Talent Acquisition: Practices & Challenges in Dynamic Solution Innovators Ltd.

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Master of Business Administration (MBA)

BRAC Business School
BRAC University

Internship Report on Talent Acquisition Practices & Challenges in Dynamic Solution Innovators Ltd.

Submitted to

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Submitted by

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MBA, BRAC Business School

Date of Submission

October 29, 2023

Declaration

It is hereby declared that-

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

_____
Samiha Yusuf
Student ID: 21164129

Supervisor's Full Name & Signature:

_____
Syed Far Abid Hossain, PhD
Assistant Professor,
BRAC Business School
BRAC University

Letter of Transmittal

Syed Far Abid Hossain, PhD
Assistant Professor,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Internship Report on Talent Acquisition: Practices & Challenges in Dynamic Solution Innovators Ltd.

Dear Sir,

I am submitting my internship report titled "Talent Acquisition Practices and Challenges at Dynamic Solution Invocators Ltd." This report offers an overview of the talent acquisition processes and associated challenges within the company. The research I conducted has significantly enriched my understanding, enabling me to create a comprehensive report.

I acknowledge that there may be some errors and shortcomings in the report, but I am fully prepared to address any questions or concerns you may have. I am grateful for your ongoing support and cooperation throughout this process.

I hope that you will kindly accept my report and consider it favorably.

Sincerely yours,

_____

Samiha Yusuf
ID- 21164129
BRAC Business School
BRAC University
Date: October 29, 2023

Non-Disclosure Agreement

This agreement is made and entered into by and between Samiha Yusuf, a student at BRAC University, and Dynamic Solution Innovators Ltd. To ensure that the student won't disclose any sensitive information pertaining to the company.

_____

Samiha Yusuf
ID- 21164129
BRAC Business School
BRAC University
Date: October 29, 2023

Acknowledgement

To commence, I wish to express my heartfelt gratitude to the Almighty Allah for granting me the blessing of completing my Internship Report successfully while maintaining good health.

Secondly, I'd want to express my heartfelt gratitude to Dr. Syed Far Abid Hossain, Assistant Professor at BRAC Business School. His unwavering support and continuous cooperation were instrumental in the preparation of this report.

I've had the privilege of working as an Intern, Talent Acquisition, Human Resources Department at Dynamic Solution Innovators Limited. I am especially grateful to my supervisor and esteemed senior colleagues in the Human Resources department, whose guidance and mentorship have been invaluable since the first day of my career, considerably enriching my learning experience.

Executive Summary

This internship report serves as a partial fulfillment of the requirements for my Master of Business Administration (MBA) degree. It draws upon my hands-on experience as an Intern in the Human Resources department at Dynamic Solution Innovators Ltd. The report centers on an in-depth exploration of Talent Acquisition Practices and the associated challenges within the context of software companies in Bangladesh. The report is structured into three comprehensive chapters.

Chapter 1 includes as an introductory section, providing essential about the Internship such as

Job Description, Internship Outcomes, contribution to the company, Problems/Difficulties, and some Recommendations.

Chapter 2 includes the Company Profile of Dynamic Solution Innovators Ltd., offering a detailed overview of the company, Vision and Mission, Services, Employees, Management Practices, Marketing Practices, Financial Performance and Accounting Practices, Operations Management and Information System Practices, Industry and Competitive Analysis.

In Chapter 3, I described the Talent Acquisition process implemented within the organization. This encompasses elements such as Workforce Planning, Job Analysis, Candidate Sourcing and Recruitment, Employer Branding, Comprehensive Onboarding, Leveraging Technology and Tools, Talent Pipelining, and Employee Retention Initiatives. Additionally, this chapter addresses the challenges inherent in securing the most qualified talent for the organization.

Furthermore, the conclusion of the report summarizes key findings, offering recommendations for improvement, and presenting overarching insights gained from the study.

This report reflects a comprehensive exploration of Talent Acquisition practices within Dynamic Solution Innovators Ltd., providing a valuable insight for understanding the HR strategies & challenges in the software industry in Bangladesh.

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List of Acronyms

Dynamic Solution Innovators Ltd. = DSi

Chapter 1: Overview of Internship

1.1 Student Information

Name: Samiha Yusuf

ID: 21164129

Program: MBA

Major/Specialization: Human Resource Management

1.2 Internship Information

1.2.1 Period

Duration: 3 months

Company Name: Dynamic Solution Innovators Limited

Department/Division: Human Resources

Address: House 177, Road-02, New DOHS, Mohakhali, Dhaka 1206

1.2.2 Internship Company Supervisor's Information

Name: Farzana Shathi

Position: Manager, Human Resources

1.2.3 Job Scope

As an intern in Dynamic Solution Innovators Limited's Human Resources department, I was responsible for several activities and responsibilities, including:

1. Working with internal departments and management to forecast hiring needs quarterly or semi-annually.
2. Identifying potential candidates via internet channels such as social media and professional networks, as well as attending job fairs and campus recruitment campaigns.
3. Establishing and maintaining relationship with universities and recruitment agencies to enhance the talent pipeline.
4. Organizing career-related seminars and competitions for university students to stimulate talent development.

5. Developing effective hiring procedures and determining selection criteria.
6. Organizing written exams, skill assessments, and interview processes.
7. Assist in Creating SOPs that are consistent with the company's strategic planning and documenting recruiting rules, including recruitment and onboarding.
8. Preparing feedback on the recruiting status and sending monthly reports to management is what recruitment status reporting entails.

1.3 Internship Outcomes

1.3.1 Student's contribution to the company

I contributed to Dynamic Solution Innovators Limited during my internship by effectively working in the recruitment process. To ensure a strong talent pool, I assisted in finding possible applicants, streamlining hiring procedures, and actively connecting with universities and recruitment agencies.

1.3.2 Benefits to the student

I acquired great hands-on experience in the field of Human Resource Management as an intern. I was able to enhance my talent acquisition, recruitment strategy, and relationship management skills. In addition, I was able to use the academic information I gained during my MBA study in a real-world corporate situation.

1.3.3 Problems/Difficulties

While the internship was mostly a great experience, there were some difficulties encountered. These included meeting tight recruitment deadlines, scheduling several interview schedules, and adapting to the industry's fast pace. These problems, on the other hand, provided significant learning opportunities and improved my problem-solving abilities.

1.3.4 Recommendations:

I urge that the organization continue to offer internships in the HR Internships to students. To improve the internship experience even further, the organization could explore the following:

- Giving interns more exposure to various HR tasks and initiatives.
- Mentorship programs are available to help with knowledge transfer and skill development.
- Encourage interns to take an active role in strategic HR planning and decision-making.
- Collecting feedback from interns to improve the internship program over time.

By putting these suggestions into practice, DSi can assure that upcoming interns have a thorough and educationally beneficial experience.

Chapter 2: Company Overview

2.1: Introduction

Dynamic Solution Innovators Ltd. (DSi) is an ISO 27001:2013 accredited software development company that has been offering software development to clients all over the world since 2001. DSi's dedication to quality in custom software development, e-commerce, artificial intelligence, and data science technologies has made it a reputable company in the industry. DSi provides end-to-end solutions to clients in a variety of business verticals, including e-governance, healthcare, finance, and more, with a diversified employee of over 250 qualified individuals.

This review digs into DSi's key beliefs, services, technological competencies, and distinct management and operations strategy. It also looks at DSi's competitive advantages and the challenges it faces in a changing software development ecosystem. The company's commitment to information security, technological integration, and client pleasure is seen across its activities, establishing it as a major player in the worldwide software development arena.

2.2 Overview of the company

Since 2001, Dynamic Solution Innovators Ltd. has provided software development services to clients all around the world. They have applied skills in developing major ERP systems, web-enabled e-commerce services, and integrated and highly scalable solutions across a wide range of industries. In their projects, they have vast experience dealing with AI and Data Science technology. They provide experienced technical management professionals to support clients in all parts of their mission essential projects, in addition to delivering software development services around the world. With extensive experience in enterprise software development and long-term collaborations in worldwide markets, DSi is a proven and trusted partner who can assist you in realizing your technological product ideas.

The company is registered in both Bangladesh and the United States, and it currently employs over 250 qualified employees. DSi employs on-site personnel where necessary to ensure a high level of customer interaction and project management. Advanced use-case storyboarding approaches, iterative and agile development, and their multi-phase quality assurance process are among their methodologies. Over the years, they have established themselves as a reliable offshore development center for their clients, particularly those in the United States.

2.2.1 Vision

Our goal is to make people's lives better by creating cutting-edge IT solutions. Our goal is to create scalable software solutions that can handle the issues the world will face in the future. As our clients advance, so do we. In terms of developing dynamic, scalable, and integrated software solutions, our goal is to lead the sector. For both government and private enterprises, we want to create scalable programs.

2.2.2 Mission

We provide complete solutions to product development customers. We are always investing in attracting and keeping best-in-class professionals to build solutions. Our IT professionals can assist customers in developing a suitable software product by utilizing practical knowledge, extensive expertise, and a cost-effective software testing mechanism.

2.2.3 Services

They are here to find large solutions to huge challenges. DSi has been providing custom and platform-based software solutions to government and enterprise customers worldwide across a variety of target industries.

Industry Verticals

- e-governance
- Semi-Conductor Industry
- Shipping
- Health Care
- Banking
- e-Commerce
- Education
- Legal Document Management
- Government Sector
- Off-shore Development Center
- Mobile Financial Service

Technical Competencies

- Custom Software Development
- Web Application Development
- Mobile Application Development (iOS & Android)
- QA Consulting and Testing as a Service
- Data Engineering and Bigdata

- Cloud & DevOps
- Data Science and Machine Learning
- IC Mask Design
- IoT Product Development
- Highly Scalable System Development

2.2.4 Employees

DSi is a diverse group of individuals that have come together to give exceptional software services to clients all over the world. They have a three-step recruitment procedure that allows to hire the top candidates. They believe in youthful generation, so they hire freshmen through university recruitment. The goal is to develop these new skills and make them experienced, and to that end, they strive to create a welcoming environment. they invest in people to help them advance in their fields.

The 250+ Resources Include...

1. Project Manager
2. Product Manager
3. System Analyst
4. Software Engineer
5. Solution Architect
6. Database Administrator
7. System Security Expert
8. DevOps Engineer
9. Network Engineer
10. VLSI Engineer
11. Cloud Engineer
12. Business Analyst
13. Software Quality Assurance Engineer
14. Support Engineer
15. UX Designer
16. UI Designer
17. Technical Writer
18. Training Expert

2.2.5 Memberships, and Certifications

Membership

Bangladesh Association of Software
and Information Services (BASIS)

Bangladesh-Malaysia Chamber of
Commerce and Industry (BMCCI)

ISO/IEC 27001:2013
Certification

ISO 9001:2015
Certification

2.2.6 Technologies

At DSi, we think that the best people, tools, and procedures lead to the best technological solutions.
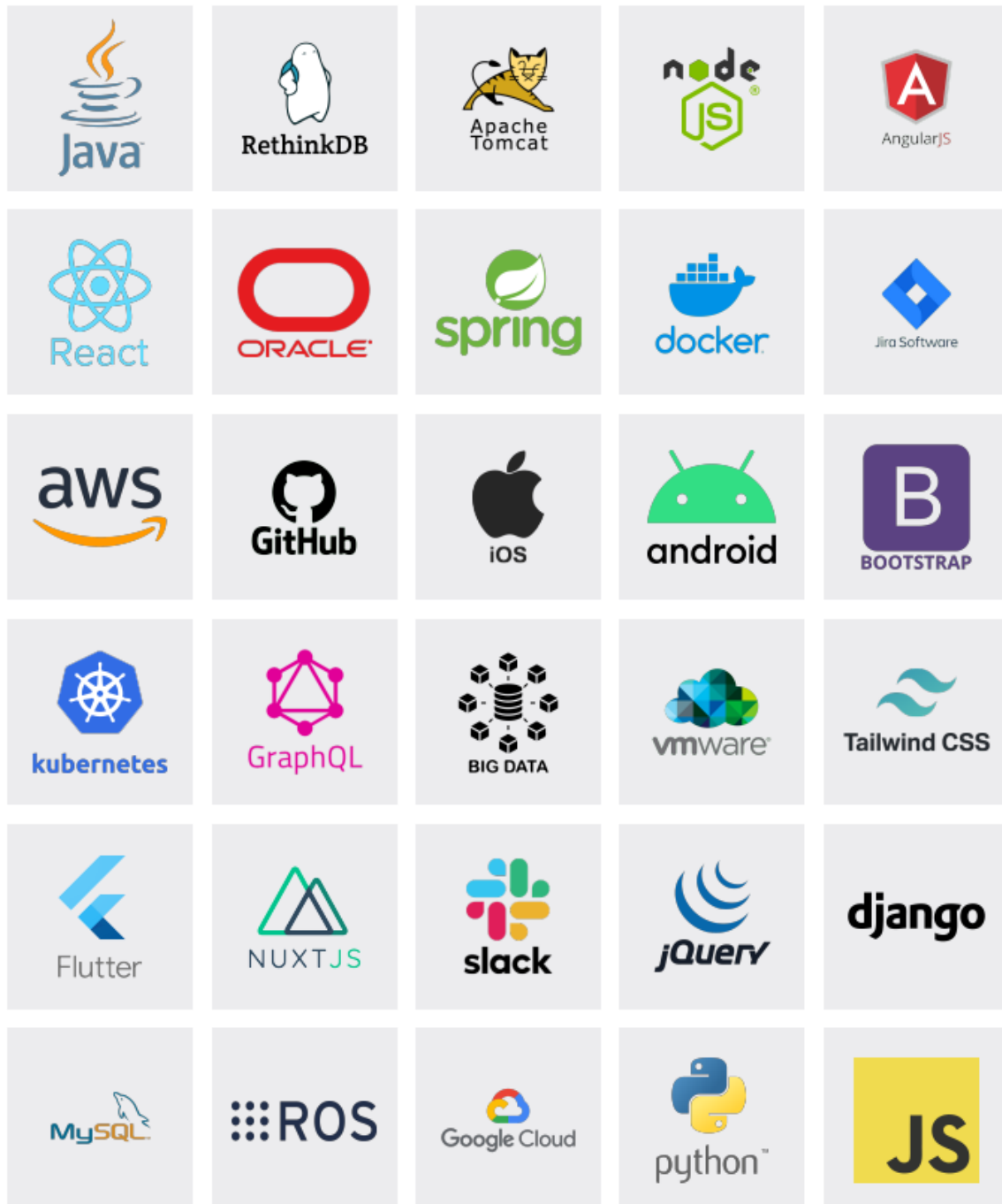
2.2.7 Clients in Government and Private Sectors

Primary Education Management Information System (PEMIS)	Integrated Educational Information Management System (IEIMS)	Suspect Identification and Verification System (SIVS++)
Broadcasting, Live Telecast, Print & Electronic Media Management	SSF Secure Communication Platform	Health Data Architecture
Teacher Transfer Management System (TTMS)	Integrated Service Delivery Platform (ISDP)	OpenCRVS
Olwel Doorstep Healthcare Service	Mobile Financial Service Provider	Off Dock Management System (ODMS)

2.2.8 Global Clients

Jenzabar

Education

400+ Universities
1,350+ Campuses

Consilio

Legal Document Management

30% Faster
Document Search

SYNOPSYS

Application Security

Proprietary Knowledgebase of
40 Lac+ open source components

InfoIMAGE

Banking

200+ Financial Institutions

altech energie du moment

Loan & Asset Management

10 Lac+ products

Wolters Kluwer

Compliance Application

Smart **Data Mining**
Algorithm

Forecast

ERP System

AI Powered ERP Solution with **13
week demand projection** analysis

Raptor

Document Management System

Document Management System (DMS) for
Chip and RFIC manufacturers

AMTdirect

Contract Management

150 Thousand+
Leases Managed

OpenCRVS

Civil Registration & Vital Statistics

WHO Classified **Global
Good Open Source Product**

2.3 Management Practices

As a company, Dsi has a distinctive and successful leadership style that is characterized by a horizontal organizational hierarchy. There are three main levels in this structure: management, project leads, and project-related employees. The idea of autonomy, especially for team leaders, lies at the heart of Dsi's leadership philosophy.

The dedication to diversity is one of the leadership philosophies of Dsi that stands out. Every employee's opinion is respected under this democratic leadership approach, which also actively seeks it out. No matter their position within the company, each employee will feel acknowledged and appreciated, thanks to this technique, which fosters a sense of empowerment among the workforces. The management of Dsi is aware of the importance of varied ideas and new insights for innovation and problem-solving.

Furthermore, Dsi's leadership style incorporates project leads in decision-making. This inclusion ensures that those directly involved in project day-to-day operations have a say in setting the project's direction and strategy.

Dsi's corporate culture is built on adaptability. The organization understands the value of adapting to changing conditions and promotes a work environment that accommodates a variety of requirements and schedules.

2.4 Marketing Practices

Dynamic Solution Innovators Ltd. (DSi) has established itself as a reliable and innovative player in the software development sector, with a strong emphasis on delivering cutting-edge solutions to clients all over the world. The following basic beliefs, services, and unique selling propositions drive DSi's marketing practices:

1. **ISO 27001:2013 Certification:** DSi's commitment to maintaining ISO 27001:2013 certification demonstrates its dedication to data security and quality assurance, which is appealing to clients looking for dependable software solutions.
2. **Extensive Expertise:** DSi's presence in the market since 2001, as well as its remarkable track record in developing big ERP systems, e-commerce solutions, and AI/data science projects, highlight its technological prowess and ability to manage a wide range of customer requirements.
3. **Global Reach:** DSi is positioned as a flexible partner for clients with global operations, thanks to its capacity to offer software development services on a global scale.
4. **Industry Verticals:** DSi's extensive range of industry verticals, which include e-governance, healthcare, banking, and more, demonstrate the company's capacity to meet a variety of business requirements.
5. **Technical Competencies:** DSi is a one-stop solution for customers searching for all-encompassing IT solutions, thanks to its technical capabilities, which include a wide

range of services from custom software development to data science and machine learning.

6. **Employee Investment:** DSi's emphasis on attracting and developing personnel, including campus recruitment and skill development, demonstrates the company's dedication to providing high-quality services through a competent and motivated team.

7. **Diversified Skill Sets:** The DSi team is comprised of a diversified group of professionals, ranging from project managers to UX designers and network engineers, ensuring that clients have access to a wide range of skills under one roof.

2.5 Financial Performance and Accounting Practices

Dynamic Solution Innovators Ltd. (DSi) keeps a strong financial performance and accounting structure in place to ensure transparency, compliance, and fiscal responsibility. Some major components of DSi's financial performance and accounting practices are as follows:

1. **Financial Stability:** DSi has an established track record of financial stability, which is backed by its industry participation since 2001. This stability is bolstered further by its successful long-term collaborations in global markets.

2. **Dual registration in both Bangladesh and the United States**: This dual registration demonstrates the company's commitment to following worldwide financial norms and laws.

3. **Revenue Streams:** DSi earns revenue largely by providing software development services to clients all around the world. Custom software development, online and mobile application development, and consultancy are among the services available.

4. **Cost Control:** To preserve profitability, DSi stresses cost-effective techniques. This involves effective resource allocation, streamlined project management, and budget adherence.

5. **Financial Reporting:** DSi follows strict financial reporting procedures to ensure that financial statements are accurate, transparent, and in accordance with applicable accounting standards.

6. **Tax Compliance:** To preserve legal and financial compliance, DSi follows to tax legislation in both Bangladesh and the United States, assuring timely and accurate tax filings.

7. **Internal Controls:** To protect against financial irregularities and establish accountability inside the firm, DSi implements internal controls and financial management systems.

8. **Auditing:** Internal and external audits are performed on a regular basis to analyze financial performance and conformity to accounting principles. These audits aid in the identification of areas for development and ensure financial transparency.

9. **Cash Flow Management:** DSi efficiently manages its cash flow to meet financial obligations, invest in growth prospects, and retain liquidity for operating purposes.

10. **Resource Allocation:** Strategic resource allocation is part of DSi's financial processes, which ensures that funds are allocated to areas that match with the company's growth and expansion goals.
11. **Risk Management:** DSi effectively recognizes and manages financial risks, utilizing financial instruments and procedures to limit potential difficulties.
12. **Client Contracts:** DSi's financial performance is also heavily influenced by its ability to secure and manage client contracts. Contracts, pricing, and conditions are carefully evaluated by the organization to ensure that they are financially feasible and align with its capabilities.

2.6 Operations Management and Information System Practices

To provide high-quality software solutions to its global clientele, DSi lays a great emphasis on efficient operations management and solid information system practices. Some significant features of DSi's operations management and information system procedures are as follows:

1. **Efficient Project Management:** To ensure that projects run successfully, DSi employs advanced project management strategies. This comprises thorough use-case storyboarding, iterative development, and agile approaches, which allow for project flexibility and adaptability.
2. **Quality Assurance approach:** To ensure the highest quality standards in its software development projects, DSi employs a multi-phase quality assurance approach. To discover and correct any faults before final delivery, rigorous testing and validation procedures are used.
3. **Client Interaction:** DSi understands the value of client interaction and keeps workers on-site as necessary. Throughout the development process, this strategy allows excellent communication, project collaboration, and client participation.
4. **Information Security:** DSi prioritizes information security because it is ISO 27001:2013 certified. To protect customer data and sensitive information, strong data protection measures are in place.
5. **Technology Integration:** DSi uses cutting-edge technology in its information systems to improve operations, boost productivity, and provide new solutions. This involves incorporating artificial intelligence and data science technology into their projects.
6. **Scalable Solutions:** DSi's expertise in developing scalable and integrated solutions ensures that its clients obtain software that can match their changing needs and future difficulties.

2.7 Industry and Competitive Analysis

2.7.1 SWOT Analysis

Strengths:

- ISO 27001:2013 data security certification.
- Extensive knowledge of large ERP systems as well as e-commerce solutions.
- A workforce of over 250 experts who are highly trained and diverse.
- Long-term successful cooperation in worldwide marketplaces.
- Client satisfaction and project quality are of the utmost importance to us.

Weaknesses:

- Because of its reliance on a global client base, DSi is vulnerable to economic downturns in specific countries.
- Competitors in the industry include other software development firms.
- Maintaining a trained workforce requires constant talent development.

Opportunities:

- There is an increasing demand for AI and data science solutions across industries.
- Geographical expansion into new markets.
- The growing relevance of cybersecurity creates opportunities for DSi's ISO 27001:2013 certification competence.

Threats:

- Rapid technological breakthroughs necessitate ongoing adaptability.
- There is fierce competition from both established companies and new entrepreneurs.
- Economic variations that may have an impact on clients' IT expenses.

2.7.2 PESTEL Analysis

Political:

- Compliance with local and international norms and standards, such as ISO 27001:2013
- Political stability in DSi's operating locations is critical for uninterrupted operations.

Economic:

- Client budgets and demand for software services can be influenced by economic situations in different nations.
- Currency exchange rates can have an impact on project expenses and pricing.

Social:

- The global move to remote work and digitalization opens up new prospects for DSi's services.
- Client cultural considerations might influence project needs and expectations.

Technological:

- Rapid technological advancements need that DSi stay current on the latest tools and processes.
- AI and data science technological advancements give prospects for growth.

Environmental:

- Increasing client understanding of environmental sustainability may influence client preferences and project needs.
- DSi can experiment with environmentally friendly approaches in its operations.

Legal:

- It is critical to follow data protection laws, intellectual property standards, and international commerce laws.
- Legal issues in various regions may have an impact on project deadlines and costs.

2.8 Summary and Conclusions

Dynamic Solution Innovators Ltd. (DSi) is one of the leaders in the software development sector. As an ISO 27001:2013 certified organization, DSi is dedicated to data security and quality assurance. DSi has successfully offered cutting-edge software solutions to clients worldwide for over two decades, with a strong emphasis on innovation and client satisfaction.

DSi's extensive technological competencies, which include custom software development, AI, Data Science, and others, position it as a versatile partner capable of meeting the changing needs of clients across multiple industry verticals.

In terms of management methods, DSi's democratic and inclusive leadership style promotes employee empowerment and creativity. The company's adaptability and flexibility in the face of changing conditions contribute to its long-term success.

Furthermore, DSi's SWOT and PESTEL assessments illustrate its competitive landscape's strengths, weaknesses, opportunities, and threats. DSi is well-positioned to negotiate the challenges and exploit the chances given by the ever-changing technological world by using its strengths, fixing weaknesses, capitalizing on opportunities, and reducing threats.

Finally, DSi's commitment to excellence, technical competence, and client satisfaction distinguishes it as a reliable partner for enterprises seeking innovative IT solutions. DSi is positioned for continuing growth and leadership in the software development business, with a goal to better people's lives via technology and a mission to consistently invest in talent and practical expertise.

Chapter 3: Project Part

3.1: Introduction

To stay ahead in today's competitive business landscape, companies must constantly adapt and innovate. The acquisition of top-tier talent that can drive expansion, foster innovation, and assure long-term success is a critical component in reaching this goal. Dynamic Solution Innovators (DSI) is no exception. As a growing company at the crossroads of cutting-edge technology and innovative solutions, DSI understands the paramount importance of talent acquisition in accomplishing its strategic goals.

As an Intern at DSI, I've had the opportunity of obtaining firsthand expertise and insights into the organization's talent acquisition procedures. This work experience has given me the privilege to observe and actively participate in various aspects of talent acquisition, such as workforce planning, job analysis, candidate sourcing and recruitment, employer branding, comprehensive onboarding, leveraging technology and tools, talent pipelining, and employee retention initiatives.

The primary focus of this internship report is to shed light on DSI's talent acquisition strategies and assess their efficacy in attracting and retaining top talent. This paper attempts to provide a complete picture of the numerous methods and efforts that DSI has done to recruit, hire, and retain the talents in the industry through in-depth research, interviews, and an extensive assessment of the current literature.

Furthermore, this research will look into the challenges related to DSI's talent acquisition. While talent acquisition is an important role, it is not without difficulties and challenges. By identifying and analyzing these problems, I hope to provide useful insights into areas where DSI can refine and improve its talent acquisition procedures, assuring the organization's continued success and growth.

3.1.1 Literature Review

The ability to adapt, innovate, and maintain a sustainable edge over competitors is critical in today's fiercely competitive and continuously developing corporate world. The strategic acquisition of top-tier talent is one of the pillars of gaining and maintaining this competitive advantage. For companies seeking to drive growth, foster innovation, and assure long-term success, talent acquisition has emerged as a critical and strategic activity. This study of the literature digs into essential themes and insights obtained from existing research and scholarly publications in the field of talent acquisition.

The overwhelming importance of talent acquisition in achieving organizational performance is well acknowledged and accepted in both academic and business circles. Talent is unquestionably considered as the most precious asset for firms, particularly in dynamic sectors

such as technology and innovation (Strohmeier & Piazza, 2015). In line with the introduction, DSI's perceptive recognition of talent acquisition as a vital pillar for accomplishing its strategic objectives aligns with a broader knowledge of talent's strategic importance in today's corporate landscape.

Effective talent acquisition contributes to an organization's competitive advantage by ensuring that the correct combination of skills, knowledge, and expertise is available (Boxall, Purcell, & Wright, 2007). Aside from that, talent acquisition is critical to promoting innovation. Talented people are frequently catalysts for innovation, driving new solutions and novel ideas (Füller, Matzler, & Hutter, 2012).

Thorough workforce planning is the foundation of successful talent acquisition. This complex approach comprises methodically matching talent demands with the overarching goals of the business, examining current and prospective skill shortages, and developing a strategic roadmap to bridge these gaps (Walker & Hirsh, 2007).

Building a strong employer brand is critical to attracting top-tier talent. According to research, firms endowed with a compelling employer brand enjoy a significant advantage in the field of talent acquisition (Backhaus & Tikoo, 2004).

The art of identifying and attracting qualified people is at the heart of talent acquisition. The modern landscape involves the planned deployment of a wide range of recruitment channels, from social media to professional networks (Van den Heuvel & Bondarouk, 2017).

The talent acquisition journey extends beyond recruitment to include comprehensive onboarding. A well-structured onboarding process is critical for keeping top staff. According to research, it is critical to effortlessly integrate new hires into the organizational fabric in order to create engagement and commitment (Bauer & Erdogan, 2011).

In an age of digital transformation, the seamless integration of technology and tools is critical to simplifying talent acquisition (Marler & Boudreau, 2017).

The proactive building of a pipeline of possible individuals primed for future roles is a strategic foresight embedded in talent pipelining. Talent acquisition extends beyond recruitment to include talent retention.

According to research, firms should invest in a variety of retention methods, such as mentorship programs and continuous learning opportunities, to retain their top employees (Allen, Van Scotter, & Otondo, 2004).

The terrain of talent acquisition is not without its problems and complexities. These difficulties include severe competition for people, changing worker demographics, and the unavoidable necessity for continual adaptation to developing recruitment technologies (Maurer, 2016).

3.1.2 Objectives of the Report

Several fundamental objectives motivate this internship report. Its primary objective is to provide a thorough study of Dynamic Solution Innovators' (DSI) talent acquisition strategies. The report tries to highlight the many strategies and efforts used by DSI to attract, recruit, and retain top-tier talent in the competitive landscape of technology and innovation using a combination of research and a review of the literature.

Furthermore, the research focuses on the identification and analysis of challenges that DSI faces in talent acquisition. It understands that, while talent acquisition is an important job, it is not without challenges. By identifying and evaluating these problems, the research seeks to provide useful insights into areas where DSI may refine and improve its talent acquisition processes, thereby strengthening the organization's prospects for long-term growth and industry competitiveness.

3.1.3 Significance of the Report

This report is significant in providing insight into Dynamic Solution Innovators' (DSI) talent acquisition strategies. It's critical because recruiting top-tier talent is important for growth and innovation in today's competitive business landscape. DSI, which is at the cutting edge of technology and innovation, acknowledges the importance of talent acquisition in accomplishing its strategic objectives.

This report goes into several aspects of talent acquisition, from workforce planning to employee retention, based on a year of direct experience as an Intern at DSI. Through research and a review of the literature, it strives to present a thorough understanding of DSI's approaches for recruiting and keeping talents.

Furthermore, the study highlights the challenges associated with talent recruiting. It provides insights to help DSI optimize its talent acquisition operations, assuring the organization's continuous success and growth in a rapidly changing business context by recognizing and assessing these difficulties. Overall, this report adds not only to DSI's performance, but also to a broader understanding of talent acquisition strategies in forward-thinking businesses.

3.2 Methodology of the Report

This report's methodology blends a structured research technique with directly experiential observations gathered throughout a year of involvement at Dynamic Solution Innovators (DSI). This technique is intended to thoroughly investigate and evaluate DSI's talent acquisition initiatives, as well as to identify and analyze associated challenges.

The sections that follow detail the methodology's essential components

3.2.1 Data Collection

- **Literature Review:** A comprehensive study of existing literature review on talent acquisition practices, innovation driven firms, and talent acquisition challenges. This literature serves as the theoretical foundation for comprehending best practices and industry trends.
- **Interviews:** Conducting semi-structured interviews with key personnel, such as HR professionals, hiring managers, and executives. These interviews provide a firsthand knowledge about the organization's plans, strategies, and challenges.

3.2.2 Observation and Participation

- **Workplace Observation:** Detailed personal observation of DSI's talent acquisition methods and practices. Attending meetings, reviewing documentation, and engaging in recruitment initiatives are all part of the job.
- **Work Experience:** Based on an Intern-level experience at DSI, this report draws on insights gained from active participation in workforce planning, job analysis, candidate sourcing and recruitment, employer branding, onboarding, technology utilization, talent pipeline lining, and employee retention initiatives.

3.2.3 Data Analysis

- **Qualitative Analysis:** Conducting a qualitative analysis of interview data and observational notes to uncover major trends, and patterns in DSI's talent acquisition procedures and challenges.
- **Qualitative Analysis:** Data Analysis: Quantitative data related to talent acquisition metrics, such as time-to-hire, source effectiveness, and cost-per-hire, were collected and analyzed to evaluate the effectiveness of DSi's talent acquisition strategies.

3.3 Findings and Analysis

3.3.1: Talent Acquisition Procedures

In this section, I'll discuss the vital aspects of Dsi's talent acquisition startegies, highlighting its alignment with the organization's goals and objectives. Dsi believes that talent is our most important asset, especially as a software company. Our primary and, in some ways, sole asset is our team of incredibly qualified and brilliant engineers. We generate revenue from our clients, who seek and value the knowledge of our software engineers, because of their expertise. The strategic alignment of our talent acquisition practices with the broader corporate goals and objectives is one of the most notable observations. This alignment guarantees that each new hire is more than just a resource for furthering Dsi's long-term goals.

1. Workforce Planning:

Dsi has implemented a systematic approach to talent acquisition and workforce planning. This approach emphasizes the need to connect our talent pool with the requirements of our different projects, which include Government and International Projects-

- **Resource Requisition Process:** The HR department uses a methodical way to assess our talent requirements. We provide Resource Requisition Forms to all team leaders throughout our 28 teams once a quarter. These forms allow us to document each team's resource requirements, allowing us to better connect our talent acquisition efforts with specific project demands.
- **Talent Attrition Monitoring:** In addition to resource requisition, we keep in regular contact with our team leads by inquiring about any probable resignations during the next two to three months once a month. We can predict attrition and plan for replacement or resource reallocation as a result of this proactive approach.
- **Collaboration with Sales and Marketing:** We work closely with our Sales and Marketing teams to acquire insight into upcoming projects, their scope, and scalability requirements. This collaboration enables us to anticipate resource requirements for prospective projects, ensuring that we have the proper people to meet project requirements.
- **Project Lifecycle Management:** We recognize the importance of tracking the status of ongoing projects, particularly those in deployment and handover phases. By maintaining this information, we can accurately gauge the availability of engineers soon and optimize their allocation for upcoming projects.
- **Data-Driven Talent Assessment:** Our talent evaluation approach is data-driven and employs qualitative methods. We keep an HR dashboard that is precisely organized, client requirements, and an HR Distribution sheet. These resources contain critical information such as a list of all projects, details on resource allocation, departing personnel, parked resources, and team-specific hiring needs.

We hold quarterly and semiannual meetings with our management team with this complete data. These discussions are essential for accurate workforce planning. To ensure that our talent pool remains aligned with our organizational goals, we deliberate on resource allocation, recruitment, and skill development.

<u>Workforce Planning Metrics:</u>

- o Average Time to Fill a Position: Let's assume that it takes 60 days on average to fill a position.

- o Resource Requisition Accuracy: Let's say we received a request for 15 resources, but only 10 were required.

- o Accuracy is calculated as (Actual Resources Required / Requested Resources) * 100.

= (10 / 15) * 100 = 66.67%.

2. Job Analysis:

At Dsi, job analysis is a team effort. Job analysis is crucial not only for hiring, but also for ensuring that our teams have the knowledge and abilities needed to spur creativity and complete our projects. We involve our lead software developers, who have the most in-depth knowledge of the positions. These professionals offer priceless insights into the specific technical subtleties, abilities, and skills needed for each role-

- **Define Roles and Responsibilities:** Determining each position's specific functions and responsibilities is the first step in the process. This involves identifying the primary duties, the people involved in the project, and the anticipated results.
- **Determine Required abilities and Qualifications:** Through job analysis, we can pinpoint the fundamental competencies and abilities required for fulfillment in a particular profession, such as fluency in a particular programming language, project management know-how, or industry certifications.
- **Experience Criteria:** We also develop experience criteria in addition to skills and qualifications. Whether it's an entry-level post or a senior leadership role, this feature considers the level of experience required to succeed in a given capacity.
- **Job Descriptions and Specifications:** Job descriptions and specifications are painstakingly developed using the insights gained through job analysis. The foundation for building effective job adverts is provided by these materials. They make sure that prospective employees are well aware of what is required of them and what they may anticipate from the position.
- **Effective Job advertisements:** At Dsi, we are aware that obtaining the best personnel requires a position advertisement that is both persuasive and well-communicated. We use the data from our job analysis to design our job posts so that they appeal to the ideal applicants who have the necessary abilities and skills.

Metrics for effective job advertisement

For this example, let's use the following numbers:
About 500 applications were received

• There were 100 qualified applications.

• Advertising cost: $15,000

We can now compute the metrics:

1. Rate of Conversion:

(Number of Qualified Applications / Number of Applications Received) * 100 = Conversion Rate

(100 / 500) * 100 = 20% Conversion Rate

2. Qualified Application Cost:

Cost per Qualified Application = Advertising Cost divided by Number of Qualified Applications

Cost per Qualified Application = 15000/100 = 150.

3. Sourcing:

Dsi recognizes that acquiring the right talent is a critical stage in our talent acquisition strategy. We use a diverse approach that goes beyond typical job boards and fairs to ensure we have access to the top tire talent pool-

- **Campus Recruitment:** We actively recruit on campus at prestigious public institutions like BUET, SUST, CUET, MBSTU, and KUET. Because of this proactive approach, we can identify and hire top talent before they graduate, guaranteeing that we have the best graduating students on board.
- **University Faculty Referrals:** When we need specialized talents or are expanding into new markets, such as VLSI and microchip packaging, we work with university faculty. Professors and subject matter experts suggest the top students to us because they recognize our need for specialized talent.
- **Applicant Tracking System (ATS):** As part of our recruitment software, we have an AI-powered ATS that assists us in identifying appropriate candidates based on our job descriptions and specifications. This technology makes the initial screening procedure more efficient.
- **Social Media Engagement:** We have an active presence on social media channels frequented by CSE/EEE engineers and recent graduates. This involvement allows us to access a larger pool of possible applicants.

- **Employee Referrals:** Our employees are vital to our sourcing efforts. We encourage internal referrals and often post job openings to our employees, utilizing their networks to find excellent engineers.
- **LinkedIn Networking:** We have a large LinkedIn network and are well-equipped for headhunting when necessary. LinkedIn helps us to connect with professionals who have the talents we need.

Sourcing Metrics:

Source Effectiveness:

I.   Job Boards: 100 candidates applied, 10 were qualified (10% success rate).
II. Social Media: 100 candidates applied, 40 were qualified (40% success rate).
III. Employee Referrals: 100 candidates applied, 30 were qualified (30% success rate).
IV. Campus Recruitment: 100 candidates applied, 20 were qualified (20% success rate).
V.   Specialized Talent Acquisition Rate: If DSi hired 5 specialized skills out of 20 efforts, your acquisition rate is (5 / 20) * 100 = 25%.

4. Appropriate Assessment & Interview Process:

In our talent acquisition approach, we acknowledge the critical relevance of an efficient and insightful assessment and interview process. At DSi, our strategy is intended not only to discover the most qualified individuals, but also to provide applicants with a smooth and motivating experience-

- **Programing Test & Interview:** We begin the process for new graduates with a programming test that serves as the initial filter. This test has been designed to match the position's specific requirements. We empower candidates to prepare appropriately by clearly communicating the topics covered, enabling a fair and meaningful evaluation.
- **We continue to conduct interviews in two stages:** This streamlined process ensures that we thoroughly analyze individuals' knowledge and experience.
- **Efficiency and Candidate Experience:** Our pledge to complete the full recruitment process in two weeks reflects our understanding of the demotivating effects of lengthy bureaucratic procedures. We strive to maintain a quick and responsive process that values the time and effort candidates put into their applications.
- **Clear Communication:** Our emphasis on clear information, particularly about programming test topics, illustrates our dedication to openness. We believe that applicants who are well-informed are better prepared and more likely to excel in evaluations and interviews.

Assessment and Interview Metrics:

Interview Conversion Rate: If 100 applicants were evaluated, 40 were interviewed, and 15 were invited to the final interview, the interview conversion rate would be (15/100) * 100, or 15%.

Time to Hire: Assuming the recruitment process takes 60 days on average to complete.

5. Onboarding

At Dsi, we feel that the onboarding process is more than simply a formality; it is an important stage in our talent acquisition strategy. Our onboarding strategy is developed to welcome and integrate new hires, providing them with the knowledge, resources, and assistance they require to succeed in their roles-

- **Orientation:** We begin the onboarding process with a thorough orientation Session. This program ensures that newly hired employees understand their job needs, organizational standards, and the resources we give to help them succeed.
- **Alignment with Management:** Our management works closely with new employees, providing guidance, insights, and mentorship. This personal connection assists newcomers in adjusting to the work culture and comprehending their job.
- **Gradual Integration:** Recognizing the necessity of easing new employees to their new surroundings, we avoid assigning new resources to specific teams or projects right away. We provide a buffer period for them to become acquainted with the work environment and the expectations related to their roles.
- **Comprehensive Training for freshers:** We provide training to the employees who are fresh graduates. They go through a minimum of three months of thorough training under the direction of our management team or team leads.

Onboarding Metrics:

Onboarding Completion Rate: If job acceptance is 90%, then onboarding completion rate is 90%.

6. Employer Branding:

As an important component of our talent acquisition strategy, DSi places a major emphasis on employer branding. We are actively involved in numerous projects to establish and market our reputation as an appealing employer to attract top talent to our organization.

Our LinkedIn and Facebook sites, where we highlight our corporate culture, successes, and possibilities we offer, are two of our primary aspects for employer branding. These platforms give us the chance to interact with prospective employees, exchange knowledge, and emphasize our dedication to developing a creative and innovative work environment.

Additionally, through campus recruitment programs, our employer branding strategies reach the academic community. We frequently take part in seminars, giving students information about the fascinating career opportunities at DSi. In addition, we sponsor national and inter-university programming competitions, showcasing our position in the academic area, and demonstrating our dedication to developing talent.

Furthermore, we go a step further by hosting programing contests and competitions in universities, interacting directly with students and displaying our dedication to encouraging and recognizing emerging talent.

Metrics:

I. Social Media Engagement: DSi received 100 likes and 10 comments on DSi LinkedIn post regarding employer branding.
II. Campus Recruitment Impact: Based on the overall number of hires, DSi can determine the impact if 20% of employees come through university recruitment initiatives.

7. Technology

At Dsi, we have been using Workable as our recruitment software and are currently creating our own Applicant Tracking System (ATS) in our pursuit of excellence in talent acquisition.

This change underlines our dedication to centralizing applicant management and expediting the hiring process.

Metrics to calculate Technology Cost:

Let's consider the following assumptions:

I. Monthly Subscription Cost of Workable: $400
    This is the amount DSi pay monthly to use Workable as recruitment software.

II. Development Costs for ATS:

To develop ATS, we need to consider costs related to developers' salaries, quality assurance (QA) salaries, and other associated costs. Here's a simple breakdown:

Number of Developers: 3
Monthly Salary per Developer: BDT 60000
Number of QA Engineers: 2
Monthly Salary per QA Engineer: 40000
Other Development Costs (e.g., infrastructure, software licenses, project management): 50,000 per month

Now, let's calculate the total monthly cost of developing your ATS:

Total Monthly Development Cost = (4 developers * 60,000/developer) + (2 QA engineers * $40,000/QA engineer) + $50,000 (other costs)
Total Monthly Development Cost = 2,40,000 + 80,000 + 50,000 = BDT 370,000

8. Talent Pipelining:

DSi is proactive in finding and fostering possible candidates for future positions; here are some of the methods we use to do so-

- **University Collaborations:** We collaborate with professors and job placement centers to gain access to top graduates and developing talent.
- **Internship Programs:** We provide internship opportunities to students and recent graduates. This enables us to evaluate their abilities and cultural fit for potential future opportunities.
- **Engage on social media:** We keep a regular presence on social media sites like LinkedIn. To engage potential applicants, share corporate updates, industry insights, and employment possibilities.
- **Referral Programs:** We welcome recommendations of eligible people from our employees. Referral programs are an effective approach to accessing the networks of our current employees.

Talent Pipelining Metrics:

I. If 7 out of t10 interns go on to become full-time employees, the conversion rate is seven out of ten times one hundred, or 70%.
II. Talent Pipeline Conversion Rate: If 10 of the 50 resources in the talent pipeline become employees, the conversion rate is (10 / 50) * 100 = 20%.
III. Effectiveness of the Referral Program: Based on the overall number of employees, we may determine the effectiveness if employee referrals account for 10% of our hiring.

9. Employee Retention:

Our commitment to talent acquisition at DSi goes beyond recruitment to include retaining and nurturing talents. We use some HR-focused tactics to encourage employee retention and growth:

- **Continuous Learning and Development:** We place a high value on our workers' continual learning and development. This involves organizing regular training sessions and funding certificates to help them improve their abilities and advance their careers.
- **Senior Engineer Autonomy:** We realize the value of autonomy in retaining top talent. Senior engineers at DSi have a high level of autonomy in their roles, allowing them to make significant decisions and contribute to the company's success.
- **Involvement in Decision-Making:** Team leaders are important to our talent retention strategy. They not only coach their team members, but they also actively participate in management decision-making processes. This participation generates a sense of ownership and engagement.
- **Constant Feedback:** Our management provides employees with constructive and ongoing input, allowing their professional growth and advancement. This feedback-driven strategy ensures that staff are aligned with the aims and expectations of the firm.

- **Invest in People:** At DSi, we strongly believe in investing in our people. This investment is visible in our support of certification courses and training programs, which allow employees to broaden their knowledge and abilities and advance their careers.

Retention Metrics:

Let's assume:

Total New Hires: 50
After 1 year, 45 employees are still with the company.
Retention Rate: (45/50) x 100 = 90%
A high retention rate of 90% indicates that the hiring and onboarding processes are effective in keeping employees with the company.

10. Metrics and Analytics:

To assess the performance of our talent acquisition strategy at DSi, we analyze the important metrics and analyses listed below-

- We track the time it takes to fill a position after the recruitment has started.

  Example- Let's say, on average, it takes 60 days to fill a position after the recruitment process has started.

- We determine which methods (for example, job boards, social media, and recommendations) are most effective in attracting quality candidates.

  Example- Determining Effective Recruitment Methods:

  Job Boards: 100 candidates applied, 10 were qualified (10% success rate).
  Social Media: 100 candidates applied, 40 were qualified (40% success rate).
  Employee Referrals: 100 candidates applied, 30 were qualified (30% success rate).
  Campus Recruitment: 100 candidates applied, 20 were qualified (20% success rate).

- We keep track of the percentage of employment offers made in response to recruitment. The overall number of candidates participated in the recruitment process, as well as the percentage of employment offers made. It aids in comprehending the success rate.

  Example- Tracking Percentage of Employment Offers:

  Total Candidates Participated: 100
  Total Employment Offers Made: 10

Percentage of Offers Made: (10/100) x 100 = 10%
This shows that 10% of candidates who participated in the recruitment process received employment offers.

- From sourcing to onboarding, we assess each stage of the recruitment process to discover bottlenecks and areas for improvement.

Example- Assessing Recruitment Process Stages:

Sourcing: 500 candidates applied, 200 were qualified (40% success rate)
Screening: 200 candidates screened, 40 moved to the interview stage (20% success rate).
Interview: 40 candidates interviewed, 15 moved to the final stage (37.5% success rate).
Offer: 10 received offers out of 15 (66.67% success rate)
Onboarding: 10 new hires completed onboarding successfully.

- We compute the overall cost of hiring, including recruitment advertising and technology.

Example- Cost per Hire:

  I.   The cost per hire from job boards is 40000/10 = 4000 if we paid BDT 40,000 on job board advertisements (example: Recruitment Software- Workable) and hired 10 resources from job boards.
  II. The cost per hiring via Campus Recruitment is 50000/10 = 5000 if we spend BDT 50,000 on campus recruitment and hired 10 resources from campus.

3.3.2 Talent Acquisition Challenges

While DSi's talent acquisition strategy looks to be well-structured and comprehensive, the organization confronts many challenges in adopting and maintaining this strategy:

1. **Intense Competition for Top Talent:** DSi's aspiration to hire the top tire talent against industry standards and startups alike. Attracting and maintaining top-tier talent in this competitive industry is extremely challenging. Competitors offering lucrative compensation packages, expanded career opportunities, or creative work cultures can take highly qualified employees away from competing offers.

2. **Accuracy of Resource Requisitions:** DSi's dependence on quarterly resource requisition forms and monthly attrition monitoring is a systematic approach, but it creates potential problems in accurately estimating the company's talent needs. Inaccuracies in these processes can lead to over-hiring, which results in unutilized resources, or under-hiring, which results in resource deficiencies.

3. **Sourcing Specialized Talent:** While DSi works with university professors to acquire specialized talent, it can be extremely challenging to find experts with extremely specialized skills, such as VLSI and microchip packaging knowledge. These fields frequently necessitate uncommon and highly specialized expertise and experience that may not be easily available on the market.

4. **Limited Geographic Reach:** While DSi emphasizes campus recruiting at top universities, their regional reach is limited. Attracting talent from varied regions can be tough, especially as remote work becomes more widespread and candidates have more opportunities to work for overseas companies.

5. **Ensuring Diversity and Inclusion:** The lack of diversity in the software sector has been questioned. To gain access to a larger talent pool and benefit from different viewpoints, DSi should guarantee that its talent acquisition strategy actively encourages diversity and inclusion.

6. **Ensuring Fast Recruitment:** While DSi's ambitious objective of finishing the recruitment process in two weeks for all vacancies is commendable, it may be difficult to fulfill on a continuous basis. This short timeline requires thorough interview scheduling, communicating with candidates, and the availability of all necessary stakeholders within the time range indicated.

7. **Technical Assessment:** It can be difficult to design and carry out successful technical exams that accurately assess a candidate's abilities and potential. It is critical to ensure that assessments are both fair and appropriate.

8. **Talent Pipeline Maintenance:** Keeping a talent pipeline for future positions demands consistent work. Although DSi highlights university collaborations and internship programs, they must ensure that these initiatives continue to effectively attract and nurture talented people.

9. **Employee Retention:** While DSi pledges to retain and develop talent, keeping engineers in a highly competitive business can be an ongoing challenge. Engineers are usually offered attractive job opportunities by other organizations, making it critical for DSi to continually engage and encourage its employees to avoid turnover.

10. **Maintaining Employer Brand:** The software company is well-known for its dynamism. Maintaining a positive employer brand over time and effectively expressing it to potential applicants can be difficult, as company impressions change rapidly.

11. **Managing Growth:** While DSi's expansion into new sectors is exciting, it may provide difficulties in matching the talent acquisition strategy with growing organizational objectives. Rapid growth can put a burden on resources, and keeping a talent pool that fits the company's growth while maintaining quality standards requires precise planning and execution.

12. **Measuring Success:** While DSi acknowledges tracking numerous metrics and analytics, quantifying the performance of their talent acquisition approach and making data-driven improvements might be difficult if the appropriate data points are not collected and examined.

13. **Market Changes:** Due to the rapid evolution of the technology business, market trends and technology might shift quickly. In reaction to these developments, DSi must ensure that its talent acquisition strategy stays adaptable and flexible. Staying ahead of developing trends and proactively altering strategy is a constant struggle in this fast-paced industry.

14. **Cost Control:** As noted in DSi's strategy, calculating the whole cost of hiring is a complicated task. This includes costs for recruiting advertising, technology investments (such as the ATS), and employee onboarding. Maintaining high-quality recruitment while controlling costs can be a tricky act, especially as DSi grows.

15. **Feedback and Improvement:** It is noteworthy that DSi is committed to evaluating each stage of the recruitment process. However, converting these assessments into significant improvements and continually improving the plan might be challenging. This process can be hampered by resistance to change, limited insights from measurements, and the need for continual training and development for HR employees.

To summarize, DSi has numerous hurdles in its talent acquisition approach. Competing for scarce talent, precision in resource requisition, sourcing highly specialized skills, optimizing screening processes, ensuring rapid recruitment, retaining employees in a competitive industry, aligning with growth, controlling costs, effecting improvements through feedback, and remaining agile in response to market changes are all examples of these. Addressing these issues effectively is critical to DSi's long-term success in talent acquisition.

3.4 Summary and Conclusions

In Summary, Dsi has established a thorough and meticulously planned talent acquisition strategy that includes several essential components, each of which is geared to assure the organization's capacity to obtain and retain top-tier talent. This strategy stands out for its dedication to aligning the employees with project requirements, encouraging ongoing learning and development, and sustaining a strong employer brand.

DSi's strategy is notable for its comprehensive workforce planning, which includes a systematic resource requisition process, talent attrition tracking, collaboration with sales and marketing team, and an emphasis on project lifecycle management.

DSi's inclusion of lead software developers in the job analysis process improves the accuracy of defining roles, responsibilities, requisite skills, qualifications, and experience criteria.

DSi's commitment to expanding its approach is also seen via sourcing people. To access a broader talent pool, the company actively engages in campus recruitment, university faculty recommendations, and social media presence in addition to traditional job postings.

DSi's interview procedure and efficient programming tests are not only meant to find the most competent candidates, but also to offer applicants with a pleasant and motivating experience.

At DSi, the onboarding process is more than just a formality; it is a critical stage designed to effortlessly welcome newcomers. DSi guarantees that newcomers are well-prepared to excel in their professions by gradually engaging and giving extensive training.

Another effort of their talent acquisition strategy is employer branding. DSi regularly promotes its successes, and achievements through social media and campus activities, effectively attracting top talents.

Another innovative strategy is talent pipelining, which uses collaborations, internships, social media involvement, and employee referrals to proactively identify and nurture possible applicants for future opportunities.

Dsi's dedication to employee retention through ongoing learning and development, senior engineer autonomy, decision-making engagement, continual feedback, and investments in people guarantees that talent is nurtured and retained effectively once obtained.

Hence DSi's talent acquisition approach is strong and well-structured, but it faces numerous hurdles in today's competitive environment. For starters, DSi must compete for top-tier talent with both industry competitors and startups. Second, resource requisition accuracy is a worry, since mistakes can lead to over-hiring or under-hiring, resulting in resource inefficiencies. Because of their highly specialized nature, finding specialist talent is another difficulty.

Furthermore, despite the growing popularity of remote work, DSi's limited regional reach makes it impossible to broaden its talent pool. Maintaining a talent pipeline and developing fair and effective technical assessments are continual problems.

Engineers are frequently approached by tempting job offers from other companies, thus employee retention remains a persistent worry. Balancing talent acquisition with organizational growth objectives is a tricky process, especially when resource constraints and quality requirements are considered. Cost control is a multifaceted issue that includes recruiting advertising, technological investments, and staff onboarding expenses.

In Conclusion, DSi has developed a strong and diversified talent acquisition approach that displays their commitment to attracting and maintaining top-tier talent. However, it is important that they acknowledge the difficulties they encounter. While DSi is committed to reviewing and improving its recruitment process, there is a need for continual HR training and development. Addressing these issues effectively is important to DSi's long-term success in talent acquisition.

3.5 Recommendations/Implications

I would like to recommend the following initiatives-

1. **Competitive Talent Acquisition:** To be competitive, DSi should constantly evaluate its compensation packages and benefits against industry standards. To recruit and retain top talents, consider providing additional distinctive workplace incentives.

2. **Resource Requisition Accuracy:** To improve accuracy, DSi should integrate regular evaluations and feedback loops in the resource requisition process. Encourage team leaders to submit clear explanations for resource requests and set up a system for amending these requests when project requirements change.

3. **Recruiting Specialized Talent:** DSi should invest in specific training and development programs to upskill current employees or fresh graduates in specialized areas. To uncover possible talent sources, work with industry experts and associations

4. **Technical Evaluation:** Invest in the development of an automated technical evaluation methodology. Update assessment criteria on a regular basis to keep up with changing technology trends.

5. **Maintaining the Talent Pipeline:** Maintain contacts constantly with recruitment agencies & Universities after hiring decisions have been made.

6. **workplace Branding:** Dsi should place a greater emphasis on workplace branding. They should use social media, to demonstrate their distinct work culture and values.

7. **Market Changes:** Dsi should create a dedicated team or function to monitor industry movements and adjust the talent acquisition approach accordingly. Stay flexible and open to new ways when technology and market conditions change.

8. **Feedback and Improvement:** Promote a continual improvement culture inside the HR department. Provide HR personnel with training and resources to help them make data-driven decisions and to foster innovation in recruitment procedures.

Taking these ideas and consequences into consideration will assist DSi in overcoming its talent acquisition challenges and maintaining a competitive edge in the fast-paced technology market. It is critical to consider talent acquisition as a continuous process that evolves to meet the changing needs of the company and the job market.

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Appendix

Interview Questions used in Data Collection are given below-

Talent Acquisition Procedure:

1. Could you explain Dsi's workforce planning process and how it relates to the organization's goals and objectives?

2. How does Dsi track employee turnover, and how does this proactive approach help in resource planning and allocation?

3. Could you elaborate on Dsi's data-driven talent assessment approach? What key information does your HR dashboard and HR Distribution sheet contain, and how is it used for workforce planning?

4. How does Dsi go about conducting job analyses, and who is engaged in the process? Could you explain how job analysis helps in the definition of roles, responsibilities, required competencies, and requirements for different positions?

5. Could you describe Dsi's strategy to campus recruitment, including the universities with whom you work? How can this proactive approach aid in the identification and hiring of top talent before they graduate?

6. How does Dsi use university faculty referrals to find specialist talent, particularly in sectors?

7. Could you explain the Applicant Tracking System (ATS)'s role in your recruitment process and how it helps in locating potential candidates based on job descriptions and specifications?

8. What social media platforms does Dsi use to actively recruit CSE/EEE engineers and recent graduates? How can this presence assist in gaining access to a bigger pool of potential applicants?

9. What role do employee referrals play in your sourcing efforts, and how does Dsi encourage internal referrals?

10. Could you please describe on Dsi's LinkedIn networking strategy and how it is used for headhunting when needed?

11. How does Dsi handle new employee orientation? What components of job requirements, organizational norms, and resources are addressed in this program?

12. Could you tell me more about the comprehensive training that Dsi offers to new graduates? Who oversees this training and how is it structured?

13. Could you perhaps elaborate on Dsi's approach to employer branding and how it is critical in attracting top talent? How do your LinkedIn and Facebook pages contribute to this effort?

14. Could you provide more information about Dsi's talent pipeline techniques, such as university collaboration, internship programs, social media involvement, and referral

programs? How can these approaches aid in the identification and development of possible candidates for future positions?

15. In terms of employee retention, can you provide examples of how Dsi encourages continuous learning and development, gives senior engineers autonomy, incorporates team leaders in decision-making, and provides constant feedback to employees?

<u>Talent Acquisition Challenges</u>

1. Dsi confronts fierce competition in the software industry for top talents. Could you share any tactics or efforts that have shown to be effective in attracting and maintaining highly skilled individuals in the face of intense competition?

2. How does Dsi deal with the difficulty of accurately predicting talent needs and resource requests, particularly when relying on quarterly forms and monthly attrition monitoring?

3. Finding specialized talent can be difficult. Could you mention any effective initiatives or collaborations that have aided in the acquisition of such specialized skills?

4. Dsi focuses on campus recruitment, but how do you intend to expand your reach outside regional boundaries, especially with the development of remote job opportunities?

5. Technical evaluation can be difficult. Can you share your best practices for creating and administering technical examinations that effectively assess a candidate's abilities?

6. It is critical to maintain a talent pipeline. Could you explain how Dsi guarantees that university collaborations and internship programs are effective in discovering and nurturing future candidates?

7. Employee retention is an issue. Can you talk about successful tactics or efforts that have assisted Dsi in retaining engineers and reducing turnover in a competitive industry?

8. Maintaining a positive employer brand might be difficult owing to shifting corporate perceptions. What efforts does Dsi take to ensure that its pitch to potential candidates is consistent?