

Report On

"Enhancing Talent Acquisition in Unique Group of Company: An Internship Insights"

By
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An internship report submitted to the BRAC Business School in partial fulfilment of the requirements for the degree of Masters of Business Administration

BRAC Business School
Brac University
November, 2024

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Declaration

It is hereby declared that

1. The internship report submitted is my/our 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/We have acknowledged all main sources of help.

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Supervisor's Full Name & Signature:

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Letter of Transmittal

Dr. Syed Far Abid Hossain

Asst. Professor

BRAC Business School

BRAC University

KHA 224, Progati Sarani, Merul Badda, Dhaka 1212.

Subject: Internship report on "Enhancing Talent Acquisition in Unique Group of Company: An Internship Insights".

Dear Sir / Madam,

This is my pleasure to display my entry level position provide details regarding Talent Acquisition Procedure of Unique Group, which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires. If you have any query I will be answering that at your convenience.

Sincerely yours,

Sumaiya Nawaz

22364041

BRAC Business School

BRAC University

Date: 9th November, 2024

Non-Disclosure Agreement

This agreement is made and entered into by and between Unique Group and the undersigned
Student at BRAC University (Sumaiya Nawaz, ID: 22364041)

Sumaiya Nawaz

Sumaiya Nawaz

22364041

BRAC Business School

BRAC University

Acknowledgement

First of all I would like to thank to Almighty for giving me everything right on time. I feel very lucky to work under Unique Group HR Department as their HR Intern (fulltime). As I learnt so much about HR in my MBA theoretical courses it was a great opportunity to share my knowledge with my team members and learn the professional experience from them.

Not to mention all the team especially my supervisor (Mr. Aminul Hayder Chandan-DGM-HR) members from Unique Group HR Department was so kind and helpful throughout my internship journey.

And my utmost gratitude to my Supervisor Dr. Syed Far Abid Hossain for always guiding me to the right direction and providing valuable feedback

Executive Summary

The talent acquisition process at Unique Group is crafted to ensure the selection of suitable candidates through a methodical and strategic approach. This procedure, consisting of several clearly defined stages, commences with recruitment planning and concludes with employee onboarding, with the goal of attracting, selecting, and integrating top talent into the organization. The process is designed to address both the operational and strategic needs of Unique Group, while also adhering to organizational policies and minimizing bias. The initial stage of recruitment planning sees HR and department leaders identifying the essential qualifications for open positions. The talent acquisition process at Unique Group focuses on transparency, fairness, and alignment with organizational objectives, fostering a strong and effective workforce.

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Chapter 1

Overview of the Internship

1.1 Information of the Student:

Name	Sumaiya Nawaz
ID	22364041
Program	MBA
Major	Human Resource Management

1.2 Internship Information:

1.2.1 Information about the internship

- ❖ Duration: 3 Months (August 2024 – October 2024)
- ❖ Name of the Company: Unique Group
- ❖ Department: HR & Admin
- ❖ Company Location: 51/b Borak Mehnur, Kemal Atartuk Avenue, Banani, Dhaka



Company Logo:

1.2.2 Information about the company supervisor

- ❖ Name: Mr. Md Aminul Hayder Chandan
- ❖ Designation: Deputy General Manager- HR , Unique Group

1.2.3 Job Scope – Job Description/Duties/Responsibilities

- ❖ Assist in searching CV's from different websites, CV Box and Portal

- ❖ Writing different kinds of Job Description for the required position
- ❖ Arrange and help in conducting interview sessions & take additional responsibility
- ❖ Maintain accurate and organized employee records and documentation.
- ❖ Participate in employee engagement activities and initiatives.
- ❖ Assist in HR-related projects, including diversity and inclusion efforts, employee satisfaction surveys, and performance evaluations.
- ❖ Participate in organizing company events and cultural activities.
- ❖ Assist the HR team members in gathering and preparing related reports and ensuring necessary documentation
- ❖ Provide general administrative support to the HR team as needed.
- ❖ Carry out any additional tasks as assigned by the line authority or honorable management authority.

1.3 Internship Outcomes:

1.3.1 Student's contribution to the company

As I have worked there as a fulltime intern like a permanent employee I absolutely tried my best to help and assist other team members of the HR Department. Working together has been a really helpful thing for us as I have recently graduated and I have the theoretical knowledge of HR. so the blend of theoretical knowledge and professional experience went so well.

1.3.2 Benefits to the student

We all know that internship is a great opportunity of an student to gain an excellent experience of the theoretical studies. As I have got an opportunity to complete my internship from Unique Group which is a renowned group of company in Bangladesh, it was my absolute advantage to work in the Talent Acquisition sector. By working there I have learnt that few techniques of Talent Acquisition and from where the need comes for Recruitment & Selection. Not only Talent Acquisition I have attended different trainings and corporate events, these kinds of events also helped me to learn the advantage of it and when to process it. It is to be mentioned that I have got very helpful team members who taught me with great patient. Another thing is that this was a paid intern that helped me to run my few personal costs in my internship days.

1.3.3 Problems/Difficulties (faced during the internship period)

Throughout my internship journey I have faced very minimal difficulties like with the working hours sometimes it was dealing with the seniors and accepting the flaws was a bit challenging for me. As I had six working days in a week so it was really hectic for me to maintain the work life balance. Working under the supervision of DGM- HR I had to work and stay at office longer in some cases, but overall my experience was wonderful working with the Unique Group.

Chapter 2: Organizational part

Part 2.1 Introduction

Unique Group (UG), one of Bangladesh's largest and most diversified conglomerates, embarked on its journey in the early 1980s. Over the decades, UG has continuously evolved, expanding into various industries to meet the needs of its stakeholders while making significant contributions to the national economy. The Group has crafted a distinctive business model that fosters entrepreneurial autonomy while leveraging synergies across its diverse enterprises

Today, UG operates across more than twenty sectors, including the nation's largest human resource development and export organization, aviation, hospitality, energy and power, private economic zones, banking, insurance, non-banking financial services, real estate, construction and infrastructure, telecommunications, stock brokerage, ceramics, education, agriculture, healthcare, and more.

2.2 Overview of the Company

Unique Group has more than 20 business concern some of them are listing below



Figure 1 Concerns of Unique Group

✓ **Unique Hotel & Resorts Ltd**

❖ **The Westin Dhaka**

The Westin Dhaka is a 5 Star Premium Business Hotel in Gulshan, Dhaka, Bangladesh.

❖ **Sheraton Dhaka**

Sheraton Dhaka offers 5-star accommodation and service. It features a roof top pool, pampering spa treatments and a 24-hour fitness centre.

❖ **HANSA - A Premium Residence**

Owned by Unique Hotel & Resorts Limited, the leading Hospitality Management Company.

✓ **Borak Real Estate**

✓ **HANSA Management Ltd.**

❖ **Hospitality Management**

The Westin Dhaka, The Sheraton Dhaka, and HANSA-A Premium Residence are some of the hospitality partners.

❖ **Security Surveillance & Fire Life Safety**

Their Services Include Investigations, Risk Management, Weapons Handling, Fire Life Safety and Operations more

❖ **Cleaning & White-Glove Housekeeping**

This type of services includes floor care, hardwood flooring, vinyl or linoleum, marble crystallization more

❖ **Mechanical, Electrical & Plumbing**

HML MEP Services Includes Installing Air Conditioning Systems, Water Supply & Drainage Systems more

✓ **Borak Ready Mix Concrete**

The majority of the concrete is made in batching facilities utilizing computer-controlled procedures that follow the proper mix design. Concrete is transported and placed at the proper workable slump location using transit mixers.

✓ **Unique Ceramics Industries Ltd.**

Over 25 acres of land make up the management-owned automatic brick manufacturing plant known as UCIL, which is located in Konabari. This was made in 1995 with help from China.

Unique Ceramic started commercial manufacturing in 1997 with a modest capacity that has subsequently grown.

✓ **Gulshan Clinic Ltd**

By providing cutting-edge medical treatments with the utmost care and attention to detail, all under one roof, GCL hopes to completely transform the healthcare sector. A range of integrated services are available from us.

✓ **Media & Newspapers**

The Daily Amader Shomoy is one of Bangladesh's most popular and widely circulated national daily newspapers, covering a wide range of local and international news.

✓ **Sonargaon Economic Zone Ltd.**

SEZL, a Unique Group enterprise, is strategically located near Dhaka on the banks of the Meghna River, which drains into the Bay of Bengal. It is also very near to the main rivers of the country. Easy access to the Dhaka-Chittagong national highway makes the location beneficial for any potential investor.

✓ **Education & Skill Development**

❖ **Update Institute**

Hotel Management Institute with multi-disciplinary Training & Development facilities.

❖ **Update College**

BBA Professional (Honors) in Tourism & Hospitality Management and other relevant subjects.

❖ **Borak Polytechnic Institute**

One of the top Institutes for 04 years Diploma Engineering courses in Bangladesh.

✓ **Unique Share Management Limited**

A subsidiary of Unique Group (UG), one of Bangladesh's largest conglomerates and most diverse commercial organizations, Unique Share Management Ltd (USML) started operations in July 2009 with the intention of improving the standards for stock and bond trading. Its stock dealer and stock broker licenses have been approved by the Bangladesh Securities and Exchange Commission (BSEC), and it has been awarded a DSE Trading Right Entitlement Certificate (TREC 109).

2.3 Awards & Recognition



Figure 2 Awards won by Unique Group

2.4 Talent Acquisition Practices

2.4.1 Talent Acquisition Process at Unique Group

Unique Group talent acquisition process is highly systematic and systematic to ensure that it hires the right talents for the organization and for its various units. This is a series of activities aimed at attracting, selecting and placing the right candidates through recruitment planning, recruitment, selection, and employee orientation. Through compliance with a clear recruitment strategy, Unique Group guarantees its employment processes' conformity with strategic objectives and the organization's general policies besides avoiding bias and inconsistency in its hiring procedures. In the following sections of this report, each of the talent acquisition process steps is discussed to identify the primary activities and potential issues.

Illustration of the Talent Acquisition Process at Unique Group

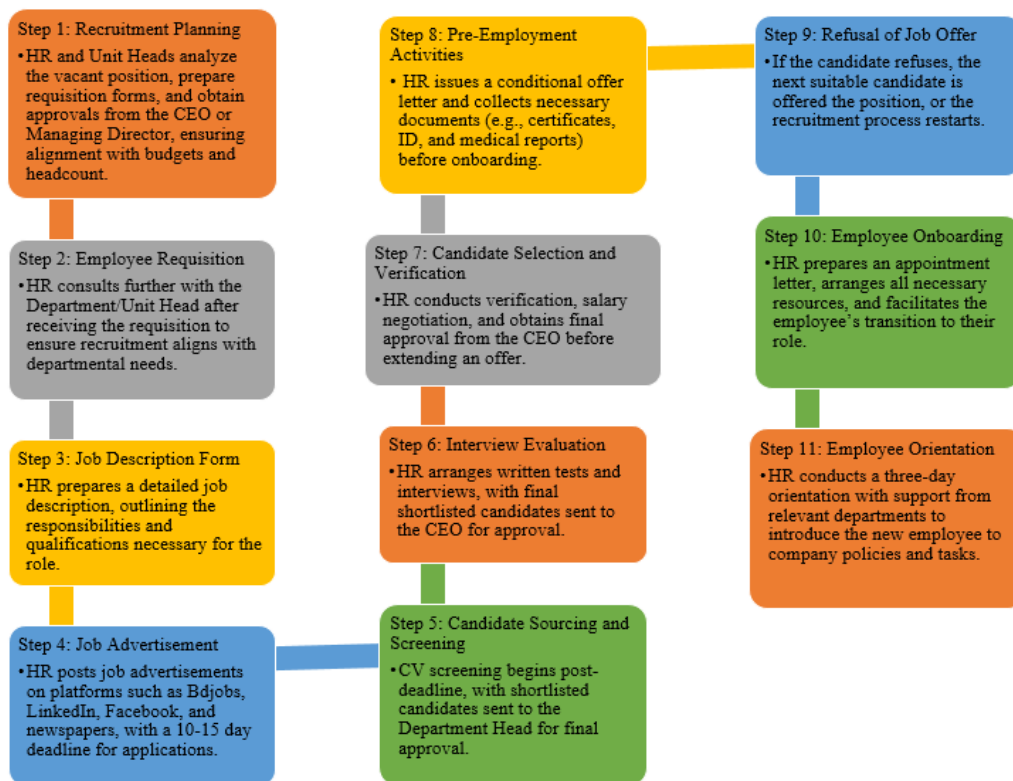


Figure 3 Talent Acquisition Process at Unique Group. Source: (Own Contribution)

2.4.2 Explanation of Talent Acquisition Process at Unique Group

Step 1: Recruitment Planning

It starts with the Head of HR in consultation with the Head of the particular department to identify the job contents, tasks, requirements, education, experience and skills for the particular positions.

- An Employee Requisition Form is prepared, signed by the Department Head, and approved by the Unit Head or CEO.
- For replacement positions, the CEO's approval is final, but for new positions, the Managing Director's signature is required before proceeding with recruitment.
- The budget for replacement positions follows the previous budget, though adjustments can be made if necessary.

Step 2: Employee Requisition

After receiving the requisition, the Talent Acquisition Team may seek the opinion of the Department or Unit Head of the organization to ensure that requisition meets organizational requirement.

During the Employee Requisition phase of talent acquisition in Unique Group, the Employee Requisition Form (ERF) is completed by the Unit/Department Head (Appendix Table 01). This form is very important because it provides a comprehensive summary of the requirements for new and replacement hires.

The fields in the ERF are for instance, the name of the position, department, business unit, location of job, and whether it is a new position or a replacement. When there is a replacement, some information regarding the previous employee such as his or her Employee ID, Resignation date and the last working date is also captured.

The form aims to get specific details such as the salary scale, employment status, whether permanent or contractual, age limit, and allowances if any. It also needs input on the leadership skills that are needed, administrative skills, and educational background. Depending on the position, certain leadership traits such as ability to mobilize a team, to envision and to set goals and work standards, or even administrative abilities such as the ability to prepare and supervising the financial plan may be required.

Last of all, the form has to be signed by the HR Department, the CEO, and the Managing Director for new positions and adapt to the needs of the organization

Step 3: Job Description Form

To ensure that all the necessary information for the given job is well described a form known as the Job Description Form is filled with details as follows; In the third step of TA process of Unique Group, a Job Description Form (JDF) is prepared to identify the roles, responsibilities, qualification and skills for the advertised position (Appendix Table 02). The form includes such basic data as job title, unit/department, reporting to, and date of joining. For example, in the position of an Assistant Manager – SAP, PP, MM, the position description includes the tasks as analysis of business process requirements, offering of system solutions, and functional testing.

In addition, this form also presents the academic requirement such as a degree holder in computer science and experience level to meet the position expectation.

Step 4: Job Advertisement

The job advertisement is prepared and published through various sourcing channels; Bdjobs, LinkedIn, Facebook, and newspapers. The advertisement is displayed for an average of 10-15 days. The final step to be taken according to the Talent Acquisition Plan of Unique Group is to prepare Job Advertisements which are posted on various sourcing channels including BDjobs and LinkedIn.

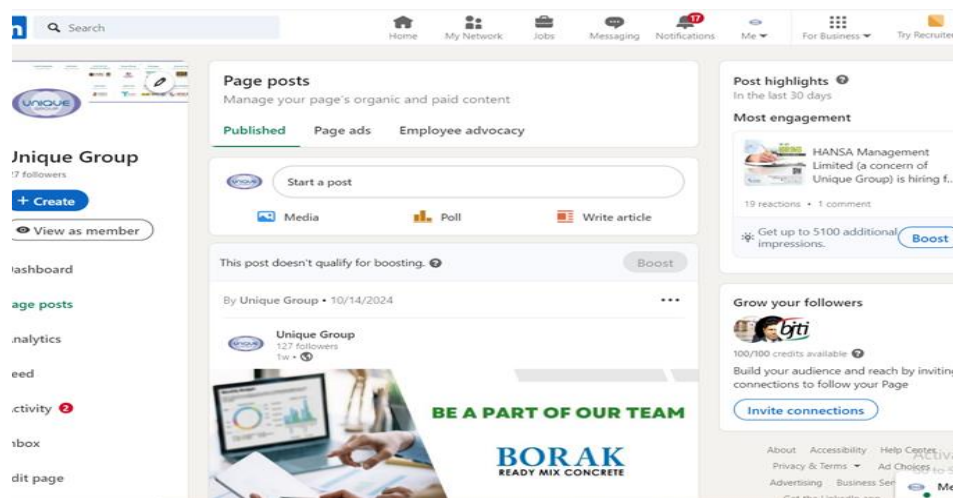


Figure 3: Job circular on Linked In Platform

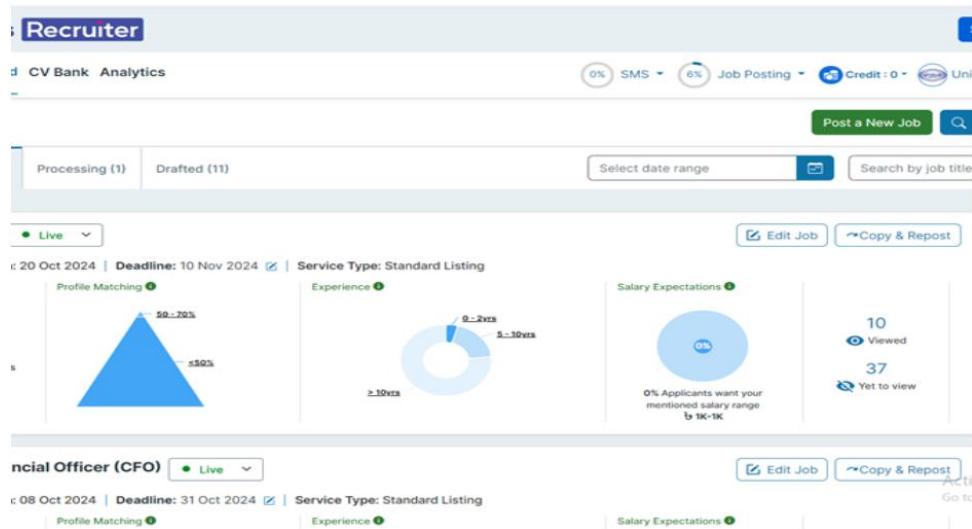


Figure 4 Job posts on BDJOBs Platform

The adverts give relevant information about the job such as the title of the job, the location, the education standard and the deadline for the application. BDjobs is like an online site that enables you to get hold of many candidates within Bangladesh, but LinkedIn is more generalized and is used globally. Such postings usually run for about 10-15 days to allow sufficient time for qualified persons to apply. To achieve this, this step makes it easier to target a number of potential candidates as per the organization's recruitment strategy.

Step 5: Candidate Sourcing and Screening

After the advertisement period, HR begins screening CVs:

- **Shortlisting** is based on the criteria from the job description.
- The initial shortlist is reviewed by the **Head of HR**, followed by final screening by the **Department Head**.
- The shortlisted candidates are sent back to HR for the next steps in the recruitment process.

The actual step in the talent acquisition at Unique Group is called as Step 4 of talent acquisition process and this is done by preparing job advertisements and posting in the relevant platform like BD jobs and LinkedIn. These advertisements also contain basic information about the position such as the position's title, where the position is located, the qualifications needed for the position and when the application is due. The objective is to ensure visibility so that as many qualified

candidates as possible are reached. The ads usually take about 10-15 days to complete and this is usually enough time for applicants to respond. This step is critical when the recruitment is from various sources so that the appropriate candidate is contacted for recruitment.

Step 6: Interview and Evaluation

The **Department Head** prepares interview questions, which are submitted to HR for further action.

- HR schedules **written tests** that may include theoretical, IT, and typing components.
- Candidates must score at least **50%** on the written test to proceed to the viva (oral interview).
- HR ensures a fair selection process by combining the results of both the written and viva tests, and the shortlisted candidates are presented to the **CEO** for final approval.

During the sixth step of the talent acquisition process of Unique Group, the Department Head is responsible for developing the interview questions and passing them on to HR. The first stages of the Company's recruitment process may involve writing tests, where candidates sit theoretical, IT, and typing tests. The written examination must be passed by scoring fifty percent and above to warrant a viva (oral examination). That is why, both the written and viva results are used so that the selection process would not be influenced by bias. From the interviews, the potential candidates are selected and the list is forwarded to the CEO for further decision. Due to the conflict of interest, HR has to be very cautious during this stage and uses the candidate's written test combined with their interview performance. Subsequently, the last offer regarding the remuneration package and the authentication of the candidate's claims occurs. It is the CEO who takes time to personally look at the application of the selected candidate before making the offer.

The Interview Evaluation Form (IEF) as a tool for evaluating the performance of each candidate in the selection process is used (Appendix 03). The form contains the important criteria for the evaluation process which are educational experience, working experience, communication skills, leadership potential and administrative experience. Seven criteria are defined for each factor: 5 = "Superior"; 4 = "Excellent"; 3 = "Good;" 2 = "Fair;" 1 "Poor." The evaluators assign ratings to the candidates, and then average these to give a comprehensive rating. The IEF also include the expected salary, the notice period and finally the agreed upon salary. The outcomes are classified

as Selected, Reserved or Rejected and approved by the Director of HR, GROUP CEO and Managing Director.

Step 7: Candidate Selection and Verification

Once the CEO selects the final candidate:

- HR conducts an **employer verification**, requesting documentation like salary certificates and bank statements.
- HR negotiates salary with the candidate and obtains final approval from the CEO before extending an official job offer.

However, when the CEO concludes the last step of the talent acquisition process in Unique Group, which is in step 7, the HR department proceeds to verifying the candidate. This involves asking for and confirming essential documents from the candidate including salary certificates, bank statements, experience certificates and other documents that support the information that has been presented by the candidate during the recruitment process. It eliminates the risk of fake employment records and wrong claims of compensation from the candidate.

After verification, the next step by HR is the negotiation of the salary of the candidate. During this stage, HR communicate with the candidate to ensure they are on the same page about the compensation to be expected or offered in relation to the company's budget besides the current or expected salary of the candidate. After a common agreement is made, the HR forwards the agreed terms to the CEO for his or her approval. On the candidate's acceptance of the offer, the company only issues a formal job offer through the CEO. It helps to be transparent, fair, and meet the requirements of the company's internal rules before a decision on employment.

Step 8: Pre-Employment Activities

The selected candidate is issued a **Conditional Offer Letter** with a **30-day notice period**.

- The candidate must submit an **acceptance of resignation letter** from their current employer within **7 days**.
- Failure to provide the resignation letter within the set time may lead HR to offer the job to another qualified candidate.

- **Pre-employment tasks** include gathering documents like educational and professional certificates, NID copies, and conducting police verifications and medical tests (for certain positions). Following documents are collected before joining:
 1. Copy of Educational & Professional Certificates
 2. Copy of Experience Certificates, clearance or release order
 3. Copy of NID (Both Candidate & Nominee)
 4. Passport Size Photographs (Both Candidate & Nominee)
 5. Personal History Form (Fill up by Candidate)
 6. Police Verification (for Security officer, Gunman, Security Guard & Hotelier only)
 7. Medical Report (for Hotelier only)

When the candidate is chosen to join Unique Group, in the eighth step, the candidate is given a Conditional Offer Letter with 30 days' notice period. The candidate must within 7 days provide an acceptance of resignation letter from the current employer. If they do not do this, HR may extend the job offer to another suitable candidate in order not to lag. During this pre-employment phase, HR gathers necessary documents like mark sheets, degree certificates, experience letters, NID cards and for some jobs, police clearance and medical check-ups are also conducted. These activities help to make sure that all the necessary conditions that would be required in the organization are fulfilled before admitting the candidate.

Step 8 of the recruitment process in Unique Group involves performing several activities before the selected candidate joins the organization. The initial method of intervention is to send out a Conditional Offer Letter with a 30-day notice period. The candidate also needs to attach an acceptance of resignation letter from their current employer within 7 days. A failure to do so may lead to HR extending the job offer to the next applicant for the job.

Besides, pre-employment tasks comprise of documents submission including academic and career certificates, copies of National Identity Cards, and personal history forms. As for some of the roles, a police check as well as medical examinations are carried out. For instance, a letter is written to the Special Branch of the Bangladesh Police for Police Verification Report of the candidate prior to his suitability of the post. Medical tests are provided by Unique Group with preferred clinics like Gulshan Clinic Limited; the candidate is required to do a medical check-up before

employment. This also involves an employee verification check whereby the candidate's employment history, salary history and if there is any history of any disciplinary case against him /her (Appendix Table 04).

The Offer Letter is the letter of employment offer that puts pen to the company's promise of employing the candidate. They contain information like position, date of joining, location and remuneration package (Table 4 in the Appendix). The letter outlines the requirement of the candidate to write a resignation letter and other preliminary work to be done before the confirmed joining date. If the candidate accepts the offer s/he/staff signs and returns a duplicate copy of the offer letter, thereby fulfilling the pre-employment requirements. This offer contains clauses such as probation period, reporting line, and remuneration information.

Step 9: Refusal of Job Offer by the Candidate

If the candidate declines the offer:

- The position is offered to the next suitable candidate.
- If the second candidate is unavailable, the recruitment process may be restarted.

In Unique Group if the candidate refuses the job offer in step 9, the HR immediately provides the job offer to the next suitable candidate from the list provided in step 8. An important feature of the organization's working is the fact of maintaining a reserve list of candidates for this position to avoid a long time being without a suitable candidate. Should the second candidate refuse the offer or is not available to accept the offer then the HR may opt to begin the recruitment process all over again. This approach assists in avoiding interferences and at the same time keeps the recruitment process on schedule as the search for the right candidate goes on.

Step 10: Employee Onboarding Process

HR prepares the necessary documents, including the **Appointment Letter**, which outlines key employment details such as job type, probation period, compensation, and confidentiality clauses.

- Both the employer and employee sign the letter, and the employee is given their **Job Description**.

- HR handles post-employment tasks like setting up an email ID, issuing an ID card, and providing other necessary resources.

The strategies that are followed in Unique Group for implementing the Employee Onboarding Process are as follows: Once the candidate accepts the offer and provides essential documents, HR needs to be ready for the candidate's integration into the company. This includes sending and receiving email, preparing an official email ID, getting an ID card, and organizing letterheads and business cards. All these particulars are recorded in the Requisition Form for Communication Materials so that the new employee feels ready to get down to business.

Employees complete the Joining Report upon entry to the company and provide the official date of joining and position to the Director of HR (Appendix Table 05). In the process, the employees are also informed on various company policies and standards. To ensure the new employees have read the SOPs and policies of the organization, the "Acknowledgement of SOPs and Policies" form is signed (Appendix Table 05).

Furthermore, the Do's and Don'ts are offered to the employees, which explains what is acceptable and what is forbidden in the workplace, and this way, the latter understands his or her obligations and conduct in the workplace (Appendix Table 05).

Step 11: Employee Orientation Process

The induction/orientation program takes up to three days, facilitated by the HR department and assisted by other departments. It is a time when the new employees can be given orientation on what is expected of them by the company and vice versa.

Unique Group has an Employee Orientation Process that may take up to three days and which is facilitated by HR in consultation with other departments. This orientation seeks to ensure that the new comer to the organization is familiar with the organization's working culture, standards and practices. Firstline employees provide new hires with information on the company's SOPs, roles, and behavior expectations. The orientation also covers the meeting with team members, facility tour, and the Company Do's and Don'ts guide and other policies that the employee needs to sign. This structured approach also guarantees that all the employees are prepared for their line of duties.

2.5 Highlight to Unique Group's Specific Approaches

Recruitment at Unique Group is a systematic and documented procedure formulated to meet the company's growth strategy in tandem with the principles of equity in a firm with various sub businesses. The recruitment process, as is seen from the internal documents, is motivated by strategic planning and evaluation at each stage to ensure that the right candidate is hired. The following are Unique Group's clear-cut strategies in recruitment, according to the internal documents and policies.

Structured Recruitment Planning and Approval Process

At Unique Group, recruitment is kicked off with a recruitment planning step, in which the Head of HR and the Department Head review the vacant positions and develop an Employee Requisition Form (ERF). This form is crucial in a way that it guarantees that the recruitment process is relevant to the organization. In new positions, the Managing Director provides the second level of approval to guarantee that the decisions made correspond to the company's strategic plans and its budget and staffing plans. This way, recruitment is not only not a mere reaction to the existing situation but is connected with further development of the organization.

Comprehensive Job Description and Advertisement

After the recruitment requisition has been approved, the HR develops the Job Description Form or JDF that spells out the job requirements, experience, duties, and skills needed for the particular position. This form mechanizes the process of recruitment by making sure that there is a clear understanding of what is expected of the whole process for the hiring department as well as the candidates. The job advertisement phase is also systematic, ad hoc use of BDjobs, LinkedIn, and Facebook to announce the job vacancies for a diverse pool of applicants. The time of 10-15 days for the advertisement is enough to get many candidates apply for the job without compromising the days of recruitment. This cross-spectrum advertising approach reveals that Unique Group is willing to acquire talent from different fields.

Candidate Sourcing, Screening, and Evaluation

Recruitment and selection at Unique Group involve a strategic sourcing and staffing procedure. First, CVs are reviewed by HR, and then reviewed one more time by the Department Head. This two-tiring reduces bias and any chance of candidates with the wrong qualifications slipping through the net. For assessment, Unique Group uses written examinations on theoretical concepts,

Information Technology proficiency, and typing speed; followed by viva voce. This is because the candidates are supposed to have passed the written test before they can proceed to the viva and this way there is retention of merit. HR makes sure that both written and viva results are put together to make a fair evaluation which is then forwarded to the CEO for his approval. The Interview Evaluation Form (IEF) contains specific criteria such as education, experience and communication skills, so the interviewing procedure is objective.

Pre-Employment Verification and Offer Management

Once the final short list is made, the full pre-employment verification is carried out by the HR department. This involves verifying the candidate through salary certificates, the bank statements, and experience certificates. More measures include police clearance for security positions and medical examinations which guarantees that only deserving candidates are hired. When verification is done, the salary is discussed and agreed upon by the HR in consultation with the CEO and a Conditional Offer Letter is given. The pre-employment process also lays great stress on the same and any candidate which does not accept his resignation acceptance letter within 7 days is deemed to have rejected the offer and the offer is passed on to the next suitable candidate.

Employee Onboarding and Orientation

Unique Group has a good structure regarding the onboarding program because it is designed to ensure a proper start of the new employees. The onboarding also involves the creation of key documents such as the Appointment Letter which defines the employment relationship with the employee in regards to remuneration, leave entitlements, and nondisclosure agreements. Further, HR makes certain that employees have the appropriate tools: ID cards, business cards, and permissions to various systems prior to their employment. A detailed Do's and Don'ts list aids the workers in learning expected behavior at the workplace. The three days orientation programmed helps the employee to become more aware of the organizational policies, important roles and responsibilities of the employees and the members in the team, which will enable them to get adjusted to the organization easily.

Policy-Driven Recruitment with Clear Guidelines

The recruitment process at Unique Group is heavily dictated by policies with regard to the employees' behavior, organizational ethics as well as safety measures. These policies have to be agreed with and followed by new employees to bring them in line with the rest of the organization.

Due to the level of detail on the Acknowledgement of Policy Form, the employees are able to fully agree to uphold discipline and integrity in the workplace, and to ensure that there is good corporate governance in the organization. The requirements for punctuality, propriety, and productivities depart from the typical laxity of academic environments and assert the company's businesslike approach.

Chapter 3: Conceptual Framework

3.1 What is Talent Acquisition?

Talent acquisition is a strategic process, which is used by organizations to seek, select, evaluate and place the personnel in the organization who can meet the company's requirement both technically and culturally (Schiemann, 2014). Unlike direct access recruitment it is a long-term planning process of human resource management and the aim is to find specialists or leaders or potential executives for the company.

Definition

Talent acquisition, therefore, is a strategic process of sourcing, selecting, engaging and maintaining the right people for the right jobs at the right time and right cost (AIHR, 2020). This covers a range of pre-emptive and intentional activities of talent acquisition beginning with sourcing and evaluating to the point of getting the candidate on board in such a way that the company has an upper hand in the competition for talents.

3.2 Importance of Talent Acquisition in the Organizational Context

1. **Improved Workforce Quality:** When an organization defines a talent acquisition process, it is easy for the organization to attract and select the best talents (John Attupuram et al., 2015). This increases the quality of the available workforce, results in higher performance, creativity, and ultimately a better competitive edge.
2. **Alignment with Business Goals:** Talent acquisition process which is aimed at making sure that the human resource is taken in to the organization will be useful in the achievement of the long-term business strategies (Savitz, 2013). Whereby, not only does the organization need employees for current openings but also for future leaders or skills, talent acquisition plays an essential role in organization development and future stability.
3. **Long-term Workforce Planning:** Talent acquisition is more strategic than conventional recruitment; it is future-oriented (Adewunmi, 2024). It highlights the fact that in a talent pipeline it is always useful to have candidates who could possibly be a fit for future positions to ensure the organization is ready to respond to changes in the market or business context.
4. **Cultural Fit and Retention:** Talent acquisition strategy means that in addition to making sure that a candidate has the right skills for the job, they also should have the right attitude

and character (Trost & Trost, 2020). This emphasis on cultural fit may result into higher satisfaction levels and therefore higher retention rates, avoiding high turnover costs of recruiting new employees.

5. **Diversity and Inclusion:** Recruitment too is a key aspect of diversity and inclusion within the workforce of the organization (O'Donovan, 2018). Having a strong pool of talent in place can help decision-making, create innovation, and mirror the company's clients.
6. **Branding and Employer Reputation:** Barrow & Mosley (2005) argued that by having a proper and well-planned talent acquisition process, employers' brands could be built and improved. This reputation as an attractive employer may help the firm to recruit quality talent quickly and inexpensively.

Concisely, talent acquisition is important in organizations in order to achieve continued success. It makes sure they do not only hire talents to fill a position but also develop talent pools that can be nurtured to deliver future performance and bring in new ideas.

3.3 Steps of Talent Acquisition

Talent acquisition is a complex process of making sure that the organisation finds, selects and hires the right employee (AIHR, 2020). It includes several fundamental stages; all of which are aimed at creating a process of acquiring the right talent and also a process of matching the talent with the organizational culture and needs of the position. The following is a theoretical description of each step, a flow chart and table outlining the standard procedures of each phase.

3.3.1 Flowchart of the Talent Acquisition Process

Below is the flowchart that visually represents the talent acquisition steps:

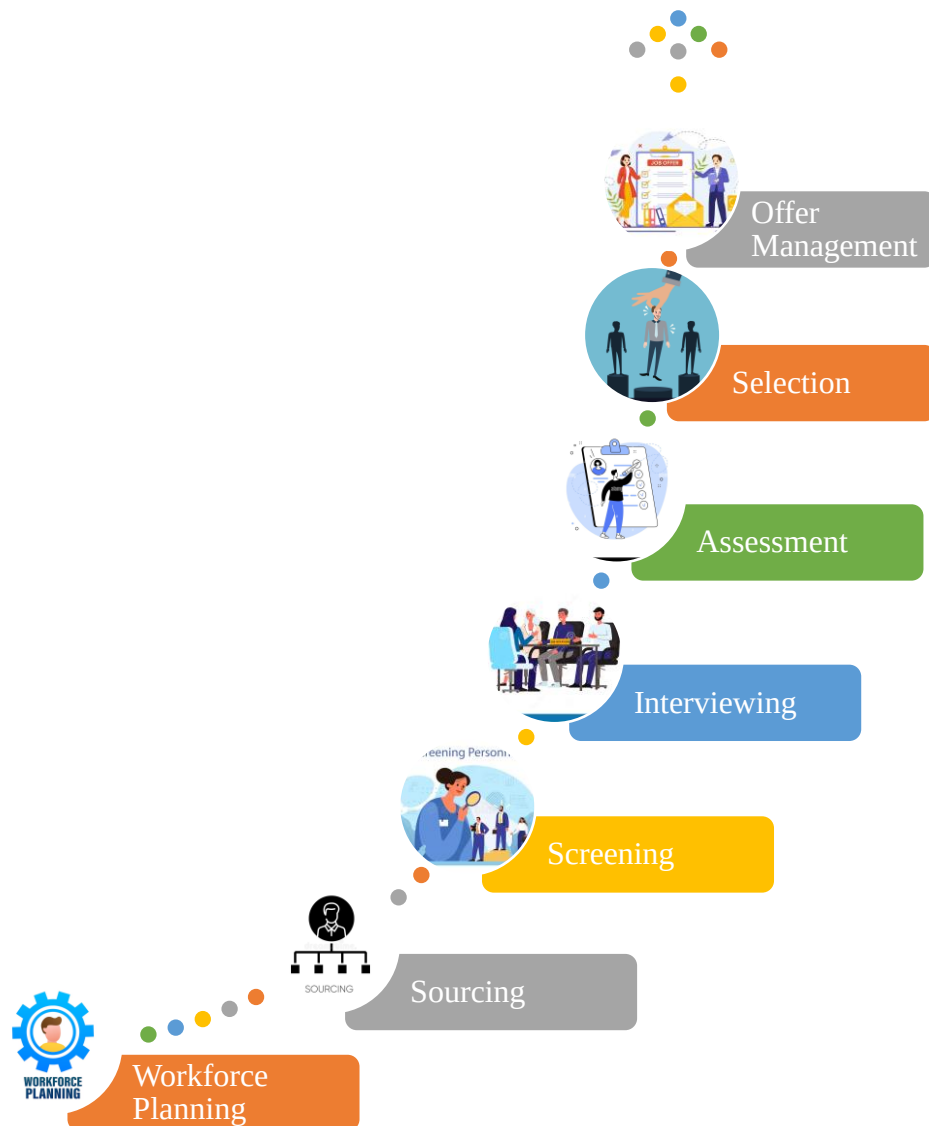


Figure 5 Flowchart of the Talent Acquisition Process. Source: Fiverr Enterprise (2024).

3.3.2 Breakdown of Talent Acquisition

1. Workforce Planning

This means that, in order to carry out workforce planning the future talent requirements are determined by the strategic plan of the organization (Walford-Wright, & Scott-Jackson, 2018). This step will help in matching the business development with human capital in order to support

that development. It aids in identifying future positions in the organization and how to fill them, as well as identifying any gaps in the organization's human capital.

2. Sourcing

Recruitment is understood as the various approaches used in the process of searching for the potential candidates (Breaugh, 2008). This includes jobs boards, social media, networking, talent databases/lists and head hunting. The aim is to make a guarantee that the organization is able to attract and select from a pool of qualified employees in the market.

3. Screening

Screening is the procedure of identifying the candidates who do not fit the company and choosing those who can perform basic functions of the job (Walford-Wright, & Scott-Jackson, 2018). Screening is usually done through reviewing CVs, applications, and first interviews to determine the fitness of the candidates for the job.

4. Interviewing

Interviewing is as important part of the process as it determines the candidates' suitability for the job, their experience, and compatibility with the organizational culture (Fiverr Enterprise, 2024). There are different types of interviews: individual interviews; interviews with several candidates at the same time; and interviews in the form of tests related to the specific job.

5. Assessment

In some organizations the particular competencies, cognitive ability or other qualities required for the position are assessed using tests or some form of assessment (TestGorilla, 2024). It can be technical abilities test, psycho-diagnostic measures or behavioral assessment; guarantees that all the candidates will be compared on equal basis.

6. Selection

The process of staffing entails identifying the right candidate for the company out of the many applicants using the interview and test results (Walford-Wright, & Scott-Jackson, 2018). Selection

may also include pre-employment tests, credit checks, reference checks, and the final selection may be made in consultation with other departments.

7. Offer Management

When a candidate has been chosen, the offer management process commences. This may involve proposing the offer and acceptance of the terms of employment, review of remunerational package etc and coming to a consensus on the terms of offer before arriving at the employment (Middlemiss, 2011).

8. On boarding

On boarding is the process of installing the selected candidate into the company after the process of talent acquisition (Comeet, 2022). This phase involves the familiarization with the company, learning of their new job and all the tools they will need to do their new job successfully. On boarding is critical when it comes to transition and can also work wonders when it comes to retention.

3.3.3 Standard Practices for Each Step in Talent Acquisition

Steps	Standard Practice	Why It's Important
Workforce Planning	Align future workforce needs with business goals.	Ensures that talent acquisition aligns with the strategic direction of the company.
Sourcing	Utilize job boards, social media, and headhunting techniques to attract candidates.	Expands the reach to a broad pool of candidates, ensuring diversity and choice.
Screening	Filter candidates through resume review and initial interviews.	Ensures that only qualified candidates proceed, saving time and resources in later stages.

Interviewing	Conduct structured interviews to assess skills, fit, and cultural alignment.	Ensures a thorough evaluation of candidates' compatibility with the role and the company.
Assessment	Use technical tests, cognitive tests, or psychometric assessments as needed.	Provides objective measures of a candidate's capabilities, ensuring fair comparison across applicants.
Selection	Conduct final reviews, background checks, and reference checks to confirm fit.	Ensures that the most suitable candidate is selected, minimizing the risk of turnover or poor performance.
Offer Management	Negotiate and extend job offers, manage expectations, and formalize contracts.	Reduces the risk of offer rejection and ensures clarity on the terms of employment.
Onboarding	Provide new hires with the necessary training, resources, and support.	Enhances the candidate's experience and productivity from day one, reducing early turnover rates.

Table 1: Standard Practices in Talent Acquisition Source: AIHR (2020).

3.4 Industry Best Practices of Talent Acquisition in Bangladesh

Currently, talent acquisition has seen a revolution in Bangladesh over the last ten years due to globalization, use of technology, and the expansion of MNCs and large local groups. The strategies implemented by successful companies of Bangladesh ensures that recruitment process should be efficient, smooth, and candidate friendly and at the same time has to be in harmony with the culture and social structure of Bangladesh. Following are the major industry best practices in talent acquisition in Bangladesh:



Figure 6 Industry Best Practices of Talent Acquisition in Bangladesh. Source: Ray, Bagchi & Luna (2023).

Strategic Workforce Planning

Bangladeshi companies ensure that they match their work force planning with their business planning and strategies through talent demand forecasts and talent supply analysis (Islam, 2024). This makes certain that they are in a position to have a steady supply of qualified persons.

Best Practice: The best organizations in Bangladesh are involved in strategic staffing management to support the future business direction (GoodFirms, 2024). This includes the assessment of future talent requirements, the identification of key skills deficiencies and the strategic employment of

workforce acquisition activities. Talent pipelines are created so that the right people are in the right place at the right time in an organization.

Why It's Effective: The need for people is another factor that must be forecasted; this way, companies can protect themselves from a lack of skilled workers, which may slow down the companies' development (Cappelli, 2008). In Bangladesh, where specific talents for specialized sectors like IT, engineering, and management may not be much in abundance, this way, the businesses stay competitive.

Digital Recruitment Channels

Companies utilize the LinkedIn, Bdjobs, and Facebook to reach out a large pool of talented individuals. These media are cheaper and quicker to reach both the active and the passive seekers especially those in the urban areas.

Best Practice: Today, the usage of many online networking sites like linked in, Bdjobs, face book, and corporate website for talent acquisition is very common in Bangladesh. Such platforms help companies expand the candidate pools, especially in urban areas, as will be discussed in the following sections (Sultana & Sultana, 2022). It is also important for many companies to also adopt the use of applicant tracking systems (ATS) in their organization.

Why It's Effective: Digital recruitment cuts recruitment expenses and time, while it also guarantees that businesses are able to target the engaged and the passive population of workers (Tyagi, 2016). This is so because Bangladesh is quickly going digital and the generation of workers is the tech-savvy generation.

Employer Branding

Employer branding as a concept is warmly embraced by organizations, particularly the MNCs and the large-scale local firms to enhance their online presence through social media, employee testimonials and job fairs. This makes them more appealing to the best performers and minimizes the cases of employee turnover.

Best Practice: Employer branding is becoming more popular as employers want to ensure job seekers know the corporate culture, values, and opportunities for advancement (GoodFirms, 2024). Various organizations such as Unilever, Grameenphone, BRAC, Square Group, etc. always

participate in employer branding through social media activities, employee testimonial, recruitment fair, etc.

Why It's Effective: Employer branding is the way to attract the better candidates, improve the candidate experience and, therefore, decrease the turnover (Miles & McCamey, 2018). This is particularly beneficial in Bangladesh where employee turnover is a problem particularly for skilled personnel where this assists in the creation of long-term employee commitment.

Structured Interview Processes

The most frequently used are structured interviews with goals that are based on competency/behavioural approaches. This helps to avoid biases during the evaluation of the candidates and give a standard recruitment exercise.

Best Practice: Major organizations in Bangladesh give importance to structured interviews such as competency-based and behavioral interviews (Rabbani et al., 2024). Certain companies also use a number of assessments, including case studies, role plays, or problem solving during the interview, to understand their applicability, as well as the candidate's fit for the company's culture.

Why It's Effective: It is more reliable than other interviewing methods because it has little or no bias in the selection process (Campion et al., 1997). In Bangladesh's labour market that is full of diversification, this assists in making a fair assessment of the candidates so as to be hired based on merit, not on the results they produce on their academic work or who they know.

Campus Recruitment Programs

Most of the big firms in Bangladesh maintain excellent relations with the premier universities. These partnerships offer opportunities for fresh graduates in terms of internship, guest speaking, and job fair to guarantee an unending supply of young talents.

Best Practice: Most of the large firms in Bangladesh are now having close linkages with few premier universities of the country including IBA, Dhaka University, North South University and BUET where they recruit most of their fresh graduates through campus interviews (Alam, 2024). This means they engage in job fairs, guest lectures, and internships to be able to recognize this talent and take them through a recruitment process.

Why It's Effective: This is advantageous for companies because through campus recruitment, the latter gets to start moulding the workers from scratch (Daprano, Coyle & Titlebaum, 2005). Since the population of Bangladesh is young, being involved with universities means has access to young and talented individuals.

Diversity and inclusion

Employers are extending their efforts in the diversity agenda by recruiting women at higher levels and ensuring gender balance in such fields as engineering and construction. This creates innovation and a good talent pool in the market.

Best Practice: The diversity and inclusion policies are gradually being adopted by dynamic organizations in Bangladesh (Azam, 2023). This includes sourcing more women in executive positions, encouraging women's employment in such industries as the manufacturing and technology industries, and formal employee flexible working practices.

Why It's Effective: The management of diversity is not only effective for organizational learning and decisions making but also for mirroring the customer base (Robinson & Dechant, 2017). As culture and geographical diversities are quite high in Bangladesh, such recruitment policies may help to increase the number of candidates to be considered.

Candidate Experience Focus

Things like effective communication with the candidates, and feedback to the candidates have also become an essential goal. This is useful in the ability to distinguish between organizations in a talent war and enhances organizational image.

Best Practice: The enhancement of the candidate experience at every stage of the recruitment process is becoming a new trend in Bangladesh (GoodFirms, 2024). Employers pay attention to the best practices in writing, providing feedback, and hiring candidates. Most of the leading companies also have onboarding programs that assist the new employees in their organizational transition.

Why It's Effective: Candidate experience has a positive impact in improving the image of the company and hence attracts better talents (Qualtrics, 2020). As there are plenty of opportunities within the Bangladeshi market and professionals having the skills of specific posts have choices

to join any organization, making recruitment process more efficient and engaging should be a key point of the company.

Leveraging Data and Analytics

Analytics-led recruitment is becoming increasingly popular in Bangladesh with firms measuring time-to-hire, source of hire, and attrition rates. Such information is useful when seeking ways to fine-tune recruitment processes so that hiring results are more satisfactory.

Best Practice: A significant number of progressive organisations in Bangladesh nowadays integrate data and analytics into their talent acquisition strategies (Nafees, 2023). These are time-to-hire, quality of hire, source of hire and rates of employee turnover. These insights assist to manage the recruitment process and find the opportunities for changes.

Why It's Effective: Analytics offers the companies an opportunity to make the right decisions on their operations based on the insights obtained (Gupta et al., 2020). For countries such as Bangladesh, where the job market is ever in a state of flux, this way guarantees that organizations are always ahead of the curve.

Remote Interviews and Flexible Recruitment Process

The outbreak of COVID-19 has led to the decentralization of work, and many firms have adopted work from home and remote interviews (Agba et al., 2021). This includes video interviews, virtual assessments and the new working model of working both online and offline, especially in IT, marketing and customer service positions. The ability to recruit and have a flexible work system that allows candidates to get to work makes firms more appealing especially in congested places like Dhaka city.

Best Practice: The COVID-19 pandemic has caused a shift towards remote working around the world and this has also affected talent acquisition in Bangladesh (Shahriar et al., 2022). Today, most organizations are implementing work from home practices and virtual hiring, including video interviews and remote onboarding.

Why It's Effective: Remote interviews help the recruitment process to be more convenient for the candidates especially for those who are from different cities or countries. It saves time and expenses that are usually incurred on transportation and time that is used in hiring new employees

(Allal-Chérif, Aránega & Sánchez, 2021). The ability to recruit from a wider pool of candidates by offering flexibility of where and when they work will prove attractive to candidates who are seeking a better work-life balance, or who prefer to work from home. In places such as Dhaka where commutation can be a problem, the provision of work from home makes the job prospects more appealing.

Use of Employee Referrals

Several organizations use employee referral programs to reach out to networks of employees they can trust. This approach results in faster placements, improved compatibility and higher employee turnover reduction through leveraging on compact and interconnected communities of professionals in Bangladesh.

Best Practice: Employee referral is very popular in Bangladesh as it is an appropriate method of attracting talented employees (Afroze, 2016). Employers encourage their workers to bring candidates from their contacts through providing bonuses or just acknowledging the efforts of the referrer.

Why It's Effective: Referral hiring is faster, and often the employee referred has a closer cultural match, and a higher chance of being retained (Rivera, 2012). This approach will be particularly useful in Bangladesh where relationship trust and rapport are important in professional connections.

Chapter 4: Analysis and Recommendations

4.1 Comparative Analysis of Talent Acquisition

Using benchmarking analysis, this paper assesses the talent acquisition at Unique Group against industry best practices. The idea is to define what aspects Unique Group outperforms or underperforms in comparison with other companies. This analysis of each talent acquisition stage such as workforce planning, sourcing, screening, interview, offer management and on boarding are intended to indicate the best and poor practices in Unique Group's approach. The evaluation focuses on how they have implemented the practices and where they may be lacking, thus giving Unique Group ideas of how it can better apply its talent acquisition strategy to reflect high standards for the future.

4.1.1 Workforce Planning

Standard Practice: Workforce planning can be defined as a process of matching the future human capital requirements against the organizational strategy and management objectives, defining the gaps of competencies and having a pool of talent for replacement (Walford-Wright, & Scott-Jackson, 2018).

Unique Group: The process starts with HR analysing the position with department heads and developing an Employee Requisition Form (ERF) required for new positions by the CEO or Managing Director.

Evaluation: To this end, Unique Group has taken a holistic approach to its operation in order to achieve the best strategic fit in relation to the needs of the organization. However, it is tactical rather than strategic, more concerned with the present than with the future need for human resources. It could be done in a better way by including a more forecast oriented model to address future skill and leadership gaps.

4.1.2 Sourcing

Standard Practice: Effective sourcing uses multiple channels like job boards, social media, and talent pools to attract a diverse range of candidates (Breaugh, 2008).

Unique Group: Company's recruitment is done through publishing of job advertisements on BDjobs, LinkedIn, and newspaper advertisements which are placed for 10-15 days.

Evaluation: Unique Group uses multiple sourcing avenues while maintaining reasonable visibility to local and regional talent. However, their approach could be more diversified by using active sourcing method like using the talent pool or head hunting which are crucial for attracting and recruiting the best quality of talent and future leaders.

4.1.3 Screening and Selection

Standard Practice: Screening is generally carried out through curriculum vitae assessment, preliminary interviews and others which allow only deserving candidates to proceed to the next stage (Walford-Wright, & Scott-Jackson, 2018).

Unique Group: Screening comprises of CV shortlisting by the Human Resource department and then by the heads of the departments. All candidates are required to take a written examination and subsequent viva interviews, with a minimum pass rate

Evaluation: Two rounds of screening keep the quality high at Unique Group but can be time-consuming and may fail to select some candidates because of high standards. The incorporation of such digital assessment tools could go a long way in enhancing efficiency in the processing of large number of applications.

4.1.4 Interviewing and Evaluation

Standard Practice: Interviewing involves aligning future talent needs with strategic goals, identifying skill gaps, and ensuring a talent pipeline for succession planning (Fiverr Enterprise, 2024).

Unique Group: The process begins with HR and department heads analyzing vacant positions and preparing an Employee Requisition Form (ERF) approved by the CEO or Managing Director for new positions.

Evaluation: Unique Group's approach is comprehensive, ensuring strategic alignment with organizational needs. However, it is reactive rather than forward-looking, focusing more on current vacancies than long-term talent needs. This could be improved by integrating a more predictive approach to address future skills shortages and leadership needs.

4.1.5 Offer Management and Pre-Employment Verification

Standard Practice: Standard offer management can be defined as a process that includes communication, bargaining and making employment offers clear as for the issue of compensation as the position offered (Middlemiss, 2011).

Unique Group: The company needs some official documents for its employees like salary certificates, bank statements before they offer them a job. Deals are contingent and the candidates are to submit acceptance of their resignation from their current employers within 7 days.

Evaluation: The precise method of verification that Unique Group uses minimizes these risks and guarantees authenticity. However, the requirement that resignation acceptance must be done within a short time span may discourage prospective candidates more so those in senior positions that require longer training. A more flexible approach could attract a diverse group of people and therefore a diverse group of talents.

4.1.6 Onboarding

Standard Practice: First, on boarding tends to provide new employees with training, tools, and organisational socialisation, in an attempt to enhance their level of commitment and tenure (Comeet, 2022).

Unique Group: The process of on boarding is enhanced by having an orientation program of three days and documentation of the process.

Evaluation: The structured approach at Unique Group is also broad in that it focuses on the comprehension of companies policies and positions. Although going beyond the procedural context to the inclusion of mentorship or team building exercises could help add value to the new hire experience and improved staff turnover.

4.1.7 Strategy for attaining long-term talent acquisition

Standard Practice: Talent acquisition techniques mostly focus on actively developing relationships with potential candidates so as to identify quality talent to bring into an organization (John Attupuram et al., 2015).

Unique Group: Unique Group uses a process model for recruitment where the main emphasis is given to the existing positions that need to be filled and no stress is given to building a relationship with candidates.

Evaluation: Unique Group has documented its recruitment process and this minimizes the chances of inconsistency in the recruitment process, however the process tends to focus more on the current gaps which means that the company might not be very responsive to changes in the market in the future. It is possible to suggest that its long-term recruitment effectiveness might be enhanced by talent acquisition strategy that would involve relationship building with the target candidates and employer branding.

4.1.8 Summary of Comparative Analysis

Aspect	Unique Group	Standard Practice	Critical Insights
Workforce Planning	Reactive, based on immediate needs with CEO/MD approval for new roles.	Aligns with long-term goals, forecasting future talent needs.	Lacks a forward-looking approach, limiting preparedness for future skills needs.
Sourcing	Uses job boards, social media, and print ads.	Broad approach, including active sourcing and headhunting.	Effective but could benefit from more proactive sourcing techniques.
Screening	Dual-layer review with written and viva tests.	Initial screenings and digital assessments to streamline selection.	Comprehensive but may benefit from digitalization for efficiency.
Interviewing	Standardized with written tests and IEF.	Structured interviews, focusing on competency and cultural fit.	Can improve by integrating behavioral interviews for a more holistic evaluation.

Offer Management	Thorough verification, with a conditional offer process.	Transparent negotiation and flexibility in offer terms.	Rigid requirements may limit candidate interest. Flexibility could attract more talent.
Onboarding	Includes a three-day orientation program and document preparation.	Focused on cultural integration, mentorship, and long-term engagement.	Strong process but could enhance employee engagement through mentorship.
Strategic Focus	Process-driven, focusing on immediate vacancies.	Proactive relationship building and branding to maintain talent pipelines.	Could benefit from a stronger emphasis on employer branding and future talent engagement.

Table 2: Summary of Comparative Analysis. Source: (Own Contribution).

Hiring at Unique Group is not haphazard or random as there are systematic procedures and documented process that guide the process. However, it is less about identifying and developing talent for the future than about meeting current hiring demands. In this case, Unique Group could strengthen its capacity to source and retain scarce human capital while bringing its offer-making process into closer conformity with best practices by more proactively developing talent pipelines, automating other processes, and providing more flexibility in the offer process.

4.2 Thematic Analysis of Talent Acquisition

This thematic analysis examines Unique Group's talent acquisition processes through eight key themes: Targeted recruitment, quantitative predictions, multiple sources, global evaluations, initial and long-term employee engagement, letter for orientation, different manpower source, and constant review. On the basis of these themes, it becomes possible for Unique Group to know how its recruitment practices fit into the overall industry standards of Bangladesh and which practices require changes for better efficiency and competitiveness in the talent management market.

4.2.1 Tailored strategies for each business unit

A prime feature of recruitment at Unique Group is that it is highly customized where most approaches are made to meet the needs of the business-subunit. This more flexible approach is under the assumption that there are many micro-cultures where various organizational subunits can be very different in terms of their tasks, processes, and people. By doing so, HR can increase the chances of better job matches with the targeted operational requirement of each unit, thus gaining better returns on the hiring process. One of the employee responses, one said,

“Our approach to recruiting depends on the specialty of our companies so we have to address the differences.”

Another employee echoed the same sentiment saying,

“We have easily been able to come up with general and specific job descriptions because of the understanding of the specialty of each unit.”

In the context of the general industry environment, this approach is very much in line with SWP management strategy, that is gradually being implemented by some of the most successful organizations in the country (Sparrow et al., 20215). It has become possible today for organizations to forecast talent needs and determine areas of gaps long before they arise, thus creating a better talent pool. Anticipative analysis helps companies to prevent possible inability to attract talents, which are critical because they can hamper the development and functioning of the businesses. Recruitment in such countries where there is usually a shortage of qualified human capital especially in specializations like Information technology and Management becomes very crucial hence having a well-prepared recruitment strategy becomes very important in Bangladesh.

However, Unique Group is very effective in the customization of the recruitment process, but the firm can greatly improve on the talent pipeline program. This could include the use of such as predictive analytics to get a right time when hiring is likely to be necessary in fighting the next challenge that may arise in the organization. When analysing recruitment data, we found that if applied to Unique Group, it could help the organization enhance its approach in line with long-term strategic objectives. That is however something which not only would help Unique Group achieve a more efficient recruitment but would also bolster the talent management as a whole, putting Unique Group in a more competitive position within a constantly advancing market.

4.2.2 Assessing future hiring needs through analytics

Another important element leveraging in Unique Group's recruitment process is the forecast of the future staffing demands; this information is crucial for HR to be capable to introduce the necessary modifications to the staffing plan with reference to the historic data of the company's current resources. It is useful for the identification of possible disadvantaged skills, which will assist the organisation in preparing for future challenges to be encountered. There was this one employee who had articulated this practice by saying,

“We use data a lot in regard to employment.” Such attitude emphasizes rationality of decisions made for the better alignment with organizational goals and needs.

One of the employees said,

“We are able to see the trends in our workforce data, trends that then help us when we are recruiting for the future.”

The practice coincides with what practice is being adopted by leaders in the industry in Bangladesh, where organisations are beginning to adopt analytics in improving recruitment. This way, numerous essential measures like time-to-hire, source efficiency, and employee turnover rates provide vital information companies need during the hiring process (Dutta & Vedak, 2023). These are knowledge that are very vital more so in today's world where skilled practitioners are scarce and hence can work for any company of their choice. However, while data is also used well for forecasting at Unique Group, developing analytics on the other hand may offer greater insight into the candidate performance as well as retention. When applying the broader definition of data analytics applied to manpower planning, Unique Group could go not only as far as predicting its staffing needs but also enhancing the satisfaction of the employees and, consequently, increasing the latter's retention rates.

Also, the actualization of predictive analytical capability integration could benefit Unique Group strongly in that the firm can discover talent gaps in specialized fields faster. Such a proactive approach would allow the organization to always get ready for new changes in the field and be ready to abandon earlier ineffective strategies for staffing. The necessary employment of data analysis techniques in the current and near future talent acquisition models will be crucial for Unique Group in effectively and sustainably attracting talent in the future.

4.2.3 Utilizing diverse methods, with a focus on referrals

Unique Group uses different sourcing techniques for hiring employees and majorly relying on employees' referrals. It can also be seen from the strategy that in addition to articulating the talent acquisition mandate in a broader manner, the process also increases the probability of identifying candidates who are likely to depict the culture of the company.

This was echoed by one employee who said this;

“Employee referrals remain one of the most effective sourcing strategies that we have ever used.”

This has further reinforced importance of personal networks and existing relationship with the employees in the companies and organizations.

Another employee said,

“We use more of Internet and word of mouth to achieve a wide coverage of our target candidates”
It shows the company's efforts to be diversify and encompass in its sourcing.

This is still in line with the trend within the Bangladeshi context where firms are now using the internet-based recruitment sources as a way to reach a large pool of clients (Schweyer, 2010). Recruitment forums and social media such as, LinkedIn and Bdjobs have emerged as key instruments in sourcing skills on both the active and passive job markets. Although Unique Group achieves proper positioning in employee networks, it is possible to improve its efficiency of sourcing by having a larger profile on such platforms. The utilization of an Applicant Tracking System (ATS) would eliminate the bottlenecks that come with the recruitment process management of various sourcing processes so that the organization can fully take advantage of all possible avenues to access talents.

Furthermore, expansion of incoming sourcing channels may be achieved by building and strengthening campuses for recruitment with educational organizations (Goddard & Puukka, 2008). It would also allow early acquisition of fresh talents, and create a powerful brand image among new employees. This will not only give Unique Group assured access to potential

employees from various universities, thus becoming an attractive employer to professionals in their early stages.

That the current focus on employee referral is healthy, but expanding on the same by introducing more online and tuition-based sourcing methods can improve on the recruitment drive of Unique Group. In this manner, Unique Group can open up a pool of talented candidates and provide a stronger selectivity.

4.2.4 Evaluating technical skills, cultural fit, and growth potential

The kind of recruitment process Unique Group follows is a process that follows a more detailed analysis of candidate's skills, his/her/their attitude to organizational culture and possibility to develop. This kind of assessment makes it possible to choose qualified employees and adapt them to the organization's climate. An employee from the organization said,

“We are very selective with the candidates we hire in terms of potential for the employees to grow with the organization.”

Another employee agreed:

“Culture is established as a top priority over experience, it's all about buying into the company culture because we value that.”

This overall method of assessment is in harmony with the general trend in the competency-based structured interview in accordance to industry standards. Companies in Bangladesh today understand that recruiting employees does not only entail separating the academically qualified or those with working experience but rather, one needs to sieve through prospective employees in order to identify those who will fittest the company's organizational culture and values (Ahmed & Azim, 2017). Therefore, by adopting structured interviews involving behavioural assessment and situational judgement test, Unique Group increases its chance of hiring the best workers with minimal influence from biases that are common with many employers.

However, the freeing of tools including case, drama, or problem-solving session during the interview exercise can offer broader understanding of the candidate's practical aptitudes and compatibility to the company culture (Shamim, Cang Yu & Li, 2017). In addition to helping the interviewers determine extent of technical skills possessed by the candidates, this approach

provides an avenue through which the candidates demonstrate how he/she is likely to handle a particular problem, similar to what he/she is likely to encounter in the workplace.

Although Unique Group has set up a quite decent groundwork of assessing a candidate from all the different perspectives, there is room for improvement in terms of streamlining evaluation, where structuring the interview process could prove to be helpful. After analysing the state-of-the-art models used by other successful firms, Unique Group may guarantee that its employment strategies meet the requirement of the contemporary labour market.

4.2.5 Structured processes with mentorship and check-ins

Currently Unique Group has unfolded well-organised on boarding process which includes more time with mentor and follow-ups hence new employees' transitions have been eased. This makes the early engagement and retention to be much better since new employees are equipped with what they need to warrant proper transition in their jobs.

An employee stated that,

“New employees receive strong coaching at our company through our onboarding process which involves assigning them close mentors from their reporting time,” in as much as the organization seeks to develop talents, it starts from the first day of the employee at the company.

Yet another employee stated, “Doing the meet-and-greet frequently ensures that we work out contentious issues and ensure new workers are not discouraged.”

This type of structured onboarding complements the best practices recommended for recruitment with regard to candidate experience where communication and feedback are made clear and frequent (Shamiha, 2020). Top organizations in Bangladesh today realize that a proper onboarding program is very important if organizations want to retain talented employees for the long-term. Since managing reference can be said to be the key link in human resource management, successful communication with new employees creates long-term trust and makes them free to come forward to their organizations.

However, more could be done at Unique Group to improve the onboarding process and making it systematic, whereby at some stage feedback from the first week will have to be taken systematically by means of surveys or follow ups so as to ascertain the effectiveness of the whole

onboarding process. Besides offering information into attitudes of new hires towards onboarding process, this approach also reveals loopholes. Most organizations use these tools to improve their onboarding tactics progressively, to keep up with the demands of the workforce.

On top of this, the addition of technology in the onboarding process influences the administrative aspects in making the process more efficient, thus, freeing much time for HR to attend to the individual elements of the onboarding process. The digital onboarding solutions can improve the organization and collection of documents, training calendar, and the tracking of progress so that the process is smoother for both the Human Resource division and the new employees (Skiba, 2024). Since the business climate is rapidly evolving, it is necessary for Unique Group to embrace a more technological method of onboarding.

4.2.6 Actively promoting diverse hiring and fairness

In other words, Unique Group ensures that it recruits its employees with the principle of the diversity act as the guiding factor. This commitment, of course, strengthens workplace culture and autonomy as well as problem-solving and creativity parameters. This was expressed by the employees as follows:

“We aim for the organization to have a diverse employment practice reflecting the community.”

Employment equity means the policy of affirmative action, of equal opportunity for a pre-selected group of people with reference to the community (Adonis, 2015). The above revelations prove that the organization is committed to develop a culture that accepts and embraces diversity of views in an organization.

This focus on diversity is also in line with the trend within the operating environment of Bangladesh where many companies are gradually embracing the policy of diversity in employment. Some organisations pursue diversity by running programmes that will ensure that women and other marginalised parties are hired (Herring, 2009). In addition to increasing organizational effectiveness, it also ensures that innovation is fostered and pursued since diverse employees' backgrounds are different.

Additionally, to build on the latter, Unique Group could start programs for the targeted promotion among the ethnic minorities. Through affiliations with other diverse groups like the women's

advocacy groups, cultural groups, Unique Group can increase its pool of candidates and likely to hire other diverse personnel.

4.2.7 Continuous communication to enhance candidate experience

Its feedback process is highly emphasized at Unique Group because the firm believes that timely and clear communication is crucial for the candidate experience phase. This commitment is also demonstrated every time a candidate is informed throughout the application process so as to create a feel of engagement. One employee said,

“It is our view that the prospective employee should be informed all through the process of being hired to make the process a positive one.”

This indicates the position that the organisation believes that an informed candidate is will probably feel much valued and respected hence improving their perception of the organisation.

However, it might be argued that value is revealed not just in communication here but also more substantially in feedback.

One of the employees said,

“Feedback is essential; through feedback, people can learn how to do a better job and applicants know the company cares how they spend their time.”

It also supports the work of Unique Group as it does not wait for the situation to evolve, but follows the experience and negative feedback of candidates. The company, therefore, gets to learn from the candidates their experiences so that it can be improving on its hiring procedures incessantly.

When this approach is compared to current trends in the staffing industry, one observes that there is growing concern with candidate experience through communication management (Cappelli & Keller, 2014). The best human capital management practices which many top companies in Bangladesh have adopted include rational response time and clear process in the hiring process. For example, several organizations have introduced systematic feedback systems that capture the experiences and views of candidates so that the firms can improve their recruitment process successfully. It also leads to the general positive candidate perceptions which in turn are helpful in the organizations branding as a desirable employer.

Therefore, there could be the incorporation of a more systematic feedback system to crown Unique Group's recruitment strategy. The organisation is therefore in a position to get a systematic collection of feedback from the candidates and be in a position to understand some of the areas that might be having issues in terms of candidate experience. It could entail making questionnaires or feedback on the process for candidates at some particular steps in the course of the determination. All such an initiative would not only help to increase transparency but also facilitate working on the idea of constant improvement and making the procedure of recruitment even leaner on the candidate's side and more effective.

4.2.8 Overall Critical Discussion

From the findings of this case study, Unique Group reflects an impressive potential towards creating innovative sourcing strategies that are in line with benchmark sourcing strategies of other countries especially the emerging countries like Bangladesh. Precise recruitment strategies help in creating accurate hiring procedures which tweak the corporate model to suit the requirements of various organizational units, productivity. Also, the timely availability of forecasts targets makes it easier for the organization to match the gaps with the individuals in the best way that mirrors industry trends.

That being said, there are elements that should be enhanced at Unique Group in order to guarantee that operations are optimal as possible. Though the company is good in using employee referrals as the key source, it can invest in Bdjobs and especially LinkedIn more actively. This would make it possible for companies to source talent from a wide section of society which would be an advantage in the overcrowded cities where the talent is available. Further, increasing a relationship with educational institutions for recruitment could help in the initial possession of latest talent pool through fresher workforce.

From the standpoint of the Integrated Candidate Rating, Unique Group appears to be relatively well developed but may be served by developing more prescriptive interviews that focus on behavioural competencies. This would help bring in the following advantages as certain biases are likely to be eliminated from the process. Besides, the onboarding process of the organization provides for mentorship and follow-ups; feedback procedural systems could be incorporated in the process for enhancement.

In summary, Unique Group has targeted areas for improvement with increased progressive in line with trends of talent acquisition practices but could benefit from a more aggressive strategy of increasing sources of sourcing, refining the patterns of assessment and engaging more formal feedback. By adoption of the mentioned best practices, it is possible for Unique Group to enhance its competitive advantage and consequently establish itself in the employment of superior talented employees in the emerging market environment.

4.3 Recommendations for Improved Talent Acquisition

Based on the Comparative analysis and thematic analysis, here are ten recommendations for improving Unique Group's talent acquisition process to better align with industry standards?

1. Invest in Predictive Analytics for Workforce Planning

Recommendation: Develop new strategies to employ predictive analytics to predict future demand for talents, potential shortages and trends in hiring.

Rationale: Although Unique Group employ some data in the recruitment process, the application of big data analytics in recruitment could add more value to long-term strategic planning as well as making Unique Group respond to the challenges effectively.

2. Expand Digital Recruitment Channels

Recommendation: There should be more emphasis on the professional networks of LinkedIn and Bdjobs, and social networking sites, with the support of an ATS.

Rationale: Though Unique Group Company is active on the internet, it will be even more effective to have more internet presence and, to employ ATS to keep track of candidates and to extend the company's opportunities to select the employees.

3. Strengthen Employer Branding

Recommendation: Improve the existing employer branding strategy by encouraging employees to write testimonials, using social media and sharing a presence at job fairs.

Rationale: A good employer brand means that the company can pull talent, improve the quality of experience of candidates and make itself a more desirable organization to work for, which is important in the context of Bangladesh, and the current environment of high competition for talent.

4. Introduce Structured Behavioral Interviews

Recommendation: Use competency-based and behavioral interviews, case studies or situational judgment tests and role play.

Rationale: Unique Group has a systematic interview process but using them can give greater understanding of cultural compatibility and problem solving skills of candidates thus reducing bias in the selection process.

5. Enhance the Use of Employee Referrals

Recommendation: Develop a better structured employee referral program by offering rewards for hires from these referrals.

Rationale: Employee referral can be a way of fast access to better qualified candidates who would better understand the company's culture. Deciding to reward employees for referrals that are successful could ensure that the employees get involved in the talent acquisition process

6. Build Partnerships with Educational Institutions

Recommendation: Strengthen relationships with universities through internship, speakers, and participation in campus recruitment events.

Rationale: Education institutions will enable Unique Group to source fresh talents at an early stage in their career, develop a conveyor belt of talent in the company, and make the company an attractive employer to graduates.

7. Focus on Diversity and Inclusion in Hiring

Recommendation: Design specific policies to recruit minorities, and other underrepresented populations as well as women to leadership positions.

Rationale: The use of diversity within the organization can promote innovation and improved decision making. It also conforms with the trends currently prevailing in Bangladesh where many firms are now adopting policies of diversity.

8. Implement a Systematic Feedback Mechanism

Recommendation: Use surveys and feedback forms at different points of the recruitment and onboarding processes.

Rationale: There is always value in soliciting feedback from the candidates and new hires, to see where the strengths and weaknesses of the hiring process are so that they can be corrected and improved in the future.

9. Digitize the Onboarding Process

Recommendation: The documents should be managed electronically, keep track of the training progression and facilitate the on boarding process.

Rationale: The use of technology can remove many of the bureaucratic aspects of the onboarding process, freeing up HR time to work on personal concerns for each new employee. This is especially the case given that firms are keen on embracing a more tech-based approach to work.

10. Conduct Regular Strategy Meetings with Department Heads

Recommendation: Schedule regular meetings between HR and department heads to discuss the current and upcoming staffing strategies.

Rationale: It is possible to schedule meetings that afford opportunities to review the trends in the market and how the talent acquisition strategies meet the current needs of various business units.

Conclusion

In summary, Unique Group's talent acquisition methodology is a thorough and well-organized strategy designed to ensure that the organization selects the most suitable candidates who are in line with its strategic goals. By implementing clearly defined steps such as recruitment planning, precise job descriptions, a stringent interview and evaluation process, and meticulous verification, the company guarantees a just and effective hiring procedure. The phases following selection, which encompass pre-employment tasks, onboarding, and orientation, further aid in seamlessly integrating new employees into the organization. This methodical process not only reduces the chance of bias but also promotes a clear and professional recruitment atmosphere. Consequently, Unique Group is capable of attracting top talent, lowering turnover rates, and fostering a positive workplace culture, positioning itself for ongoing success.

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Appendix

Appendix Table 01 – Employee Requisition Form

		Unique Group Employee Requisition Form (ERF)	
Instruction: 1. This ERF is to be filled out by the Unit/Department Head. 2. For acquiring appropriate talent, you are requested to specify requirements in detail. 3. For New Hiring/ New Position, please enclose approved Organogram. 4. For two (02) or more replacement hiring please mention details in next page.			
Type of Vacancy:	New <i>if replacement, last employee's</i> Employee ID:	Replacement: Name: Date of Resignation/Transfer:	Date of Requisition:
Basic Information:			
Designation:		Department:	
Business Unit:		Salary Unit:	
Age Range:		Salary Range:	
Employment Type: (e.g.: permanent, contractual)		Other Allowance: (if any)	
Reporting Supervisor: Designation:		Job Location:	
No. of Vacancies:		Expected Joining Date:	
Requirement Details:			
Required Leadership Skills/ Abilities:			
People Skill	Work Ethics	Vision	Courage
Team Building Capacity	Mindset	Knowledge	Others
<i>if others, please mention: (e.g.: certified leadership skill)</i>			
Administrative/ Budgetary Abilities:			
Financial Planning	Budget Supervision	Resource Management	N/A Others
<i>if others, please mention: experience in preparation of monthly/ yearly budget)</i>			
Education:			
Educational Requirement:			
Professional Degree:			
Job Experience:			
Not Required	0 – 3 years	3 – 5 years	5 – 10 years
	10 – 15 years	above 15 years	Knowledge Others
<i>Please, mention the experience area/ Business/ Industry: (e.g.: Real Estate, Hotelier)</i>			
Proposed by		Recommended by	
Name:		Name:	
Designation:		Designation:	
		Director/ Domain CEO	
Human Resource Department		Supported/Approval	
Director- Human Resources & Administration, UG		Group CEO, UG	
Approved by: Managing Director			



Unique Group
Employee Requisition Form (ERF)

Key Responsibilities & Accountabilities: *(for more points, please use separate page):*

For two (02) or more replacement position hiring:

- Name of last employee: ; Employee ID: ; Last Working Day:
- Name of last employee: ; Employee ID: ; Last Working Day:

Pay Band wise Salary Range:

PB 01: Junior Support Staff	PB 02: Support Staff
PB 03: Senior Support Staff	PB 04: Supervisors
PB 05: Executive	PB 06: Sr. Executive
PB 07: Assistant Manager	PB 08: Deputy Manager
PB 09: Manager	PB 10: Senior Manager
PB 11: Assistant General Manager	PB 12: Deputy General Manager
PB 13: Senior Deputy General Manager	PB 14: General Manager
PB 15: Senior General Manager	PB 16: Director / CFO / Group CFO
PB 17: Senior Management Team (Advisor / CEO)	

Appendix Table 02 - Job Description Form



Ref: UG/HR/FM/o3

Human Resources
Job Description
Rev: 00

Title	Assistant Manager- SAP, PP, MM	Joining Date	1 st Aug, 2024
Unit	UG	Department	IT & SAP
Reports to	GM – IT & SAP	Leadership Level	

JOB SPECIFICATION

To manage and maintain the Unique Group- SAP and daily activities including we are seeking an Assistant Manager- SAP, PP, MM to join our dynamic team. The ideal candidate will have a strong understanding of systems.

EDUCATION & EXPERIENCE

- Education: Bachelor of Science (BSc), Major in Computer Science & Engineering
- Experience: 3 to 5 years of experience.
- Educational requirement will be flexible for skilled/deserving candidate.

JOB RESPONSIBILITIES

- Perform detailed analysis of complex business process requirements and provide appropriate system solutions; identify, interpret, validate and document customer requirements.
- Map client business requirements, processes and objectives, and develop necessary product modifications to satisfy client's needs.
- Provide consulting services on both new implementations and existing support projects. He or she prepares the solution to meet business requirements.
- Provide functional specifications to developers to convert the requirements into a business solution Performs unit testing and integration testing to deliver a high-quality solution.
- He or she transfers business process knowledge to the other team member Create functional specification documents and partner with the development team to complete solution development.
- Proficient with PP/QM integration touch points such as MRP groups, subcontracting, vendor consignment, planned order/purchase requisition or purchase requisition to purchase order conversion He/she has total practical knowledge of solutions in the PP Module area.
- Understanding the PP module to the extent that you are able to suggest process improvements.

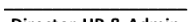
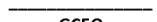
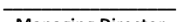
SKILLS AND KNOWLEDGE

- Relevant working experience in System administration, user support
- Should have sound knowledge of best practices and methods of application development
- Time Management skills Can be analytical, strategic, and creative when the role requires it
- Proven ability to plan and manage schedules, technical documentation
- Ability to work independently and collaboratively in a team environment.
- Ability to multitask and manage multiple deliverables and projects at the same time.

.....
Unit/Department/Project Head
Date:

.....
Human Resources Leader
Date:

Appendix Table 03 – Interview Evaluation Form

		INTERVIEW EVALUATION FORM (IEF)					Date:				
Name of Candidate											
Position		Project/ Unit/ Dept.									
Scale	Superior 5	Good 4	Average 3	Fair 2	Poor 1	Rating					
Indicators (In case an indicator is not applicable for a particular position, the rating must be excluded to calculate the average)						Evaluator (1)	Evaluator (2)	Evaluator (3)	Evaluator (4)	Evaluator (5)	
1	Educational Background - Does the candidate have appropriate educational qualifications or training for this position?										
2	Work Experience - Has the candidate acquired necessary skills or qualifications through past work experiences?										
3	Communication Skills - How were the candidate's communication skills during the interview?										
4	Appearance & Attitude - how is the indicators – Grooming, Body Language, Assertiveness & Maturity?										
5	Leadership Skills - Did the candidate demonstrate the leadership skills necessary for this position?										
6	Administrative, Financial Planning, Management of Resources - Does the candidate demonstrate the knowledge of these area?										
7	Overall Impression and Recommendation - Final comments and recommendations for proceeding with this candidate.										
Sub Total											
Total											
Average (35)											
Written (15):		Functional + Aptitude (50):				Total (100):					
Current Salary:		Expected Salary:				Notice Period:					
SBU:		Salary Unit:				Transport:					
		Final Negotiated Salary:									
Outcome:		☐ Selected		☐ Reserved		☐ Reject					
Interview Panel:											
Evaluator (1)		Evaluator (2)		Evaluator (3)		Evaluator (4)		Evaluator (5)			
Approval:											
 Director-HR & Admin				 GCEO				 Managing Director			

Path: F:\Unique Group\UG Interview Evaluation Forms

Appendix Table 04 – Example of Employee’s Verification Documents

Ref: UG/HR/Letter/August/2024/055

Date: August 18, 2024

Additional Inspector General of Police
Special Branch, Bangladesh Police
Malibagh, Dhaka
Bangladesh.

Subject: Police Verification

Dear Sir,

This is to introduce Unique Group (UG): is one of the largest conglomerates and foremost diversified business entities in Bangladesh. the span of UG operations is diversified into more than twenty different business areas.

We are considering the following candidate for ‘Teacher’ position in Bangladesh Caregiving & Technical Training Institute. However, as a matter of policy, we need a Police Verification Report to determine candidate’s suitability to join with us.

The details are as follows:

Name :
Father’s Name :
Mother’s Name :
Present Address :
Permanent Address:
Mobile Number : +

The management would highly appreciate your assistance in this regard.

Sincerely,

.....
Md. Aminul Hayder
DGM- Human Resources
Unique Group
E-mail: ahayder@uniquegroupbd.com

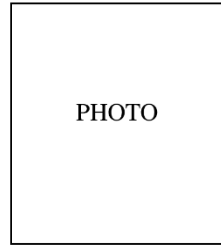


Employee Verification Questionnaire

Details	Provided by the candidate	Please provide details as per your record
Employee Name		
Employee ID		
Organization Name		
Period of Employment		
Last Designation		
Employee Type (Permanent/ Contractual)		
Salary Details (Net/Gross/ CTC per month/per annum)		
Supervisor name & designation		
Reasons for leaving		
Eligibility for rehire		
Duties & Responsibilities		
Performance of work	Please Specify	
Any integrity/disciplinary issue that the subject was involved in. please select from the below mentioned options: • Misappropriation of Fund • Harassment of any kind • Data integrity	Please Specify	
Exit formalities and full & final settlements is complete/ pending	Please Specify	
Did the candidate provide sufficient notice period while leaving?	Please Specify	
Any other comments	Please Specify	
Verified By (Name, Designation, and Department)	Please Specify	

Ref: UG/HR/Letter/August/2024/056
Date: August 18, 2024

A.M Moniruzzaman Rubel
General Manager
Gulshan Clinic Limited
13 Ga, Progoti Sarani, Shahjadpur,
Gulshan, Dhaka-1212.



Subject: Pre-Employment Medical Check-up.

Dear Mr. Rubel,

This letter is an authorization for the following person to receive pre - employment medical checkup as per our agreed package.

Sl. No	Name	Designation	Unit
1.			

Please collect 50% payment from the candidate as per the policy.

Please forward medical reports to the undersigned in a sealed envelope at your earliest and submit your bill (50%) together with a copy of this letter.

Sincerely,

.....
Md. Aminul Hayder
DGM- Human Resources
Unique Group
E-mail: ahayder@uniquegroupbd.com

Private & Confidential
Ref: UG/HR/Letter/July/2024/006
Date: July 28, 2024

Mr.
Crystal Castle, Flat-7/D, 3/9, Asad Avenue
Mohammadpur, Dhaka-1207
Mobile No: +88017556775772
E-mail: falehahmedtayeez@gmail.com

Subject: **Offer Letter for the position of Manager-Accounts & Finance.**

Dear **Mr. Faleh,**

Congratulations!

This is with reference to your job application and the subsequent interview with the management of **Unique Hotel & Resorts PLC** is are pleased to offer you the position of " in the area of **"Accounts & Finance"** of the company.

Date of Joining: On or before **August 29, 2024.**

Location: Your usual place of work is at **"51/B, Borak Mehnur, Corporate Office, Unique Group"**. The place of work may be changed to such other locations within Bangladesh and abroad, as may be decided by the Company.

Remuneration: Your monthly gross salary will be **BDT 1**, This amount will include basic salary, allowances, conveyance, car, benefits and any other statutory payments as applicable. The company will deduct the salary tax at source and will provide you the challan at the end of the financial year.

Reporting: You will report to **"Chief Financial Officer, UHRPLC"**. However, the reporting authority may change further if required.

Probation: You will be on probation for a period of **06 (six)** months from the date of joining and the probation period may be extended for further periods based on your performance.

A details appointment letter would be issued to you at the time of your joining. You are required to submit the documents which is mentioned on the attached pre-employment checklist at the time of your joining.

You need to submit the resignation letter with the acceptance of your current employer within seven days of the acceptance of offer letter.

If term and condition of the offer letter are acceptable to you, please confirm by signing the duplicate copy as a part of your joining formalities.

Yours sincerely,
For **Unique Hotel & Resorts PLC**

Accepted & Confirmed by

Md. Abdul Motaleb
Director- Human Resources and Administration
Unique Group

Faleh Ahmed ACCA
Date:

Appendix Table 05 – Example of Employee’s Onboarding Documents



Ref: UG/HR/FM/05

Human Resources
Acknowledgement of SOPs and Policies
Rev: 00

Directions: Obtain employee’s signature and date. Retain Acknowledgement page with employee’s Personnel records.

Standard Operating Procedure (SOP)

- ✓ Dress Code
- ✓ Central Dining and Prayer place at Borak Mehnur
- ✓ Personal Loan
- ✓ Mobile Allowance
- ✓ Alternate Saturday Off
- ✓ Zero-Tolerance Approach
- ✓ Pre-Employment Medical Checkup
- ✓ Police Verification
- ✓ Probation Period
- ✓ Emergency Operating Procedure (EOP)
- ✓ Compensatory Leave
- ✓ Use of Personal Laptop/Tab/Storage Device

Policies/Memo

- ✓ UG Leave & Attendance Policy
- ✓ Car Loan Policy
- ✓ Bonus Policy
- ✓ Internship Program Policy
- ✓ Provident Fund (PF)

Employee’s Acknowledgement

I have been briefed and given Guidelines on above mentioned Standard Operating Procedure (SOPs) and Policies during my orientation session held after my joining in the company. I have been advised to read above SOPs and Policies within 03 (Three) days from my joining date at the property. I acknowledge that I have read, understood and agreed to follow those SOPs/Policies accordingly.

I also understand that failure to follow these policies may result in serious consequences, up to and including immediate termination of employment, unless otherwise stipulated by laws governing the employment relationship.

Acknowledged by (Name): Designation:

Department: ID: Signature with Date:

Briefed and Guided by (Name) Designation:

Department: ID: Signature with Date:

UNIQUE GROUP



Address: Borak Mehnur, 51/B Kemal Ataturk Avenue, Banani, Dhaka-1213; Tel: +8802222285116-23; Fax: +8802-9843392; E-mail: hr@uniquegroupbd.com

PERSONAL DATA SHEET

Please fill in all information with as much detail as possible.

All data will be kept strictly confidential by the HR department. Thank you for your cooperation.

CANDIDATE'S SECTION

PERSONAL DATA						
Title	Mr	Mrs	Miss	Ms	Other	<i>Please mark the correct one</i>
Full Name					Gender:	Male Female
Commonly Used Name						
Birthplace	Birth Date		dd / mm / yyyy		Religion:	Blood Group:
Nationality	Country of Birth		Height:		Weight:	
Personal Email:			Hobby:			
Other Nationality		Mobile No				
ID Type	☐ Passport	☐ National ID Card	☐ Driving License	☐ Birth Certificate No		
Number						

MARITAL STATUS			
Single	Married	Divorced	<i>Please mark the correct one</i>
Number of Children			

FAMILY RELATED PERSON (Spouse)	
Full Name	
Birthplace	Country of Birth
Nationality	National ID/Passport No
Email	Mobile

FAMILY RELATED PERSON (Parents, Children & other dependants)		<i>Please mark the correct one</i>
Full Name		
Commonly Used Name		Relationship
Birthplace		Country of birth
Nationality		
Full Name		
Commonly Used Name		Relationship
Birthplace		Country of birth
Nationality		
Full Name		
Commonly Used Name		Relationship
Birthplace		Country of Birth
Nationality		

PRESENT & PERMANENT ADDRESS	
Present Address:	
Thana/ Upozilla:	District:
Permanent Address:	
Thana/ Upozilla:	District:
EMERGENCY CONTACT	
Full Name	
Relationship	
Address	
Passport / National ID Number	
Home phone	Mobile phone
Email	Email
REFERRALS (personal and local)	
<i>Please attach a copy of passport/card</i>	
Full Name	
Relationship	
Address	
Passport / National ID Number	
Home phone	Mobile phone
Email	Email
Full Name	
Relationship	
Address	
Passport / National ID Number	
Home phone	Mobile phone
Email	Email
BANK DETAILS	
Bank Name	Branch
SWIFT Code	
Account Name	
Account Number	
Bank Contact Number	
EMPLOYMENT HISTORY (Before Joining)	
<i>Please attach a copy of your certificate(s)</i>	
Previous Employer	From (dd/mm/yy) To (dd/mm/yy)
Company Name	
Job title	Type of industry
Job Period	
Address:	

Previous Employer	From (dd/mm/yy)	To (dd/mm/yy)
Company Name		
Job title	Type of Industry	
Job Period		
Address		
Previous Employer	From (dd/mm/yy)	To (dd/mm/yy)
Company Name		
Job title	Type of Industry	
Job Period		
Address		
PROFESSIONAL TRAINING (most recent and important)		
<i>Please attach a copy of your certificate</i>		
Training Title		
Institute Name		
Trainer Name		
Duration & Venue		
Training Title		
Institute Name		
Trainer Name		
Duration & Venue		
Training Title		
Institute Name		
Trainer Name		
Duration & Venue		
PROFESSIONAL EDUCATION		
<i>Please attach a copy of your certificate</i>		
Exam Title		
Institute Name		
Concentration	Result with Published Date	
Address		
EDUCATION (most recent)		
<i>Please attach a copy of your certificate</i>		
Exam Title		
Institute Name		
Concentration	Result with Published Date	
Address		
Exam Title		
School Name		
Group	Result with Published Date	
Address		

Exam Title																																																						
School Name																																																						
Group					Result with Published Date																																																	
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French	FL	F	P		Other	FL	F	P																																														
Expertise:																																																						
Any Additional Comments :																																																						
By signing this document, I certify that all information provided on this form is true and complete to the best of my knowledge.																																																						
Signature _____					Date _____																																																	

HUMAN RESOURCES SECTION					
ADDITIONAL DATA					
Hiring Type:	☐ New Hiring ☐ Replacement ☐ Re-Hiring			Employee Type:	
Designation:				Pay Band:	
Department:				Business Unit:	
Section:				Salary Unit:	
Job Location:				Facility:	
Health Insurance:	Yes / No	Limit:		Life Insurance:	
Reports to:	(Employee ID):			Is Field Force:	
Head of Department:	(Employee ID):			Is OT Eligible:	
Completed by:					
Date					

Unique Group
Requisition Form for Communication Materials

Employee Name	:			
Employee ID	:	Joining Date:		
Designation	:			
Department	:			
Salary Unit	:	Business Unit:		
Reporting Supervisor	:			
Job Location	:	☐ Head Office	☐ Others:	
Blood Group	:	Mobile No.:		
E-mail	:			

Employee's Photo

UG Service access requirements (Final Approver: Head of HR):

Service Access	Required	Not Required	Not Applicable	Remarks
1. Official E-mail ID	☐	☐	☐	
2. Business Card	☐	☐	☐	Quantity: ☐ 500 pcs ☐ 1000 pcs
3. ID Card	☐	☐	☐	
4. Sitting Arrangement	☐	☐	☐	
5. Intercom	☐	☐	☐	
6. Stationary Items	☐	☐	☐	
7. .	☐	☐	☐	

UG Service access requirements (Final Approver: CEO):

8. Mobile Ceiling	☐			Limit:
9.	☐	☐	☐	

Note: For replacement position, CEO's approval will not require for Mobile Ceiling, Laptop/Desktop.

Comments:

Approvals:

Requisition Raised by: (Employee) Name, Signature & Date	Line Manager (Reporting Authority) Name, Signature & Date	In-charge/Head of the Department Name, Signature & Date
Human Resource Section (This section will be fulfilled by HR Department) DGM - Human Resources	Approval: Group Chief Executive Officer	

April 2, 2024
Director
Human Resources & Administration
Unique Group

Joining report

Dear Sir,

In reference to the appointment letter, Ref:....., Dated

I am pleased to report you that I have joined today as General Manager in Gulshan Clinic Ltd (a sister concern of Unique Group).

Please accept my joining report and take necessary steps in this regard.

Sincerely yours,

.....

Signature

Name:

Mobile:

Email:



Do's

- To fully abide by company SOPs & Policies.
- To attend duty timely.
- To carryout defined / instructed responsibility
- Always remember: We have hired to work for the company as per expectations.
- Be Smiley
- Great Everyone professionally.
- Maintain personal hygiene and keep office and other area neat and clean.
- Respect others regardless the positions.
- Always keep yourself neat & tidy & well dressed for giving a smart look.
- Ensure punch in and out in Face recognition machine.
- Carry ID card always while on duty.
- Work as a TEAM.
- Listen carefully and executive accordingly.
- Share the knowledge and Information among others.
- Cooperate other team members as and when required.
- Cooperate the Security Personnel for inspection and checking purpose.
- Show your Integrity always.
- Any lost article found within the office premises, should immediately be deposited to the Human Resources or security



Don'ts

- No insubordination. No violation of discipline.
- No late coming.
- Concealing mistakes.
- Failing to observe safety rules.
- Excessive tardiness or absenteeism.
- Fighting, scuffling or indulging in horseplay.
- Falsifying documents and time records.
- Loafing or sleeping on the job.
- Gambling on Company property.
- Workplace harassment and bullying
- Misrepresentation of company for personal gain
- No negligence to work.
- No disorderly conduct & no abusive words/provocative words.
- No misuse of safety devices and no disregard to health & safety system.
- No spoilage to company property of any kind.
- No criminal activity under national laws.
- No personal activities inside the Office Premises.
- No sexual harassment.
- No Gossiping.
- Not waste time during meal break

Appendix Table 06 - Interview questionnaire

1. "How does HR adapt the recruitment process for different business units within Unique Group, considering the varying nature of their business operations?"

Answer:

2. "How does Unique Group plan for future hiring needs, and what challenges do you face when predicting these needs?"

Answer:

3. "Where do you usually find candidates including both traditional and digital channels for open positions, and which sourcing methods have been the most successful?"

Answer:

4. "How do you decide which candidates move forward after the initial screening, and what criteria are the most important?"

Answer:

5. "What interview techniques do you use to assess both technical skills and cultural fit, and how do you ensure consistency across different business units?"

Answer:

6. "Do you use any assessments during the hiring process, and how effective are they in selecting the right candidate?"

Answer:

7. "What are the most important factors you consider when choosing the final candidate for a job, and how do you balance these factors?"

Answer:

8. "How do you handle job offers and salary negotiations with candidates, and what challenges do you face in this process?"

Answer:

9. "What steps does Unique Group take to ensure new hires are integrated smoothly, and how could the onboarding process be improved?"

Answer:

10. "How does Unique Group engage with universities and participate in campus recruitment programs to attract fresh graduates, and what results have you seen from these efforts?"

Answer:

11. "What steps does Unique Group take to hire people from different backgrounds, and how do you make sure the process is fair?"

Answer:

12. "How has Unique Group integrated remote interviews and flexible recruitment processes, especially in response to the growing demand for remote work options?"

Answer:

13. "How does Unique Group promote diversity and inclusion in its hiring practices, and what steps have been taken to ensure fairness across different business units?"

Answer:

14. "What steps does Unique Group take to ensure a positive experience for candidates throughout the recruitment process, and how do you gather feedback?"

Answer:

15. "How does Unique Group leverage employee referral programs to source candidates, and how effective has this method been in attracting quality hires?"

Answer:

16. "What are the key challenges in managing talent acquisition across different business units, and how do you ensure that each unit's specific needs are met?"

Answer:

17. "What do you see as the biggest overall challenge in the entire recruitment process, from sourcing to onboarding?"

Appendix Table 06 - Coding table

Initial Theme	Key Words	Main Theme	Example of Quotes	Notes
Customized Recruitment	Tailored, Specific, Business Units	Tailored Recruitment	<i>"We adapt our strategies based on the unique needs of each unit."</i>	Flexibility in approach is essential for operational efficiency.
Data-Driven Forecasting	Analytics, Future Needs, Skill Gaps	Data-Driven Hiring Projections	<i>"We analyse our current workforce to project future hiring needs."</i>	Use of analytics can lead to proactive hiring.
Varied Sourcing Channels	Digital, Traditional, Referrals	Diverse Sourcing Channels	<i>"We rely heavily on employee referrals for our hiring."</i>	Expanding digital sourcing could broaden talent access.
Holistic Candidate Assessment	Technical Skills, Cultural Fit, Growth Potential	Comprehensive Candidate Evaluation	<i>"We look for a mix of technical abilities and cultural alignment."</i>	A well-rounded assessment helps in making informed decisions.

Effective Onboarding	Integration, Mentorship, Check-ins	Structured Onboarding Processes	<i>"New hires are paired with mentors for guidance during their transition."</i>	A strong onboarding process enhances employee retention.
Diversity Focus	Inclusion, Fairness, Backgrounds	Proactive Diversity Initiatives	<i>"We strive to create a diverse workforce that reflects our community."</i>	Continuous efforts in diversity are essential for innovation.
Collaborative Hiring	Unit Needs, Alignment, Teamwork	Collaborative Talent Acquisition	<i>"We collaborate closely with each department to meet specific hiring needs."</i>	Regular communication ensures recruitment aligns with business goals.
Ongoing Feedback	Communication, Experience, Improvement	Continuous Feedback Mechanisms	<i>"We collect feedback from candidates to improve our process."</i>	Candidate feedback is crucial for refining recruitment strategies.