COMPETENCY FRAMEWORKS FOR POPULAR NON-TECHNICAL JOB ROLES

A Ready To Use Handbook For Top 30 Job Roles Along With Interview Questions
Introduction

Hiring remains at the core of every business venture. Recruiters and hiring managers are always looking for quality talent who would adhere to the company’s work culture and align with the vision to give quality output.

Hiring decisions cast a long-lasting impact on the company’s productivity, attrition and success rate. However, recruiting candidates for different job roles becomes a roadblock for many because every job role requires a new set of competencies against which a candidate should be measured.

The three vital aspects that help in onboarding a quality talent with the perfect balance of required skillset are **Domain Expertise, Behavioral Attributes** and **Aptitude**. To strike a balance between the three and based on our experience of working with 2,000 clients, we have compiled a ready to use competency framework manual and interview guide for top 30 job roles which would in turn benefit organizations in making the right hires.

**Because,**

**Mettl helps organizations Build Winning Teams.**
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According to a survey by Institute of Management Accountants, the role of finance function in India based organizations is evolving in a way that it is now incorporating new responsibilities in addition to cost accounting. Financial services accounts for a fair share to the country’s revenue, making India one of the fastest growing economies. The sector contributes around 6% to the nation’s GDP, which is evident in the rise in number of employment. Banks and insurance companies are responsible for generating majority of the employment in this sector.

- **Financial Analyst**
- **Accountant**
- **Financial Manager**
- **Credit Risk Manager**
Financial Analyst

Manage and coordinate all aspects of accounting, keep a track on economic conditions and compile data to suggest relevant changes.

Telephonic Interview Questions

- What metrics would you consider while conveying organization’s health to investors?
- What developments can you map in the economy of agriculture sector?
- Which is the best way to analyze a company’s stock?
- What factors would you consider before making investment?
Accountant

Deals with day-to-day financial operations like audits or financial statement analysis. Meet clients to make recommendations regarding financial situations.

Telephonic Interview Questions

- While preparing final accounts from trial balance, what are the adjust entries made?
- How do you minimize risk of errors in your report?
- If a company has three bank accounts for processing payments, what is the minimum number of ledgers it needs?
- If a private company with break-even operations receive 1 crore investment, how would you develop investment strategy?
Financial Manager

Review financial reports, monitor accounts, prepare financial forecasts and analyze market for business opportunities.

Telephonic Interview Questions

- What changes will the financial statements witness if the company buys a new machinery?
- How do you create, pitch and implement a new financial strategy?
- What metrics do you track to measure the ROI?
- How would you explain financial details to a client with no prior finance knowledge?
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Domain
- Fixed Income Products
- Market Risk Theory & Concepts
- Equity & Commodities Products
- Finance System
- Firm Trading

Psychometric
- Accountability
- Awareness
- Effective Communication
- Collaboration
- Stress Management
- Taking Initiatives
- Negotiation & Influence

Cognitive
- Numerical Reasoning
- Analytical Ability
- Problem Solving
- Critical Thinking
Credit Risk Manager

Develop and implement methods to reduce credit risk, predict risk exposure and supervise preparation of performance reports.

Telephonic Interview Questions

- How would you determine if we should loan 5 crores to a company?
- How would you handle a case where a long-time customer applied for a loan, but the risk is too high?
- What factors do you consider while evaluating the value of a company?
- Describe an instance where you failed in analyzing the impending risk. What was the impact on your organization?
As per a study undertaken by ASSOCAM, direct selling Industry in India has doubled since 2011 and is expected to grow at a CAGR of about 4.8% to reach Rs 15,930 crore in 2021. For many sales organizations, selling has evolved from traditional product pitches to a more customized, highly tailored, and/or customer-focused solution pitches. Since sales is a complex job, it might come across as difficult to fully understand every sales role in its entirety. From the person selling a shoe in a store to a person selling complex aircraft solutions – all are at the end of the day ‘salespeople.’

- Area Sales Manager
- Key Accounts Manager
- Retail Sales
- Inside Sales Representative
- Field Sales
- Business Analyst
Area Sales Manager

Deals with retailers and distributors, runs day-to-day operations of sales team, generates revenue and maintains customer relationships in respective geographical area.

Telephonic Interview Questions

- How would you pitch new product to a client?
- What measures do you take to scale the performance of your team?
- How do you deal with a sales executive who missed his target two consecutive months?
- Which is the most important part of mentoring someone? What improvement does it induce in the trainee?
Key Accounts Manager

A B2B sales manager who defines individual approach of sales team to particular customers, manages a group of significant consumers to achieve sales target and maintains good relationships with important clients.

Telephonic Interview Questions

- How do you manage multiple clients at the same time?
- How would you retain a client thinking of ending a long-term business relationship?
- If you were to increase the revenue by 30% next year, which sales opportunities would you consider?
- What kind of information do you gather before reaching out to a client?
Key Accounts Manager

Domain
- Analysis of Customer Need
- Design & Execute Sales Pitch
- Business Acumen
- Relationship Savvy
- Business/Product Expertise
- Proficient in MS Office

Psychometric
- Resilience
- Self Confidence
- Learning Agility
- Planning & Organization
- Drive for Results
- Customer Service Orientation
- Establish Trust
- Collaboration
- Networking
- Negotiation & Influence

Cognitive
- Analytical Ability
- Attention to Detail
- Numerical Reasoning
- Verbal Ability
- Critical Thinking
Retail Sales

This B2C role involves directly targeting consumers, attracting new clients, answering their queries and convincing them to buy services. Administer sales through in-person communication.

Telephonic Interview Questions

- List some ways in which you stay updated with target market?
- Where do you think our sales needs improvement?
- How would you sell yourself to our company?
- Give us two ideas that would help increase our market share.
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Domain

Retail Sales

Psychometric

Cognitive

Channel Sales
Sales Monitoring Tools
Sales Scenario
Basic Retail Mathematics
Accountability
Resilience
Self Confidence
Learning Agility
Following Work Procedures
Drive for Results
Customer Service Orientation
Negotiation & Influence
Attention to Detail
Numerical Ability
Verbal Ability
Inside Sales Representative

Understand and interpret requirement, close new accounts by making phone calls and sending e-mails. Qualify potentials and close sales to meet personal target.

Telephonic Interview Questions

- What process did your previous organization follow while generating leads?
- What set of questions would you ask your customer to analyze their need?
- Which of our product lines do you find most intriguing? Why?
- How will you remove roadblocks in a customer’s buying decision?
Field Sales

Develop sales strategy, generate revenue by making new clients and manage sale of products and services.

Telephonic Interview Questions

- How would you describe a successful cold call?
- When do you stop pursuing a client?
- What sales strategy would you come up with after reviewing our products?
- What are the areas you need to work on to become better at your job?
Business Analyst

Serves as a link between organization’s IT capabilities and business objectives by evaluating requirements and defining objectives to build overall business strategy. Analyze the company, identify problem areas and suggest methods to improve.

Telephonic Interview Questions

- How do you determine how if a requirement is good or not?
- What potential problems can a business’ revenue system have?
- What areas should an effective cost-reduction method work?
- How do you manage frequent changes in user requirement?
Marketing

Marketing is a process in which a service or a product is introduced and then promoted to potential customers. It is a means to establish brand awareness and engage customers to give a boost to sales. Technology has changed the Indian landscape by making it one of the largest online consumer markets. According to 'Marketing Analytics – An opportunity for India to Lead' report, the Indian marketing analytics industry is expected to grow from its present value of US$ 200 million to US$ 1.2 billion in 2020.

- Marketing Associate
- Marketing Researcher
- Marketing Manager
- Digital Marketing Expert
- Corporate Communication Manager
Marketing Associate

Generally, an entry-level position, the job involves curating and implementing day-to-day marketing activities and undertaking marketing research to summarize buyer persona and identify new revenue prospects.

Telephonic Interview Questions

- Present how will you approach potential customers with our product demo?
- Create a strategy to market a new product.
- Which is the most effective marketing channel and why?
- What kind of customers would you target for our branding activity?
Market Researcher

Understand business objectives, collect and interpret primary or secondary data, prepare reports and make presentations. Enables organizations to explore target areas to devise a better marketing strategy.

Telephonic Interview Questions

- How do you forecast the sale of a new product?
- How would you approach building market in a new city?
- Which data collection methods have you previously used?
- What do you think of our current marketing strategy? What would you change?
Marketing Manager

Great business leader responsible for planning marketing strategies for the whole organization and making sure the team follows the plan to create new clientele and retain existing ones.

Telephonic Interview Questions

- How would you allot a marketing budget of Rs 5 Lakhs?
- What is the differentiating factor between us and our competitors?
- How do you deliver negative feedback to a team member?
- What is an ideal team building activity and how does it help?
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**Domain**
- Social Media Marketing
- Data Analytics
- Product Expertise
- Project Management
- Brand Messaging

**Psychometric**
- Strategic Thinking
- Business Orientation
- People Development
- Networking
- Customer Service Orientation
- Drive for Results
- Negotiation & Influence
- Creativity
- Planning & Execution

**Cognitive**
- Data Analysis
- Critical Thinking
- Analytical Ability
- Verbal Ability
Digital Marketing Expert

Oversee online marketing strategy of the organization including campaigns, design and continuous flow of content to increase website visitors and engage clients through social media channels.

Telephonic Interview Questions

- What measures will you take to increase engagement of target audience on social media platforms?
- How do you analyze and track success/failure of a campaign?
- Which are the key areas where you can use keywords to optimize site ranking?
- How do you characterize bad links?
Digital Marketing Expert

Domain
- Social Media Marketing
- Search Engine Marketing
- Google Adwords
- Google Analytics
- Digital Marketing - Concepts

Psychometric
- Innovative
- Dedication
- Optimism
- Strategic Thinking
- Perseverance
- Planning & Organization
- Adaptability
- Result Orientation
- Innovative Thinking

Cognitive
- Data Analysis
- Critical Thinking
- Attention to Detail
- Problem Solving
Corporate Communication Manager

Regarded as face of the company, they directly engage with media, curate material for advertising, press release, e-mail marketing and videos along with any other mode of external and internal communications to maintain a positive image of the company.

Telephonic Interview Questions

- What challenges do you face while answering the queries of journalists?
- What has been our best and worst PR initiative?
- If you could change one thing about your worst campaign, what would it be?
- What makes a corporate event successful?
The service that started in the mid-90s has now become a part and parcel of almost every organization. Even though the industry experienced a slow-down in the last few years, customer care has grown up to 16% annually as compared to 0.5% growth in the west. The growth of Indian outsourcing can be attributed to proficiency in the English language, skilled and patient workforce. According to a report in 2017, organizations located overseas spent $7.3 billion on call centre services in India along with domestic spent of $600 million, making India a consistent market leader in the field.

- Customer Care Executive
- Customer Care Manager
Customer Care Executive

Resolve customer queries and grievances through inbound or outbound calls along with generating sales lead. Act as a link between organization and consumers.

Telephonic Interview Questions

- What are the challenges associated with customer care?
- What would you do if you know you won’t be able to meet the target?
- How do you deal with a frustrated customer?
- What do you do when you don’t know answer to a question?
Customer Care Manager

Supervises the team of customer service executives and motivates them to give their best. Communicate with important clients through phone, e-mail or meetings.

Telephonic Interview Questions

- Describe a crucial customer service policy you drafted and executed.
- How would you encourage a team member who fails to meet his targets?
- What is your approach of training a customer care executive?
- Is competition between agents, good or a bad practice?
Support and administration are the backbone of every successful organization. Office administration positions are one of the most in-demand roles. Jobs in this particular function provide professional stability and opportunities to work in a constantly evolving diverse environment. These job roles abound in every industry ranging from corporate and non-profit to small and large size organizations.

**IT Support Analyst**
IT Support Analyst

Maintain office computer systems, configure hardware and software and solve any other technical problems.

Telephonic Interview Questions

- What is the difference between incremental backup and differential backup?
- How would you access the Recovery Control in Windows?
- How will you troubleshoot the issue if a corporate network contact loses network connectivity?
- What is firewire port? What are its uses?
Human Resource Management has emerged as one of the top hiring sectors according to TimesJobs RecruitEx Dec2017 Edition. Consequently, investment in the HR function is witnessing a rise as new roles are being created. With talent crunch getting witnessed in industries like technology, engineering and skilled trades, the need for talented HR staff is as high as ever. To cope up with increasing recruitment challenges, an HR’s role has become pivotal in balancing the organization by filling in the gaps.

- **Recruiter**
- **HR Manager**
Recruiter

Fulfil company’s staffing objectives by implementing recruiting plans and proactively identifying future hiring needs.

Telephonic Interview Questions

- What is the average hiring per month in your organization?
- What changes would you bring about if you were asked to double the number of hires next year?
- What challenges do you face while sourcing and how do you tackle them?
- What would you improve after analyzing our current success rate, time and cost per hire?
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Recruiter

Domain

Industry Knowledge
Job Description Understanding

Knowledge of Sourcing Channels
Determining KRAs & KPIs

Adaptability
Ethical Propensity
Execution Excellence
Planning & Organization

Process Orientation
Collaboration

Effective Communication
Negotiation & Influencing
Networking
Service Orientation

Verbal Ability
Attention to Details

Analytical Ability
Numerical Ability
HR Manager

Manage overall HR department, design and implements HR policies, evaluate employee relation and serve as a link between management and staff.

Telephonic Interview Questions

- Which employee benefits lead to highest motivation and retention?
- How would you work on cost reduction while improving productivity?
- If you are hired, what is the first policy you would draft and why?
- How can we benefit from your previous recruitment policies?
Graduate engineer trainees work for all the engineering professions and assist engineers. 2018 happens to be a more promising year in terms of the number of opportunities knocking at the doors of fresh graduates. According to a joint survey by Confederation of Indian Industries (CII), All India Council of Technical Education (AICTE), United Nations Development Program, Peoplestrong and Wheebox, fresh engineering graduates are becoming more employable and the job readiness among them is also improving. The survey also revealed employability has increased from 34% to 46% since 2014, which means one out of two fresh graduates are employable now.

- Graduate Mechanical Engineer
- Graduate Civil Engineer
- Graduate Chemical Engineer
- Graduate Electrical Engineer
- Graduate Electronics Engineer
Note: The Psychometric and Cognitive Competencies remain same for GETs. The domain expertise changes as per different job roles.
Graduate Mechanical Engineer

Involved in the design, development and testing of mechanical and electromechanical systems including tools, engines, heavy machinery or vehicles.

Domain

- Computer Aided Design
- Thermodynamics & Fluid
- Mechanics
- Manufacturing Processes
- Strength of Materials
- Machine Design
- Applied Mechanics
- Manufacturing Sciences

Telephonic Interview Questions

- Describe the first thing that you designed.
- Why would someone like to buy your design?
- How would you explain a car’s wheel and axle system to a layman?
- What makes mechanical engineering unique?
Graduate Civil Engineer

Responsible for projects assigned by project managers, record and monitor project cost, ensure the project is safe, professionally manageable and does not transgress health and safety laws.

Domain

- Construction Materials and Management
- Engineering Mechanics
- Solid Mechanics
- Structural Analysis
- Steel Structures
- Concrete Structures
- Foundation Engineering
- Fluid Mechanics

Telephonic Interview Questions

- What intrigues you about building structures?
- Which was your favorite subject in college and why?
- If you are asked to work in a remote location for three months with minimal connectivity, would you go for it?
- If a design flaw causes an accident, how would you communicate it to your manager?
Graduate Chemical Engineer

Involved in the R&D phase of chemical processes, GETs conduct lab tests, adjust instruments, create graphs, record test results and analyze design changes. Their work is reviewed by supervisors before implementation.

Domain

- Chemical Engineering Thermodynamics
- Fluid Mechanics
- Fundamentals of Heat Transfer
- Fundamentals of Mass Transfer
- Chemical Reaction Engineering
- Material Science
- Chemical Processes

Telephonic Interview Questions

- What kind of organizations have you interned with? What did you learn?
- If given a choice, which industry would you like to work with?
- What does it take to become an efficient chemical engineer?
- Was chemical engineer a choice/option? If you could change one thing about this field, what would it be?
Graduate Electrical Engineer

Assist in designing, developing and maintaining electrical control systems/components in the building industry including power generation, transportation, manufacturing or construction.

Domain

- Basic Electrical Engineering
- Direct Current Machines and TransformersMechanics
- Power Systems
- Control Systems
- Flexible AC Transmission Systems
- Power Electronics

Telephonic Interview Questions

- What did you specialize in during your graduation?
- Which computer software in your field do you have hands-on?
- How would you make a building more sustainable?
- What challenges would you face while installing underwire cables?
Graduate Electronics Engineer

Innovate and test electronic equipment in different areas like broadcast and communication systems, navigation system, computer hardware, portable devices, mobile phones and other everyday devices.

Domain

- Semiconductor Physics
- Circuit Theory
- Signals and Systems
- Embedded Systems
- Circuits
- Electromagnetic Field Theory & Transmission Lines

Telephonic Interview Questions

- What is the longest you have taken to complete a project?
- What challenges have you faced while testing a new device?
- What changes would you bring about to enhance navigation systems?
- What possible revolutionary advancements are mobiles waiting for?
India’s supply chain sector has seen an influx of foreign and domestic capital in the last three years. Supply chain management has a direct impact on trade and retail of the nation, logistics being one the driving factors behind the economic growth. Since the country’s ports handle 95 percent trade by volume, the latest government initiative-Sagarmala project aims at modernizing the existing ports that will together manage almost 100 percent more trade volume by 2025.
Procurement Executive

Great predictors of the client’s needs, they keep a check on existing stock, compare sales with competitors and study the economic climate.

Telephonic Interview Questions

- How do you analyze raw purchase transaction information?
- How will you justify a purchase of a customized product from a single source?
- What process do you follow for driving a sourcing initiative?
- What factors would you consider for savings if you must buy a car within four months?
Project Manager

Responsible for successfully delivering a project and acts as a leader who plans, organizes and leads the team to achieve end results.

Telephonic Interview Questions

- Describe an instance when you made a bad decision, its consequences and the steps you took to account for it?
- How do you prioritize simultaneously urgent tasks?
- How would you manage a project whose team is remotely available?
- How many petrol pumps are there in Delhi? How did you arrive at the answer?
Operations Manager

Oversees day-to-day operations and regulatory issues as per company’s regulations to maintaining high quality production.

Telephonic Interview Questions

- What is the most efficient way of negotiating contract with vendors?
- What factors do you take into account while allocating budget?
- How would you determine the authenticity of data gathered from multiple sources?
- How do you ensure that the organization adheres to all standard laws and standards?
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Domain
- Basic Accounting Concepts
- Warehouse & Logistics Governance
- Warehouse Management-Optimization
- Logistics Management-Strategy Building

Psychometric
- Self-Confidence
- Self-Awareness
- Result Oriented
- Ambiguity Management
- Pragmatism
- Conflict Management
- Empathy
- Service Orientation

Cognitive
- Attention to Detail
- Analytical Ability
- Numeric Reasoning
- Problem Solving

Operations Manager
Supply Chain Manager

Ensure transportation of goods to end customer from manufacturer and supplier, supervise production flow from purchase of raw material to delivery of the product.

Telephonic Interview Questions

- In your experience, how do you finalize manufacturers, vendors or suppliers while keeping a quality check?
- How do you create a productive supply chain plan to ensure availability of products?
- What would you do if the inventory goes out of stock and the delivery date is close to a month?
- What major transportation issues have you faced in the past and how did you tackle them?
Leadership Roles

A leader plays vital role in contributing to the success of an organization. A good leader leads and motivates his team to achieve short and long-term goals. He has the ability to influence employee behavior by being a role model himself. An efficient leader is one who sets a clear vision, builds morale and constantly lend support to the workforce to sail through tough times. It is the responsibility of the leader to look into the future when making decisions today, to ensure they are solving the immediate problems, while also preparing their organization for the future.

Telephonic Interview Questions

- How do you think your vision as a leader will affect the employees?
- How do you analyze a person’s strong and weak areas before assigning him/her a task?
- What changes will you bring in your leadership style if a resource goes on an unplanned leave right before a deadline?
- What factors do you take into account while making decisions regarding compensation benefits?
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Leadership Roles

Psychometric
- Grit
- Zest
- Learning
- Connect
- Empower
- Pioneer
- Plan
- Succeed

Cognitive
- Critical Thinking
- Problem Solving
- Decision Making

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About Mettl

Mettl is one of the largest and fastest growing online talent measurement solution providers globally that has been at the forefront of online assessment technology since its inception in 2010. It enables organizations to build winning teams by taking credible people’s decisions across two key areas: Acquisition and Development. More than 1800+ corporates, 24 sector skill councils / government departments and 10+ educational institutions have benefited from our award-winning solutions. Using research-backed assessments, efficient delivery on cloud platform and in-depth analytics, we deliver transformative results for our customers. It creates customized assessments for use across the entire employee lifecycle, beginning with pre-hiring screening and candidate skills assessment, training and development programs for employees/students, certification exams, contests and more.

Mettl has won various accolades in the recent past - NSDC selected Mettl as one of the 14 companies to drive innovation in the skills area in India while Thomas Friedman has written about Mettl and its technological impact in New York Times.

Additionally, Mettl was awarded the India Emerging 20 Award along with the Michael Porter & IFC-Mint Strategy Award for Technology Enabled Assessments, held annually to recognize and honor the best Indian companies in different niche categories.

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