Recovery Agent</b>		
<b>Credits(NSQF)</b>	<b>TBD</b>	<b>Version number</b>	<b>1.0</b>
<b>Sector</b>	<b>Banking, Financial Services and Insurance (BFSI)</b>	<b>Drafted on</b>	<b>05/08/2013</b>
<b>Sub-sector</b>	<b>Banking</b>	<b>Last reviewed on</b>	<b>26/11/2014</b>
<b>Occupation</b>	<b>Financial Inclusion Services</b>	<b>Next review date</b>	<b>25/11/2016</b>

<b>Job Role</b>	<b>Debt Recovery Agent</b>
<b>Role Description</b>	Debt Recovery Agents are responsible for collecting monies which are owed to the parties they represent. Debt Recovery Agent's role embodies professionalism & customer service. They work either on behalf of the company to which the money is owed or as a part of collection agencies (which help companies recover overdue funds).
<b>NSQF level</b>	4
<b>Minimum Educational Qualifications*</b>	10+2
<b>Maximum Educational Qualifications*</b>	Any Graduate (Commerce graduate preferred)/Post-graduation
<b>Training</b> (Suggested but not mandatory)	Training offered by respective organizations recognized by the Indian Institute of Banking & Finance (IIBF) (under the RBI & IBA)
<b>Experience</b>	Experience preferred in the BPO/Call Center industry with a Graduate degree but not mandatory
<b>Applicable National Occupational Standards (NOS)</b>	<b>Compulsory:</b> <b>Debt Recovery Agent:</b> <ol style="list-style-type: none"> <li>1. BSC/ N 0701 - <a href="#">Banking Basics &amp; Products</a></li> <li>2. BSC/ N 0702 - <a href="#">Understanding of Operations in Collections</a></li> <li>3. BSC/ N 0703 - <a href="#">Specific Soft Skills</a></li> <li>4. BSC/ N 0704 - <a href="#">Be aware of various case laws on recovery issues</a></li> </ol> <b>Optional</b> N.A.
<b>Performance Criteria</b>	As described in the relevant OS units

Keywords /Terms	Description
Sector	Sector is a conglomeration of different business operations having similar businesses and interests. It may also be defined as a distinct subset of the economy whose components share similar characteristics and interests.
Sub-sector	Sub-sector is derived from a further breakdown based on the characteristics and interests of its components.
Occupation	Occupation is a set of job roles, which perform similar/related set of functions in an industry.
Function	Function is an activity necessary for achieving the key purpose of the sector, occupation, or area of work, which can be carried out by a person or a group of persons. Functions are identified through functional analysis and form the basis of OS.
Job Role	Job role defines a unique set of functions that together form a unique employment opportunity in an organization.
OS	OS specify the standards of performance an individual must achieve when carrying out a function in the workplace, together with the knowledge and understanding they need to meet that standard consistently. Occupational Standards are applicable both in the Indian and global contexts.
Performance Criteria	Performance Criteria are statements that together specify the standard of performance required when carrying out a task.
NOS	NOS are Occupational Standards which apply uniquely in the Indian context.
Qualifications Pack Code	Qualifications Pack Code is a unique reference code that identifies a qualifications pack.
Qualifications Pack	Qualifications Pack comprises the set of OS, together with the educational, training and other criteria required to perform a job role. A Qualifications Pack is assigned a unique qualification pack code.
Unit Code	Unit Code is a unique identifier for an Occupational Standard , which is denoted by an 'N'.
Unit Title	Unit Title gives a clear overall statement about what the incumbent should be able to do.
Description	Description gives a short summary of the unit content. This would be helpful to anyone searching on a database to verify that this is the appropriate OS they are looking for.
Knowledge and Understanding	Knowledge and Understanding are statements which together specify the technical, generic, professional and organizational specific knowledge that an individual needs in order to perform to the required standard.
Organizational Context	Organizational Context includes the way the organization is structured and how it operates, including the extent of operative knowledge managers have of their relevant areas of responsibility.
Technical Knowledge	Technical Knowledge is the specific knowledge needed to accomplish specific designated responsibilities.
Core Skills or Generic Skills	Core Skills or Generic Skills are a group of skills that are key to learning and working in today's world. These skills are typically needed in any work environment. In the context of the OS , these include communication related skills that are applicable to most job roles.

# National Occupational Standard



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## Overview

**Understanding Banking Basics and Credit Related Products**

<b>Unit Code</b>	<b>BSC / N 0701</b>
<b>Unit Title (Task)</b>	<b>Banking Basics &amp; Loan Products</b>
<b>Description</b>	This OS unit is responsible for demonstrating an understanding of basic banking function and knowledge of credit products.
<b>Scope</b>	This unit/task covers the following: <ul style="list-style-type: none"> <li>• Banking basics with knowledge of various credit products</li> <li>• Structure and basic function of banking</li> <li>• Essential details of e-banking &amp; KYC norms</li> <li>• Recent trends in banking</li> </ul>
<b>Performance Criteria (PC) w.r.t. the Scope</b>	
<b>Element</b>	<b>Performance Criteria</b>
<b>Banking basics with knowledge of various credit products</b>	To be competent, the user/individual on the job must be able to: <ul style="list-style-type: none"> <li>PC1. List the principles of banking, the structure and functions of banking</li> <li>PC2. Differentiate various types of loans and credit products</li> </ul>
<b>Structure and basic function of banking</b>	To be competent, the user/individual on the job must be able to: <ul style="list-style-type: none"> <li>PC3. Detail important features of a bank and approach customers accordingly while collecting dues</li> <li>PC4. Make debtors aware of the type of loan taken and guide them properly to pay off the dues</li> </ul>
<b>Essential details of e-banking &amp; KYC norms</b>	To be competent, the user/individual on the job must be able to: <ul style="list-style-type: none"> <li>PC5. Handle collection cases involving retail banking customers</li> <li>PC6. Disclose the right amount of information to the customers as per bank's regulations and obligations</li> <li>PC7. Help customers and debtors with adequate knowledge of E-banking and KYC norms.</li> </ul>
<b>Recent trends in banking</b>	To be competent, the user/individual on the job must be able to: <ul style="list-style-type: none"> <li>PC8. Be well aware of recent banking trends</li> </ul>
<b>Perform General/ Administrative Tasks</b>	To be competent, the user/individual on the job must be able to: <ul style="list-style-type: none"> <li>PC9. Analyze the changes in banking trends and assume the impact they may have on the borrowers and on the financial institutes.</li> <li>PC10. Prepare and submit all the periodic collection reports to the respective authority of bank or collection agency.</li> <li>PC11. Discuss collection related problems with seniors and supervisors in case of escalation</li> </ul>
<b>Knowledge and Understanding (K)</b>	

<b>A. Organizational Context</b> (Knowledge of the company / organization and its processes)	The user/individual on the job needs to know and understand: KA1. Organizational & ethical standards of financial institutions. KA2. Types and features of various kind of loans and credit products that banks offer to customers KA3. RBI guidelines to proceed with debt collection as per organizational guidelines KA4. Standard operating procedure for performing the recovery agent's function KA5. Banking regulations relevant to the credit products offered to the customers KA6. Legal & regulatory aspects related to debt recovery KA7. The documentation process of collecting due debts as per organizational guidelines. KA8. Risk compliance and risk associated with various credit products. KA9. Types of customer segments and their suitability to products they are planning to utilize. KA10. Methods to map customer's competency to pay off the loan or dues. KA11. Security procedures for handling confidential customer information KA12. Timing and schedule for visiting customers for collection
<b>B. Technical Knowledge</b>	The user/individual on the job needs to know and understand: KB1. Types of loan products and credit cards offered and their details. KB2. Products offered by various other financial institutions including other banks, NBFCs, money lenders etc. KB3. Bank's objectives, its role, functions and structure KB4. Rules and regulations regarding retail banking and E-banking KB5. Basic KYC norms KB6. Procedure for digitally updating customer's loan details, if required. KB7. Making calls to debtors for collection KB8. Inform customers about the regulations in case of consumer loan default. KB9. Be aware of recent banking trends regarding credit products.
<b>Skills (S)</b>	
<b>A. Core Skills/ Generic Skills</b>	<b>Writing Skills</b>
	The user/ individual on the job needs to know and understand how to: SA1. Prepare collection reports and summary of the documents for senior's review. SA2. Prepare overall progress report SA3. Communicate clearly at least in one language
	<b>Reading Skills</b>
The user/individual on the job needs to know and understand how to: SA4. Read and understand organizational and regulatory guidelines SA5. Read about the products and services with reference to the	

	<p>organization.</p> <p>SA6. Keep abreast with the latest knowledge/standards/practices on the legal front including RBI guidelines by reading newspaper, pamphlets, website etc</p> <p>SA7. Read and verify legitimacy of documents submitted by debtors</p> <p>SA8. Read and explain terms and conditions of various bank products to debtors</p>
	<p><b>Integrity</b></p>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA9. Maintain integrity with respect to debtors' time and confidential information</p> <p>SA10. Act objectively and in the best interests of customers</p> <p>SA11. Respect debtors' dignity and personal space.</p>
	<p><b>Oral Communication (Listening and Speaking skills)</b></p>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA12. Listen to the customer's problems to provide them the right solution for quick repayment.</p> <p>SA13. Discuss &amp; communicate to customers regarding collections &amp; non-payment consequences..</p> <p>SA14. Question appropriately in order to understand the nature of the problem and make a diagnosis.</p> <p>SA15. Perform the task with clarity in understanding of the situation of repayment/non-repayment.</p> <p>SA16. Communicate clearly with the customer using language that he/she understands well.</p> <p>SA17. Communicate and share knowledge with peers and supervisors.</p>
<b>B. Professional Skills</b>	<p><b>Decision Making</b></p>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB1. Determine the exact issue customer is facing while paying the dues.</p> <p>SB2. Make clear, logical decisions on how to deal with adamant debtors who refuse to pay.</p>
	<p><b>Plan and Organize</b></p>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB3. Plan appointments with debtors as per their convenience to meet and talk about the dues.</p> <p>SB4. Be prepared with all the essential due account's detail prior to the meeting.</p> <p>SB5. Organize work &amp; time in order to maximize productivity</p> <p>SB6. Follow-up properly with debtors and provide support services needed for quick repayment.</p>
	<p><b>Attention to Detail</b></p>
<p>The user/individual on the job needs to know and understand how to:</p> <p>SB7. Apply good attention to detail</p> <p>SB8. Check that the work done is completely free from error</p> <p>SB9. Get the work checked by superiors</p>	

	<b>Problem Solving</b>
	The user/individual on the job needs to know and understand how to: SB10. Address problems arising due to customer non-cooperation or administrative fault and escalate those issues beyond one's role. SB11. Refer the anomalies to supervisor SB12. seek clarification on problems from others within the team
	<b>Analytical Thinking</b>
	The user/individual on the job needs to know and understand how to: SB13. Analyze data, debtor's financial activities and severity of delinquency SB14. Assess debtor's financial status and go ahead with the collection procedure SB15. Draw insights from the interaction with debtor to solve the issue
	<b>Motivation</b>
	The user/individual on the job needs to know and understand how to: SB16. Be self driven, take initiatives and deliver results set by the organization and respective superiors
<b>Critical Thinking</b>	
The user/individual on the job needs to know and understand how to: SB17. Provide opinion on work in a detailed and constructive way SB18. Consistently obtain feedback and improve their performance SB19. Exercise judgment in unforeseen situations which preserve company values and are in line with organizational guidelines	



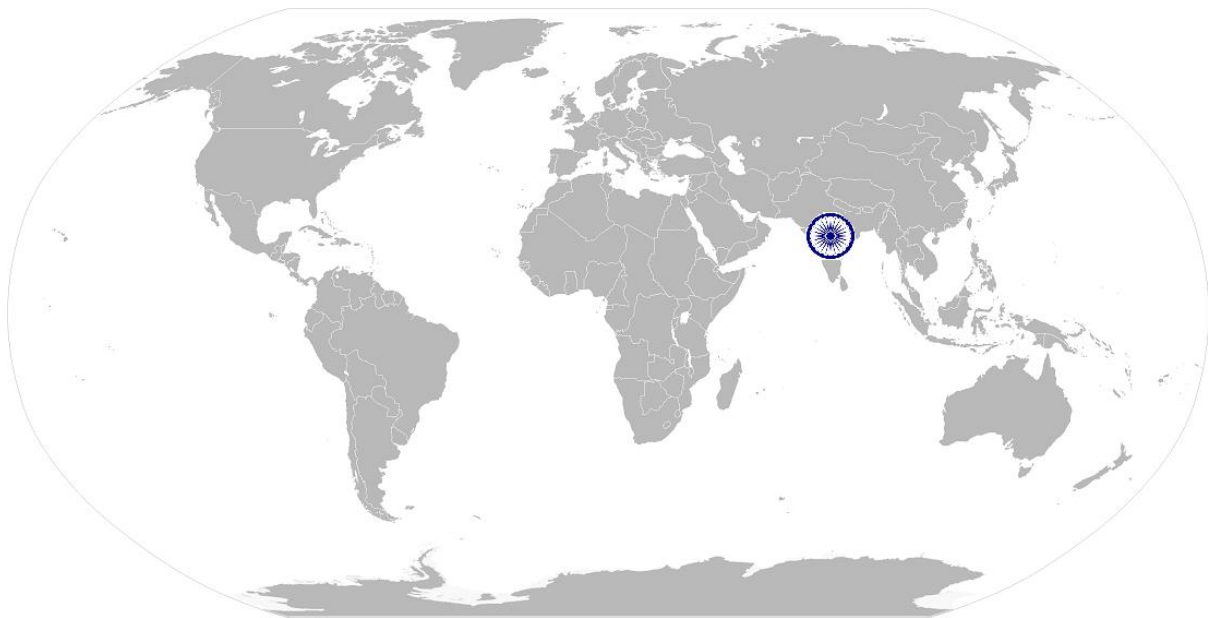
## NOS Version Control:

<b>NOS Code</b>	<b>BSC / Q 0701</b>		
<b>Credits(NSQF)</b>	<b>TBD</b>	<b>Version number</b>	<b>1.0</b>
<b>Sector</b>	<b>BFSI</b>	<b>Drafted on</b>	<b>05/08/2013</b>
<b>Sub-sector</b>	<b>Banking</b>	<b>Last reviewed on</b>	<b>26/11/2014</b>
<b>Occupation</b>	<b>Financial Inclusion Services</b>	<b>Next review date</b>	<b>25/11/2016</b>



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# National Occupational Standard



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## Overview

To understand and follow operational aspects of collection

<b>Unit Code</b>	<b>BSC / N 0702</b>
<b>Unit Title (Task)</b>	<b>Operational Aspects of Debt Collection</b>
<b>Description</b>	This OS unit is about having in-depth knowledge of the legal & ethical aspects of debt collection.
<b>Scope</b>	<p>The unit/ task cover the following:</p> <ul style="list-style-type: none"> <li>• Knowledge of operational aspects of debt collection to perform the task of collection lawfully</li> <li>• Skills, procedure and per-requisites for lawful debt collection</li> <li>• Ethical debt collection practices</li> <li>• Adequate knowledge of RBI guidelines</li> <li>• The code of conduct that should be followed by recovery agents</li> </ul>
<b>Performance Criteria (PC) w.r.t. the Scope</b>	
<b>Element</b>	<b>Performance Criteria</b>
<b>Knowledge of operational aspects of debt collection to perform the task of collection lawfully</b>	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. Understand the legal aspects of contract</p> <p>PC2. Know all the elements of debt recovery arrangement</p> <p>PC3. Perform the verification of debtor's due account's details in a legitimate way.</p>
<b>Skills, procedure and per-requisites for lawful debt collection</b>	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC4. Enquire and gather information about the financial record and loan details of the debtor before going ahead for the collection</p> <p>PC5. Work as per the legal and regulatory framework for debt recovery</p> <p>PC6. Collect and preserve all the financial documents/information of debtor with his/her consent in a secure way</p>
<b>Ethical debt collection practices</b>	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC7. Reveal all the detail of the bank or collection agency he/she is associated with to the debtor</p> <p>PC8. Elucidate, in case debtor has any doubt regarding the due amount or any other detail</p> <p>PC9. Follow the proper selling function and keep debtors Informed</p> <p>PC10. Assist bank and collection agencies by providing further</p>

	information regarding debt collection.
<b>Adequate knowledge of RBI guidelines</b>	To be competent, the user/individual on the job must be able to: PC11. Receive notification from bank regarding the RBI guidelines PC12. Inform debtors about bank's rules and regulations of repayment.
<b>The code of conduct that should be followed by recovery agents</b>	To be competent, the user/individual on the job must be able to: PC13. Plan future follow-up visits to debtors
<b>General/ Administrative</b>	To be competent, the user/individual on the job must be able to: PC14. Update details and status of due accounts into information system/records. PC15. Prepare and submit all the periodic reports on status of due accounts to the supervisor/ manager PC16. Discuss and set revenue/collection targets with supervisor/manager if applicable PC17. Prepare reports on targets achieved and review future targets. PC18. Follow proper procedures as laid down by the bank in handling sensitive and confidential customer information.
<b>Knowledge and Understanding (K)</b>	

## Operational Aspects of Collection

<b>A. Organizational Context</b> (Knowledge of the company / organization and its processes)	The user/individual on the job needs to know and understand: <ul style="list-style-type: none"> <li>KA1. The ethical standards a financial institute follows while collecting dues.</li> <li>KA2. The roles and responsibilities of the job – bank's and collection agency's expectations of the role</li> <li>KA3. The regulatory system of RBI that governs banks and their impact on the collection procedure.</li> <li>KA4. Requirements for KYC Norms, acceptable options of identity &amp; address proof, supporting documents required and other identification procedures.</li> <li>KA5. Escalation matrix in the case debtor refuses to cooperate.</li> <li>KA6. The organization's accepted methods of repayment &amp; the respective process.</li> <li>KA7. Risk compliance and risk associated with various products.</li> <li>KA8. Methods to calculate interest &amp; principal amounts for loans repayment.</li> <li>KA9. Various modes of payment available to the customer.</li> <li>KA10. Procedure for assisting debtors with the selection of best suitable repayment option.</li> <li>KA11. The organizations' policy of privacy &amp; discretion when dealing with debtor's confidential information.</li> <li>KA12. All relevant legal procedures involved in debt collection.</li> </ul>
<b>B. Technical Knowledge</b>	The user/individual on the job needs to know and understand: <ul style="list-style-type: none"> <li>KB1. Calling debtors to collect information on their account</li> <li>KB2. Communicating sensitively &amp; explaining NPA norms and consequences of non-payment</li> <li>KB3. Financial institute's and collection agency's objectives, functions and structure</li> <li>KB4. Performing due diligence on the account</li> <li>KB5. Performing background checks on the account</li> <li>KB6. Collection of payments on past due accounts</li> <li>KB7. Maintaining MIS of non-payment accounts</li> <li>KB8. Procedure to digitally update customer account details, if required.</li> <li>KB9. Factors that impact the creditworthiness of the customer.</li> <li>KB10. Repossession of asset through legal procedures</li> <li>KB11. Basic accounting and financial concepts such as interest rates, profit/loss etc.</li> <li>KB9. The information available in supporting documents such as pamphlets, fliers, manuals, terms and conditions documents etc.</li> <li>KB10. Methods to evaluate life cycle and wealth cycle of each customer when working on a financial plan</li> </ul>
<b>Skills (S)</b>	
<b>A. Core Skills/ Generic</b>	<b>Writing Skills</b>

## Operational Aspects of Collection

<b>Skills</b>	The user/ individual on the job needs to know and understand how to:  SA1. Prepare collection reports and summary of the documents for senior's review. SA2. Prepare overall progress report and prepare for the next legal step accordingly for lawful debt collection
	<b>Reading Skills</b>
	The user/individual on the job needs to know and understand how to:  SA3. Read and understand organizational and regulatory guidelines SA4. Be aware of bank specific rules & procedures for loan recovery SA5. Read and verify legitimacy of documents submitted by customers, if required SA6. Read and explain terms and conditions of various bank products to debtors, if required
	<b>Integrity</b>
	The user/individual on the job needs to know and understand how to:  SA7. Maintain integrity with respect to customers' time, sensitive documents and communicate clearly with the customer using language that he/she understands SA8. Act objectively and in the best interests of customers
	<b>Oral Communication (Listening and Speaking skills)</b>
<b>B. Professional Skills</b>	The user/individual on the job needs to know and understand how to:  SA9. Listen to the customers and be able to find a legal solution for quick repayment. SA10. Communicate clearly with the customer using language that he/she understands. SA11. Communicate and share knowledge with peers and supervisors. SA12. Follow the most effective style of negotiation SA13. Communicate assertively while dealing with adamant debtors
	<b>Decision Making</b>
	The user/individual on the job needs to know and understand how to:  SB1. Determine what what technique of collection will be most effective how to follow it. SB2. Make clear, logical decisions and portray confidence while talking to the debtor.
	<b>Plan and Organize</b>

## Operational Aspects of Collection

	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SB3. Plan appointments with debtor without intruding into his/her personal time.</li> <li>SB4. Organize meetings keeping the personal obligations of debtor in mind..</li> <li>SB5. Organize work &amp; time in order to maximize the chances of collecting dues.</li> </ul>
	<p><b>Customer Centricity</b></p>
	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SB6. Follow etiquette while talking to the debtor over the phone</li> <li>SB7. Call at the right time for debt collection</li> <li>SB8. Focus on educating customers regarding consequences of non-payment</li> <li><b>SB9.</b> Follow-up and provide customer support services consistently</li> </ul>
	<p><b>Problem Solving</b></p>
	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SB10. Address problems arising due to lack of proper information regarding loan or credit cards.</li> <li>SB11. Use soft skills to solve communication problems and follow up with debtors effectively.</li> </ul>
	<p><b>Analytical Thinking</b></p>
	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SB12. Assess debtors financial status and understand their capacity to pay off the loan on time</li> <li>SB13. Draw insights from debtor's interaction and refine collection techniques</li> </ul>
	<p><b>Motivation</b></p>
	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SB14. Be self driven, take initiatives and deliver results set by the organization and respective superiors.</li> </ul>
	<p><b>Critical Thinking</b></p>
	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SB15. Consistently obtain feedback and improve their performance</li> <li>SB16. Exercise judgment in unforeseen situations which preserve bank's values and are in line with organizational guidelines</li> </ul>

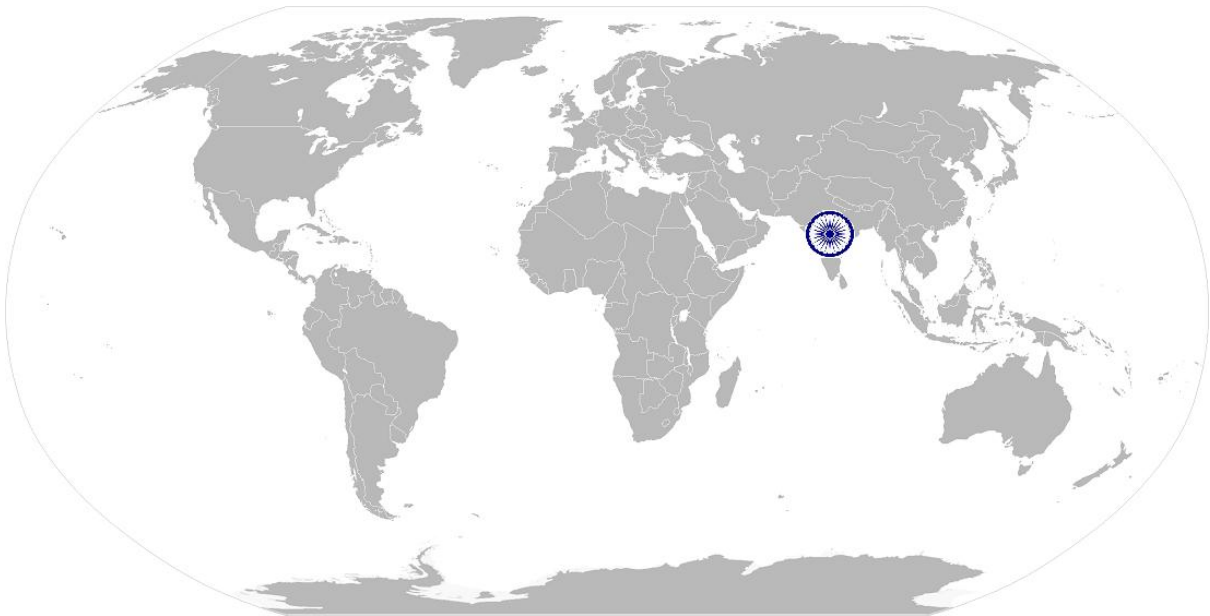
## NOS Version Control:

<b>NOS Code</b>	<b>BSC / N 0702</b>		
<b>Credits(NSQF)</b>	<b>TBD</b>	<b>Version number</b>	<b>1.0</b>
<b>Sector</b>	<b>BFSI</b>	<b>Drafted on</b>	<b>05/08/2013</b>
<b>Sub-sector</b>	<b>Banking</b>	<b>Last reviewed on</b>	<b>26/11/2014</b>
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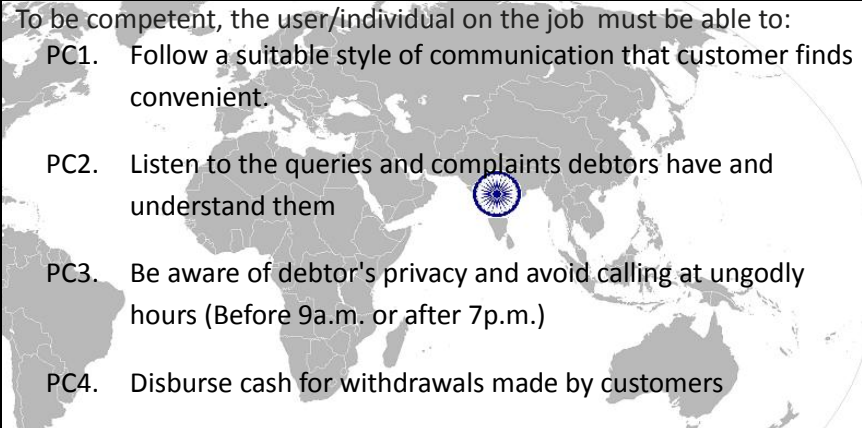
# National Occupational Standard



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## Overview

To practice soft skills and deal with debtors in the right way

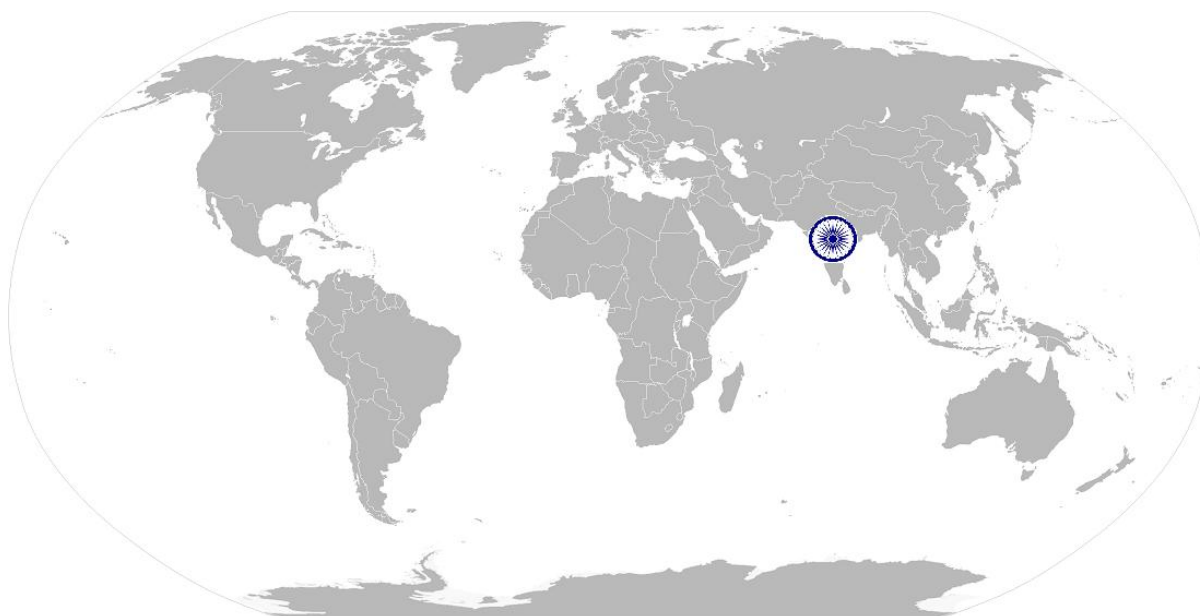
<b>Unit Code</b>	<b>N 0703</b>
<b>Unit Title (Task)</b>	<b>Soft Skills</b>
<b>Description</b>	This OS unit is about informing recovery agents of the necessary soft skills they must practice for lawful debt collection
<b>Scope</b>	The unit/ task cover the following: <ul style="list-style-type: none"> <li>• Call debtors keeping the time-frame in mind</li> <li>• Talk to debtors professionally without crossing the limit of decency</li> <li>• Resolve debtor payment related queries lawfully</li> </ul>
<b>Performance Criteria (PC) w.r.t. the Scope</b>	
<b>Element</b>	<b>Performance Criteria</b>
<b>Call debtors keeping the time-frame in mind</b>	To be competent, the user/individual on the job must be able to:  <p>PC1. Follow a suitable style of communication that customer finds convenient.</p> <p>PC2. Listen to the queries and complaints debtors have and understand them</p> <p>PC3. Be aware of debtor's privacy and avoid calling at ungodly hours (Before 9a.m. or after 7p.m.)</p> <p>PC4. Disburse cash for withdrawals made by customers</p>
<b>Talk to debtors professionally without crossing the limit of decency</b>	To be competent, the user/individual on the job must be able to: <p>PC5. Follow telephonic etiquette while calling debtors</p> <p>PC6. Take care of personal etiquette while meeting debtors in person</p> <p>PC7. Negotiate with debtors in a smart and effective way</p>
<b>Resolve debtor payment related queries lawfully</b>	To be competent, the user/individual on the job must be able to: <p>PC8. Lawfully persuade debtors in case of delay in repayment.</p> <p>PC9. Avoid getting violent or abusive while dealing with debtors who are not willing to pay.</p> <p>PC10. Inquire debtors about the payment related problems they are facing and analyze them to find out a sensible solution.</p> <p>PC11. Convince debtors to pay off the dues by informing them about the non-payment penalties</p> <p>PC12. Show good analytical ability to find out proper solution in</p>

	case the debtor refuses to pay off the dues.
<b>General/ Administrative</b>	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC17. Update details of total collection into information system/records</p> <p>PC18. Prepare periodic reports on status of default customers and bank transactions to supervisor/Manager</p> <p>PC19. Prepare reports on targets achieved and review future targets.</p> <p>PC20. Follow security procedures when handling payment cash and cheques, customer confidential details etc.</p>
<b>Knowledge and Understanding (K)</b>	
<b>A. Organizational Context</b> (Knowledge of the company / organization and its processes)	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. Organizational standards and policies of debt collection</p> <p>KA2. The importance of interpersonal behavior while dealing with customers</p> <p>KA3. Banking regulations relevant to consumer protection</p> <p>KA4. Proper timing and situation to make a collection call</p> <p>KA5. The best ways to negotiate with debtors</p> <p>KA6. Differentiate between debtors who cannot pay and debtors who are not willing to pay through analytical ability</p> <p>KA7. The importance of providing complete details of the financial institute and the agent himself/herself associated with it while calling for collection.</p> <p>KA8. Security procedures for keeping customer's account information confidential.</p> <p>KA9. Understand customer policies &amp; procedures</p> <p>KA10. Value of smart communication in negotiation</p>
<b>B. Technical Knowledge</b>	<p>The user/individual on the job needs to know and understand:</p> <p>KB1. Technical details of making a phone call.</p> <p>KB2. The use of information technology to input and/or extract data accurately</p> <p>KB3. Importance of identifying anomalies in data and refer them to the higher authority</p> <p>KB4. How to store and retrieve information</p> <p>KB5. Importance of objectives, work requirements and deadlines</p> <p>KB6. Necessity of keeping up to date with changes, procedures and practices in the field of expertise</p>
<b>Skills (S)</b>	
<b>A. Core Skills/ Generic Skills</b>	<p><b>Communication Skills</b></p> <p>The user/ individual on the job needs to know and understand how to:</p> <p>SA1. Communicate with debtors without any hint of insult</p> <p>SA2. Make debtors agree to pay.</p>

	<b>Team work</b>
	The user/individual on the job needs to know and understand how to: SA3. Contribute to the quality of team working SA4. Work independently in a team environment SA5. Work independently and collaboratively
	<b>Integrity</b>
	The user/individual on the job needs to know and understand how to: SA6. Maintain integrity with respect to customers' time, sensitive documents. SA7. Communicate professionally with the customer without using foul language SA8. Act objectively and in the best interests of customers
	<b>Oral Communication (Listening and Speaking skills)</b>
	The user/individual on the job needs to know and understand how to: SA9. Listen to the customers' problems carefully enough. SA10. Communicate clearly with the customer using language that he/she understands well. SA11. Communicate and share knowledge with peers and supervisors. SA12. Communicate assertively while dealing with adamant debtors SA13. Make decisions in a smarter way.
<b>B. Professional Skills</b>	<b>Decision Making</b>
	The user/individual on the job needs to know and understand how to: SB1. Make decision regarding escalation of a collection issue. SB2. Make clear, logical decisions and portray confidence to the customers without deceiving.
	<b>Plan and Organize</b>
	The user/individual on the job needs to know and understand how to: SB3. Plan meetings keeping customer's schedule in time. SB4. Organize collection activities properly to increase overall productivity.
	<b>Customer Centricity</b>
	The user/individual on the job needs to know and understand how to: SB5. Make decisions taking into account customers' best interests SB6. Focus on developing long term customer relationships SB7. Follow-up and provide support services consistently SB8. Plan visiting customers only when they are available at home
	<b>Problem Solving</b>
	The user/individual on the job needs to know and understand how to: SB9. Address problems arising either due to a technical issue, customer or administration related issues and escalate those issues beyond one's role.
<b>Analytical Thinking</b>	

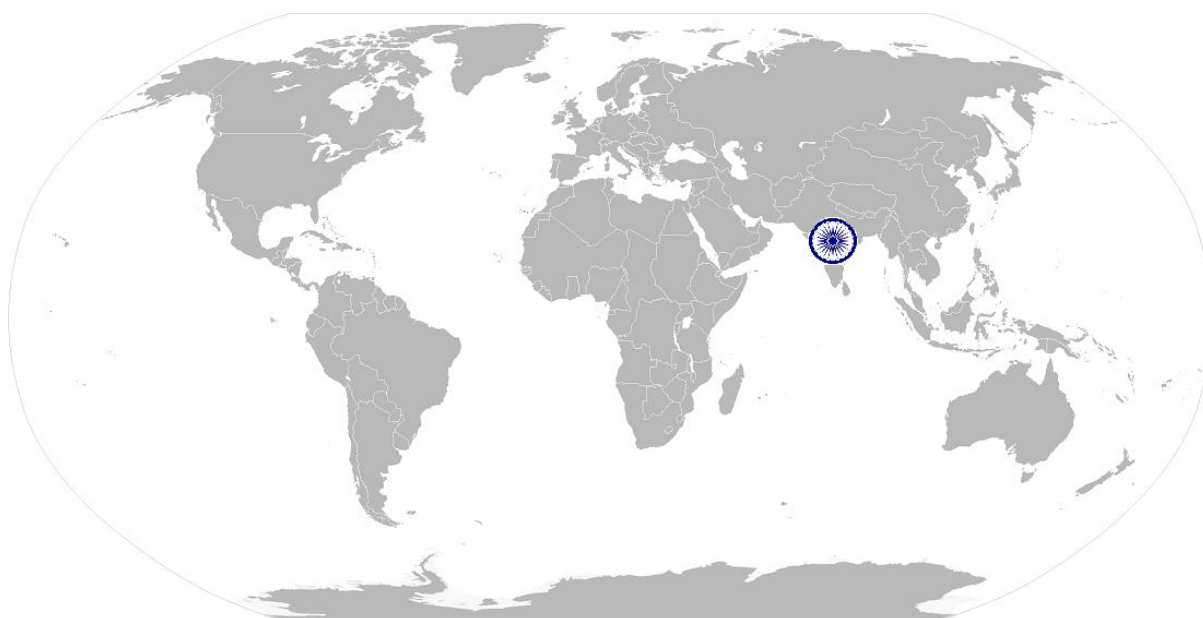
Operational Aspects of Collection

	The user/individual on the job needs to know and understand how to: SB10. Assess debtor's financial issues and help him/her with the right repayment option
	<b>Motivation</b>
	The user/individual on the job needs to know and understand how to: SB11. Be self driven, take initiatives and deliver results set by the organization and respective superiors
	<b>Critical Thinking</b>
	The user/individual on the job needs to know and understand how to: SB12. Communicate with superiors to analyze performance and improve it in the long run SB13. Critically examine debtor's behavior and proceed accordingly for debt collection.



## NOS Version Control

<b>NOS Code</b>	<b>BSC / N 0703</b>		
<b>Credits(NSQF)</b>	<b>TBD</b>	<b>Version number</b>	<b>1.0</b>
<b>Sector</b>	<b>BFSI</b>	<b>Drafted on</b>	<b>05/08/2013</b>
<b>Sub-sector</b>	<b>Banking</b>	<b>Last reviewed on</b>	<b>26/11/2014</b>
<b>Occupation</b>	<b>Financial Inclusion Services</b>	<b>Next review date</b>	<b>25/11/2016</b>



# National Occupational Standard



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## Overview

Be aware of various case laws on recovery issues and best international debt collection practices

National Occupational Standard	<b>Unit Code</b>	<b>BSC / N 0704</b>
	<b>Unit Title (Task)</b>	<b>Case laws and international debt collection practices</b>
	<b>Description</b>	This OS unit is about providing information of various debt collection related case laws and customer issues
	<b>Scope</b>	<p>The unit/ task cover the following:</p> <ul style="list-style-type: none"> <li>• Know about the essential case laws on recovery issues</li> <li>• Get help of effective international practices to deal with non-compliant debtors</li> <li>• Understand various issues and difficulties debtors face in collection procedure</li> </ul>
	<b>Performance Criteria (PC) w.r.t. the Scope</b>	
	<b>Element</b>	<b>Performance Criteria</b>
	<b>Know about the essential case laws on recovery issues</b>	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. Know about all the essential case laws and collect debt accordingly.</p> <p>PC2. Understand customer's issues properly.</p>
	<b>Get help of effective international practices to deal with non-compliant debtors</b>	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC3. Respond to all customer queries/complaints as per the law.</p> <p>PC4. Follow the lawful way for debt collection.</p>
	<b>Understand various issues and difficulties debtors face in collection procedure</b>	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC5. Inform customer of the penalty they may face due to late payment and avoid further inconvenience.</p> <p>PC6. Adhere to all the customer policies presented by banks</p> <p>PC7. Inform debtor of the reason of calling before claiming for the due amount</p> <p>PC8. Review the collection queue and execute collection activity according to that</p>
	<b>General/ Administrative</b>	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC10. Stay updated about the nitty-gritties of collection law and RBI guidelines</p> <p>PC11. Deal with debtors keeping the laws in mind</p> <p>PC12. Discuss and set performance targets without forcing the numbers unlawfully.</p>
<b>Knowledge and Understanding (K)</b>		



<p><b>A. Organizational Context</b> (Knowledge of the company / organization and its processes)</p>	<p>The user/individual on the job needs to know and understand:</p> <ul style="list-style-type: none"> <li>KA1. Problems customers often face and their legal solution</li> <li>KA2. Standard and lawful operating procedure of debt collection</li> <li>KA3. Organizational guidelines for recovering assets</li> <li>KA4. Banking regulations in case of re-possessing security</li> <li>KA5. Right process and method of tracing debtors who're not willing to pay</li> <li>KA6. When to initiate legal action against debtors.</li> <li>KA7. When to inform superiors and escalate the issue in case debtor refuses to respond and repay</li> <li>KA8. The legal aspects of security re-possession</li> </ul>
<p><b>B. Technical Knowledge</b></p>	<p>The user/individual on the job needs to know and understand:</p> <ul style="list-style-type: none"> <li>KB1. The legal details before suing any debtor</li> <li>KB2. The proper technique of remitting collected funds</li> <li>KB3. Decent way of communication to negotiate with debtors without violating RBI guidelines</li> </ul>
<p><b>Skills (S)</b></p>	
<p><b>A. Core Skills/ Generic Skills</b></p>	<p><b>Writing Skills</b></p>
	<p>The user/ individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SA1. Jot down all the important legal points of violation and prepare report when a debtor fails to pay off dues.</li> <li>SA2. Prepare reports and keep updating the status of customers' due accounts</li> </ul>
	<p><b>Reading Skills</b></p>
	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SA3. Read and understand organizational and regulatory guidelines</li> <li>SA4. Read and verify legitimacy of documents submitted by customers</li> <li>SA5. Read and explain terms and conditions of new bank products to customers</li> </ul>
	<p><b>Integrity</b></p>
	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SA6. Maintain integrity with respect to customers' time, sensitive documents and Communicate clearly with the customer using language that he/she understands.</li> <li>SA7. Act objectively and in the best interests of customers and in</li> </ul>
<p><b>B. Professional Skills</b></p>	<p><b>Oral Communication</b></p>
	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SA8. Always be decent and convince debtors without threatening them.</li> <li>SA9. Talk to debtors respectfully in front of their friends and family</li> </ul>
<p><b>B. Professional Skills</b></p>	<p><b>Decision Making</b></p>
	<p>The user/individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> <li>SB1. Determine when and what legal step must be taken when</li> </ul>

	debtors fail to pay off.
	<b>Plan and Organize</b>
	The user/individual on the job needs to know and understand how to: SB2. Study the case of a debtor and plan appointments accordingly SB3. Organize meetings with debtors after collecting sufficient proof of delinquency.
	<b>Customer Centricity</b>
	The user/individual on the job needs to know and understand how to: SB4. Make decisions taking into account customers' best interests SB5. Focus on following lawful ways while re-possessing debtor's assets.
	<b>Problem Solving</b>
	The user/individual on the job needs to know and understand how to: SB6. Address legal problems arising while dealing with unwilling and bankrupt debtors.
	<b>Analytical Thinking</b>
	The user/individual on the job needs to know and understand how to: SB7. Assess debtor's financial status and guide them accordingly for repayment SB8. Analyze all the legal aspects and debtor's financial condition before suing him/her
	<b>Attention to details</b>
	The user/individual on the job needs to know and understand how to: SB9. Study the probable reasons of default and their legal consequences for every debtor. SB10. Follow organizational guidelines in order to face debtors with confidence

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<b>Sector</b>	<b>BFSI</b>	<b>Drafted on</b>	<b>05/08/2013</b>
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