



**United International University
Internship Report On
“Human Resource Management Of
“Expo Group Bangladesh (EFL)”**

“ Impact Of Covid-19 The HRM Practices Of HR”

**An Internship Report Presented to the School of Business
Administration in Partial Fulfillment of the Requirements for the degree
of Bachelor of Business Administration (BBA).**

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**Date Of Submission :
24-08-2022**

Letter of Transmittal

Date:

Jakowan
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Subject: Letter Regarding Submission Of Internship Report On “The Impact Of Covid-19 On The HRM Practices Of HR (EXPO)”.

Dear Sir,

It is my great tribute to submit this internship report “**The Impact of Covid-19 On the HRM Practices Of HR EXPO (EFL)**” which I was given to complete as part of the Bachelor of Business Administration (BBA) program requirements. Based on my three (03) month internship with Expo Group of Bangladesh, I prepared this report (EXPO). This report attempts to summarize my observations, learning, and experience during the time.

In the short amount of time and resources, I did my best to put together a comprehensive and useful report. In addition, my intern supervisor's occasionally helpful suggestions enabled me to plan appropriately and on schedule. If this report helps me with my experience, I'll be happy and very grateful. Please accept my apology for any error that may have occurred that was not under my control or supervision.

Finally, it will give me great pleasure to clarify whatever you feel is relevant to this report to you. I would also be very happy if you accepted and properly evaluated it.

Sincerely Yours,

Abida Rahman

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Student ID – 111 161 217
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Department : School of Business Administration
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Certification of similarity index

Report Title: The Impact of Covid-19 on the HRM Practices of HR EXPO (EFL)”

Name of Student: Abida Rahman

Supervisor: Jakowan

Department: BBA

By signing, I certify that the project report I've submitted is entirely original. There is no plagiarism because this subject has been properly investigated.

Signature

Abida Rahman

ID : 111-161-217

Declaration of the Student

This is to inform you that I have completed the requirements for my internship by preparing the paper titled “The Impact of Covid-19 on the HRM Practices of HR in EXPO (EFL)”.

" Our BBA program requires that students submit an internship report.

Additionally, my external supervisor Rubaiyat Islam, HR business lead, Expo Group of Bangladesh, and internal supervisor Jakowan Assistant Professor - School of Business Administration, United International University (UIU), both encouraged and educated me greatly (EXPO).

In this regard, I would like to point out that this report has only been presented to United International University and has not been made for any other purpose, such as a presentation or investigation for any other authorities (UIU).



Abida Rahman

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Acknowledgement

To successfully submit the internship report is a wonderful pleasure. To begin with, I want to express my sincere gratitude to the Almighty for giving me the fortitude and stamina to produce such a reliable report.

Then, I would like to extend my sincere gratitude to my other course instructors who occasionally assist me in my endeavor as well as my honorable course instructor and supervisor, "Jakowan Assistant Professor," for providing the necessary directions and assistance to complete this report flawlessly.

I also want to express my sincere gratitude to the Expo Group of Bangladesh (EXPO) management, in particular HR business lead Rubaiyat Islam, for helping me during my internship by supporting and explaining the general HR operations activities, leadership, management, and recruitment.

My sincere gratitude to all of the personnel in the operations department, particularly the HR department of Expo Group of Bangladesh (EXPO). They were incredibly polite and cooperative. Without their carefully considered assistance, it would be very challenging to successfully finish this report.

Finally, I want to express my sincere gratitude to Jakowan, Assistant Professor - Faculty of School of Business Administration, (UIU), for teaching me about entrepreneurship and business law and providing me with a wealth of information about how to apply the law in this company.

I also commend the United International University (UIU) administration for having first-rate lab and library facilities.

Executive Summary

This report identifies some of the most important problems affecting Expo Group's human resource management division. This report is based on the organization's current human resource management strategies, practices, and activity. Various models and methodologies are used in the research to show if a strategic approach to human resources can be converted into a set of sensible HR practices. The Expo Group of Bangladesh has implemented good HR procedures and training that make internal work for employees simple and hassle-free. This study focuses on maintaining strong hiring standards and giving staff training both domestically and abroad. The basis of each company's ability to assess and compete with the competing employees is the human resources department. Numerous procedures are used to manage their workforce. This study includes a brief description of the HRM functions that Expo Group of Bangladesh employs, how their operational procedure enhances their marketability, and what constitutes the best personnel acquisition strategy. Based on my experiences as an intern in Expo Group's human resources division, I have conducted this thorough analysis.

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TITLE OF THE INTERNSHIP REPORT

**“Then Impact Of Covid-19 the HRM Practices of HR”
Expo Group of Bangladesh**

Chapter-1 INTRODUCTION

1.1 Introduction

Globalization seeks to close geographic gaps and forge a tight global society through technological advancement. An organization, whether multinational or international, would have left its home country to take advantage of the win-win situation. The term for this is cross-border trade. If we take a look at the garment industry in Bangladesh as an example, we can see that it manufactures and exports its goods, and that it receives orders from the UK and the US. It also gets the majority of its raw materials from China, despite the fact that Vietnam and China are two of its main direct competitors. Freight forwarding is the term used to describe the carrier we use to procure raw materials and ship completed goods. There are around 837 freight forwarding businesses in our nation that are members of the Bangladesh Freight Forwarders Association (BAFFA). However, famous logistics service provider Expo Freight Limited. They mostly act as suppliers for third-party logistics. A freight forwarder essentially serves as an agency. The import and export laws of the other country, as well as the procedures and paperwork required for international trade, are always known to the agents in this situation.

1.2 Background

a fantastic mix of theoretical and practical abilities is provided by United International University's Bachelor of Business Administration degree. As a result, students are dispatched to various firms to obtain practical experience in a variety of fields after completing their academic theoretical experience, which will help them have a bright future. For its BBA freshmen, United International University has implemented a three-month internship program, which is a crucial requirement for a bachelor's degree.

I desired the internship so I could get real-world experience. The inclusion of a practical orientation course as an academic component is unusual in our text-heavy educational system. Given that both the organization and the educational institution gain a great deal from such a program, it seems like a "win-win" scenario. Practical expertise is therefore a crucial component of professional development. Students have networking chances as results of the procedure, which may assist them obtain a respectable employment. A student becomes eligible for employment after this process. An internship offered a professional experience with a hands-on approach that promotes advancement in the industry. As a result, I joined Expo Freight Ltd (EFL), which is run by HR business head Rubaiyat Islam. I have worked in human resources management for EFL.

1.3 Objective of the Study

1.3.1 Broad Objectives:

This study's main objective is to understand the operational activities of the accounts department within EFL as a business and how accounting success affects the company's progress based on academic-related programs.

1.3.2 Specific Objective

- a) To evaluate how HR events and activities are run
- b) To analyze how HR manage their training budget
- c) To evaluate the recruiting target management by HR

1.4 Scope of the Study

The focus of the report is limited to EXPO Freight Ltd's (EFL) human resource management procedures; it should only cover these procedures.

1.5 Limitation of the Study

My first assignment outside of a course's syllabus in real life is this report. I'm a BBA student who is just one step away from finishing official education. Practical performance in the formal stage becomes challenging before completing the institutional experience. Therefore, my insufficient practical expertise had a significant impact on how I performed this report. In addition to the limitations listed above, there are:

- a) Time is a key obstacle that would typically not prevent a comprehensive research of the chosen issue.
- b) Some business and operational strategies included export restrictions.
- c) Unwillingness to provide additional information due to additional harassment that is not their responsibility.
- d) Various private facts that weren't shared to me
- e) One excuse for withholding further information is being busy.

1.6 Mythology of the Report

I gathered the data from two different sources.

a. Primary Source of Information:

- Face-to-face conversation
- Telephone conversation
- A conversation with the accountable officials

b. Secondary Source of Information:

- Website of Expo freight LTD
- Using a variety of documents as resources
- Internet
- Library.

1.7 Literature Review

Work From Home Is Being Normal:

Organizations, employees, and supervisors are becoming more at home with working remotely because to Covid-19. Everything changed overnight as a result of Covid-19. The lockdown was established, and social isolation became the new rule that must be followed for the welfare of everybody. Companies all across the world have no choice but to offer flexible working arrangements that include work from home. Working from home is increasingly becoming the standard in today's society.

According to (Jane parry), Work from home is the recent normal term that we have to follow. For instance, during this epidemic emergency, all universities are physically closed. But the actions had never stopped for long. Semesters are going on. Classes and exams are both conducted online. Faculty members now understand the term "working from home" because it is a common practice. Working from home is therefore becoming more and more common in the modern world for everyone's protection and security.

For the safety of all people, many employees are completing their tasks while staying at home. Work from home options can ensure employees' safety and social isolation. To complete the tasks properly and efficiently, some vitality is required. There are no other options for the world in this epidemic circumstance besides working from home. Therefore, people are becoming accustomed to this phrase and adjusting to these organizational changes.

According to (Wickramasinghe & Fonseka, 2012) All organizational goals are achieved through effective planning of human resources (Resource 2017). There are various different types of employees in a corporation. In the organization, they have a lot of vital goals to accomplish. They are encouraged to accomplish

them with the aid of efficient human resource management. Effective plans must be created by human resources, who must then implement them on the workforce.

According to (Tangthong 2014), COVID-19 has recently impacted businesses all around the world as governments in various countries close borders and shut down all sectors of the economy. (Journal For Global Business Advancement (JGBA) Inderscience Publisher – Linkung Academia Business and Industry Through Research, n.d) COVID 19 forced numerous organizations to endure significant losses. To stop COVID 19, many nations had their borders closed. But it caused significant loss for numerous enterprises. This has a significant impact on the economies of practically all nations.

Although there is much discussion and dispute over the effects of COVID 19 and the implications for HRM and employment, practically all comments and discussion on these subjects are typical, with people making suggestions and/or ideas aiming at establishing what the "new norm" may be. For instance, remote work will be commonplace or more adaptable work practices will be used. Although this may be the case, given that Covid-19 is a global pandemic, it is important to take into account how it will affect operational, welfare, and HRM trends. In the national framework, there may be several changes, but given the variety of situations, we can expect complex localities. (Rafid 2018)

According to (Asian Consumer care (Pvt.) Ltd., Covid-19 has brought threat and crisis to both global and economic health. Businesses and industries are shut down globally on orders to stop the virus's spread. As a result, many organizations

are going through a severe crisis. Numerous issues are being raised, which is causing a serious crisis.

Many companies were unsure about how to decide whether to fire employees or not, whether to decrease employee compensation, and how to make decisions that would allow them to complete tasks on time and properly. Id (2019)

Worldwide unemployment was extremely high as a result of COVID 19. Many businesses were forced to make layoffs. Because without it, they would be unable to properly run their firm.

According to experts, businesses must enhance their employees' problem-solving skills in coordination with HR managers. They can do this by creating novel remote and adaptable operational procedures in response to current and forthcoming events. (On & prionty, 2020) The businesses must employ several tactics in order to allow remote workers. These techniques can make it easier to work from home. Using remote and flexible working options can benefit from problem-solving techniques. To enable employees continue working during COVID, HR managers must develop these solutions and offer training to them.

Chapter –2

Organizational Background

2.1 Company Scenario

Expo Freight Limited (Bangladesh), which was established in 1993, is a significant supplier of services for supply chain management and international freight forwarding. In addition to distribution hubs across the nation, EFL operates a quality control (QC) inspection facility in Chittagong and a 50,000 square foot air freight hub in Uttara Abdullahpur. Expo Freight enjoys enormous global acclaim for its adaptable and individualized services, including airfreight, ocean freight, warehousing, and other related ones.

Expo Freight has a superb reputation thanks to their financial honesty, self-control, and dependability. Expo Freight Limited is a member of a competitive group of businesses that carry out a range of operations, including exports, imports, travel agents, GSA for airlines, and clothing manufacture. It is ranked as Bangladesh's top air freight forwarder by IATA.

Although maintaining cooperation with their stakeholders continues to be their top goal, EFL believes that maintaining and improving all of their characteristics is essential to their growth and success. Their strategy has produced fruitful outcomes, enhancing their standing with stakeholders and in the market, and they promise to keep working tirelessly to ensure the future prosperity of the business.

2.2 Contributions to Economy

Expo Freight Limited is a Bangladeshi freight forwarding firm. They import and supply things from a variety of nations, including China, Thailand, Singapore, Sri Lanka, India, and many others. Expo Freight Limited is primarily a two-sector company. One is importing high-end things, while the other is exporting them. They are enhancing the country's freight forwarding business by bringing in the different necessary equipment for diverse sectors. Our fish farmers have just introduced Biofloc, RAS technology, a revolutionary form of fish rearing. Expo freight limited has been importing the necessary materials since its inception. It also motivates young people by bringing new goods for ornamental fish breeding. As a result, many jobless persons can find work, lowering unemployment.

A freight forwarding business in Bangladesh is called Expo Freight Limited. From many other countries, including China, Thailand, Singapore, Sri Lanka, India, and many more, they import and supply goods. Expo Freight Limited primarily operates in two sectors. While the other exports luxury goods, one imports them. By bringing in the many pieces of gear required for various sectors, they are improving the country's entire freight forwarding industry. Our fish farmers have just pioneered the breakthrough Biofloc, RAS technology, method of fish rearing. Since its beginning, Expo Freight Limited has been importing the required components. By offering innovative products for ornamental fish breeding, it also inspires youth. As a result, a large number of unemployed people can find work, reducing unemployment.

2.3 Vision

Expo Freight Limited is certain that it will continue to pursue excellence, grow by fortifying connections with stakeholders, expand worldwide, and work to create new corporate chapters in Bangladesh by achieving sustainable growth in a more effective, well-thought-out manner. The foundation of Expo's corporate excellence and leadership is our keen vision to scale new heights and achieve the highest levels of stakeholder satisfaction.

2.4 Mission

"Expo Freight Limited's aim is to continue moving forward with their employees and management by working together and solving any problems effectively, seeking to perform at a high level and maintain their superior position in the corporate world, both locally and internationally."

2.5 Operational Activities of Expo Freight Limited

Expo Freight Limited is managed by the chairman, the managing director, and two other directors. A Chief Operating Officer, who is in charge of all business operations, oversees EFL networks. There are many departments within the company, including:

a. HR Department

Employee management is the responsibility of the HRD, or human resources department, of a corporation. The Department is in charge of employing workers and seeing to it that they meet or exceed their objectives. Additionally, the HR division is in charge of arranging staff members across the company and organizing projects that will involve them in the future. The human resources division of EFL is in charge of managing employee relations, which includes setting performance goals for workers, hiring new employees, and keeping track of compensation and reparations. Employee relations policies and practices are coordinated by human resources management to make sure they comply with the organizational goals and objectives.

b. Finance & Accounts Department

The accounting for the company is monitored by this unit. The team members also ensure that future finance for the business's expansion proceeds without any difficulty. The department's main responsibility is to quickly pay and collect payments from vendors. This group, which consists of six individuals, is situated at the corporate office of EFL Networks.

c. Import Management Department

Local and international import processes are under the control of the import management department (IMD). The process begins when the L/C is opened and ends when the products are delivered. Additionally, the C&F agent is under the authority of this section. My observations suggest that this department is the busiest in the entire company.

d. Information Technology (IT) Department

The ICT department of Expo Freight Ltd. helps users of the company's computers with duties like installing new software, fixing hardware issues, updating hardware, and instructing office personnel on how to utilize current software. The information technology division also oversees the business' website. The official website of the corporation is a commercial website that offers services to its clients. Above all, the ICT division makes sure that the lines of contact between the organization and businesses abroad stay open. Most international communication takes place through this channel.

e. Helpdesk

Customers usually get in touch with staff in this division for the first time. Customer support is offered by this division during business hours. This department works with the other departments to resolve customer service issues. Currently, the Senior Manager is in charge of a trio of employees.

f. Credit Control

Customers typically contact this division's staff for the first time. This division provides customer help during regular work hours. To address customer service difficulties, this department collaborates with the other departments. The Senior Manager currently oversees three people.

2.6 Services of Expo Freight Limited

The process of moving products from one location to another on behalf of importers and exporters around the world is known as freight forwarding. Instead of getting physically involved in this situation, the freight forwarder acts as a middleman between the client and the transportation providers. It might be similar to

From the vendor to the customer

- From one warehouse to another
- From a port terminal to a shipping terminal
- And, from the port at the receiving end
- From one port to the next.

The coordination for sending any products is done by the freight forwarding party. Since the suitable rate, pick up, address, delivery date, trailer number, reference number, etc. are the coordinating factors, NOC, checking LC, and receiving BOL are important documents. The route, product, size, code, weight, pallet, type, pieces, durability, and product codes will be retained as vital records in case any caution is required during danger. In order for the drivers to arrive at meetings without making a mistake, the forwarding parties must take precautions. A forwarding party utilizes all types of transportation services, with trucking, rail, air, and ocean freight being the main ones.

A wide range of services are offered by freight forwarders, including:

- ✓ International and global freight forwarding,
- ✓ freight forwarding consulting,
- ✓ and air and maritime insurance services
- ✓ Keeping and distributing
- ✓ chartering of freight by air and water
- ✓ Bringing in and sending out
- ✓ Documentation Report on the Progress Distribution
- ✓ Controlling inventory is essential.
- ✓ Elimination of customs

2.7 Airfreight Service

The quickest method of delivery is by air freight. Compared to the ocean, the road, or the train, it is more expensive and takes less time. These goods are delivered from commercial and passenger aviation centers to any location where airplanes are used.

Can take off and land. Perishable and expensive items are typically transported via airfreight. On the other hand, air freight cannot convey biochemicals, lithium batteries, volatile chemicals, explosives, weapons, power banks, or UN-classified unlawful goods.

2.7.1 Types of Air Cargo

a. General Cargo

In order to guarantee freshness and timeliness, airfreight is utilized to deliver perishable goods like fruits and flowers as well as vegetables to other countries. The main advantage is that it costs more but is safer and takes less time.

b. Special cargo:

The temperature control system is a major feature. Here, deliveries of high-value of fresh produce and medication are made. It has a special defense system with the required air conditioning.

2.8 Air Service

Depending on the price, airlines offer varying levels of service. Like as:

a. Different Service

There is a small transit delay, but this is a regular service. Between the United States and Europe, the transit period usually takes 7-8 days. The carrier will not be liable for transit time because the rate is cheaper.

b. Regular Service

Transit time is just a little bit shorter for postponed service. Between the United States and Europe, the journey period is typically 5 to 6 days. The cost has gone up a little. The majority of shipments are handled by this service.

c. Premium Service

Some people refer to this as normal service. Compared to the Differed service, the transit time is a little bit shorter. The average transit time between the United States and Europe is four to five days. Any transit delays will not be the responsibility of the carrier.

d. Express Service

This is sometimes referred to as standard service. Transit time is a little bit quicker than with the Differed service. Between the United States and Europe, the journey period is typically four to five days. The carrier will not be liable for any transportation delays.

2.9 Services Area of Air Freight

The main selling points of air freight are its reliability and punctuality. Customers favor it over other freight forwarding methods despite the fact that it is more expensive due to the compelling features it offers for their air cargo. It includes a broad range of services, such as:

- a. Consolidation: In order to reduce costs, a forwarder combines products from various shippers into a single package.
- b. Ex -Work: The forwarder meets all regulatory obligations at the origin by picking up the cargo in the shipper's yard and transporting it to the destination airport.
- c. Airport to Airport: The logistics company picks up the cargo from the shipper and sends it through the forwarder to the airport of destination.
- d. Airport to Door: The shipping business picks up the cargo at the airport from the shipper, clears it at the airport of departure, and then delivers it right to the consignee's selected shipping location.
- e. Door to Door : The cargo is picked up by the forwarder from the shipper's yard, transported directly to the consignee's specified distribution center, cleared at the air terminal, and shipped from there.
- f. Charter Flight: In order to convey cargo that the forwarder was unable to ship due to airport congestion or insufficient capacity on regularly scheduled flights, the shipping company arranges a charter aircraft.
- g. Transshipment: A forwarder can employ multi-modal transportation to cut costs.
- h. Warehousing & Distribution: A corporation called Forwarder offers services for distribution, packing, and warehousing.

2.10 Ocean Freight Service

In the logistic assistance sector, ocean freight is the most popular mode of freight forwarding. By connecting ports in diverse nations, this Non-Vessel Owning Common Carrier (NVOCC) creates a strong worldwide network.

2.11 Advantage of Ocean Freight

- a. Cost Effective: The main defense is that it is economical. Air freight is more expensive than this.
- b. Capacity: Compared to the air, the ocean has a far larger volume. It may simply stack a huge number of trailers on top of one another without harming the body because it is container-based and has a flat surface.
- c. Reliable: Ocean freight shipping is completely reliable. It is more dependable to its customers since it maintains a suitable vigilance and security system in every area, from pick-up to drop-off.
- d. Environmental Impact: Compared to air freight, it emits far less CO₂. Additionally, the ocean freight forwarding committee is looking for ways to provide an environmentally sustainable freight forwarding system and prevent ocean pollution. The fact that it emits less gasoline is also fantastic.
- e. Variety of Products : The same as air freight, it is unrestricted. It moves any legal goods that can fit in the trailer.

2.12 Ocean Freight Containers

- a. Container for Dry Freight : Usually utilized for textiles (20', 40')
- b. Container for Dry High Cube : identical RMG product images(40', 45')
- c. Reefer container & High Cube Reefer : identical RMG product images(40', 45')
- d. Open Top Container : Things like large machines that need to be lifted with cranes.
- e. Flat Rack & Collapsible Flat rack container: used to move unusually shaped things a truck, a car, or a boat, as examples.

2.13 Swot Analysis

a. Strength

- The standing of the business
- Excellent client service
- Positive interactions with customers
- Excellent Facilities
- Wide variety of services
- Have a lot of branches around the world

b. Weakness

- Have a cap on your available resources financially
- A dearth of professionals
- Obtaining inadequate motivational strategies.
- A lack of promotion opportunities.

c. Opportunity

- Increase branch count to maintain market share
- Expand the range of premium services the business provides.
- Customers are more concerned than ever with the caliber of services offered

d. Threats

- The market is getting more and more congested.
- Increasing the import tax and value-added tax (VAT)

Chapter -3

Human Resource Practices on Expo Group (ELF)

3.1 Human Resource Practices on EXPO

"Human Resource" describes a company's workforce. All managerial choices and procedures that have a direct impact on the human resources employed by this firm are included in human resources management. This guarantees that suitable workers are located, chosen, and given the most recent training and skills necessary for their jobs. Last but not least, the organization supports the high performance of its talented and productive workers. Expo Freight Ltd. believes that the human resources division prioritizes the satisfaction of human resource practice work and supports employee development and performance in order to preserve the organization.

According to Expo, the human resources division does all important tasks to advance both the business and the employee. It's important to realize these five key elements of human resource activities. A few fundamental core duties of human resource management include: :

- Recruitment & Placement
- Training & Development
- Performance Appraisal
- Compensation
- Employee Relation

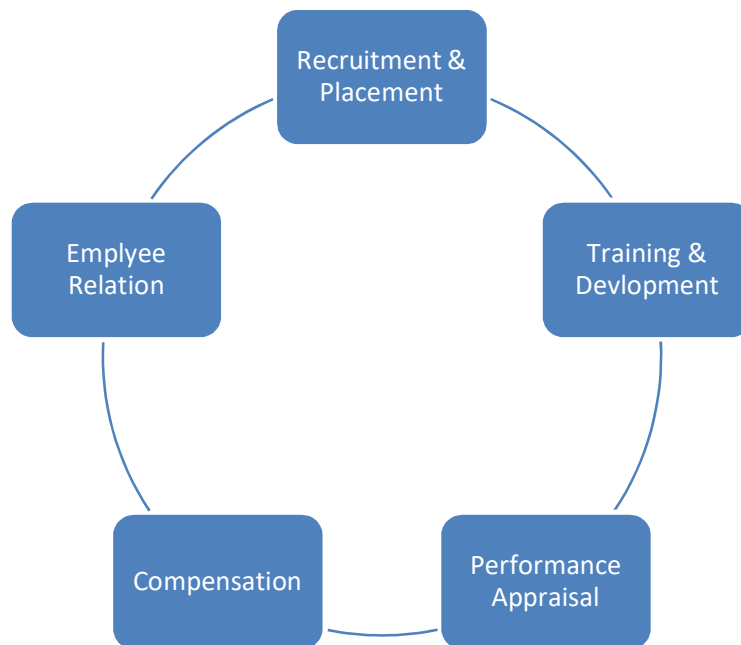


 Diagram of Human Resource Planning

◆ The major duties of Human Resource

The major duties of human resource in Expo's are:

➤ Human Resource Policy Formula

Expo focuses on developing HR policies for each department.

➤ Human Resource Planning

Planning for human resources is a continual, methodical process that aims to make the best possible use of the most important resource in a business. In addition to preventing labor shortages or surpluses, it ensures the optimal match between employees and employment.

◆ Job Analysis

In Expo, they accurately describe and provide specifics about the work they are doing or plan to conduct with. A job's responsibilities, skill requirements, and ideal candidate are all determined through the process of job analysis.

◆ Assessing Future Demand & Supply

In Expo, They create plans based on the demands of their projected future labor force. Planning for the workforce is necessary since qualified candidates will be available in the future. If not enough people are available in the future, steps will be taken to start the hiring process early.

◆ Recruitment & Selection

In Expo, for the required empty positions, they use a process of sourcing, screening, short-listing, and choosing the best people.

◆ Forecasting

In Expo, They consider the impact of labor demands on the organization. By predicting both short-term and long-term demands on predicted Expo rating points (ERP), office expansion, and other things that truly need to be done for their business, HR plays a vital role.

➤ Diversity Management :

In Expo, They have a strong commitment towards diversity management because the company employs many people from all regions of the nation, including professionals from Dubai.

➤ Human Resource Information System :

In Expo, They used software related to the HR information system to create the salary statement through payroll.

HR Department Organization of Expo

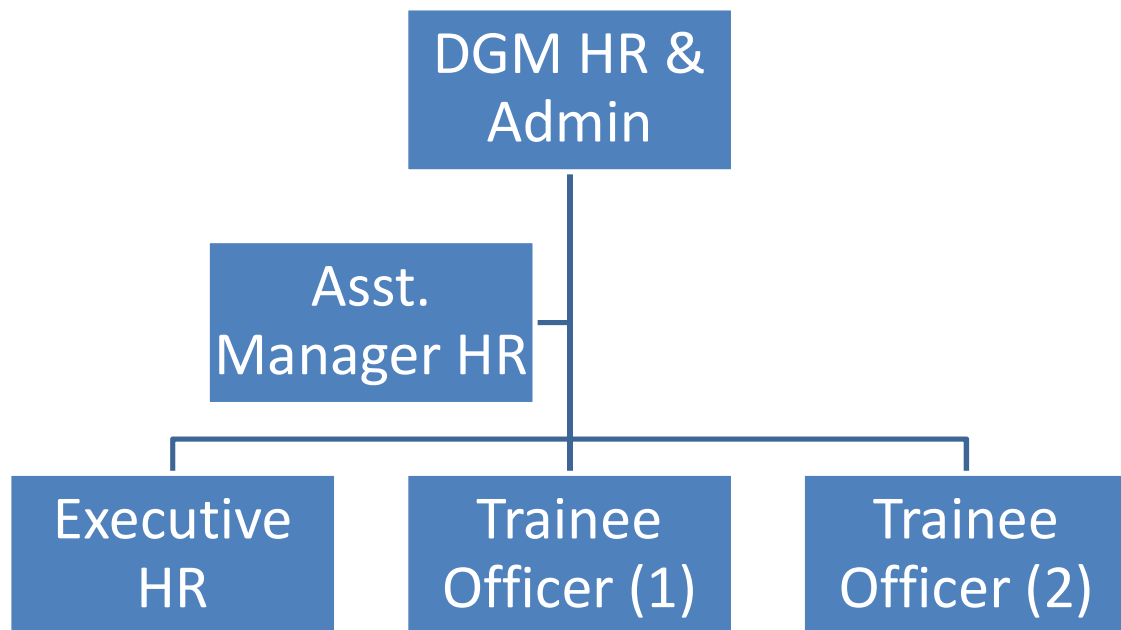


Figure: HR department Organization

3.2 Recruitment & Placement

- Workforce Requisition

The labor force requisition is the main and first step in the accomplishment process, and it is a way to get approval to start the achievement process.

Employee Requisition Process

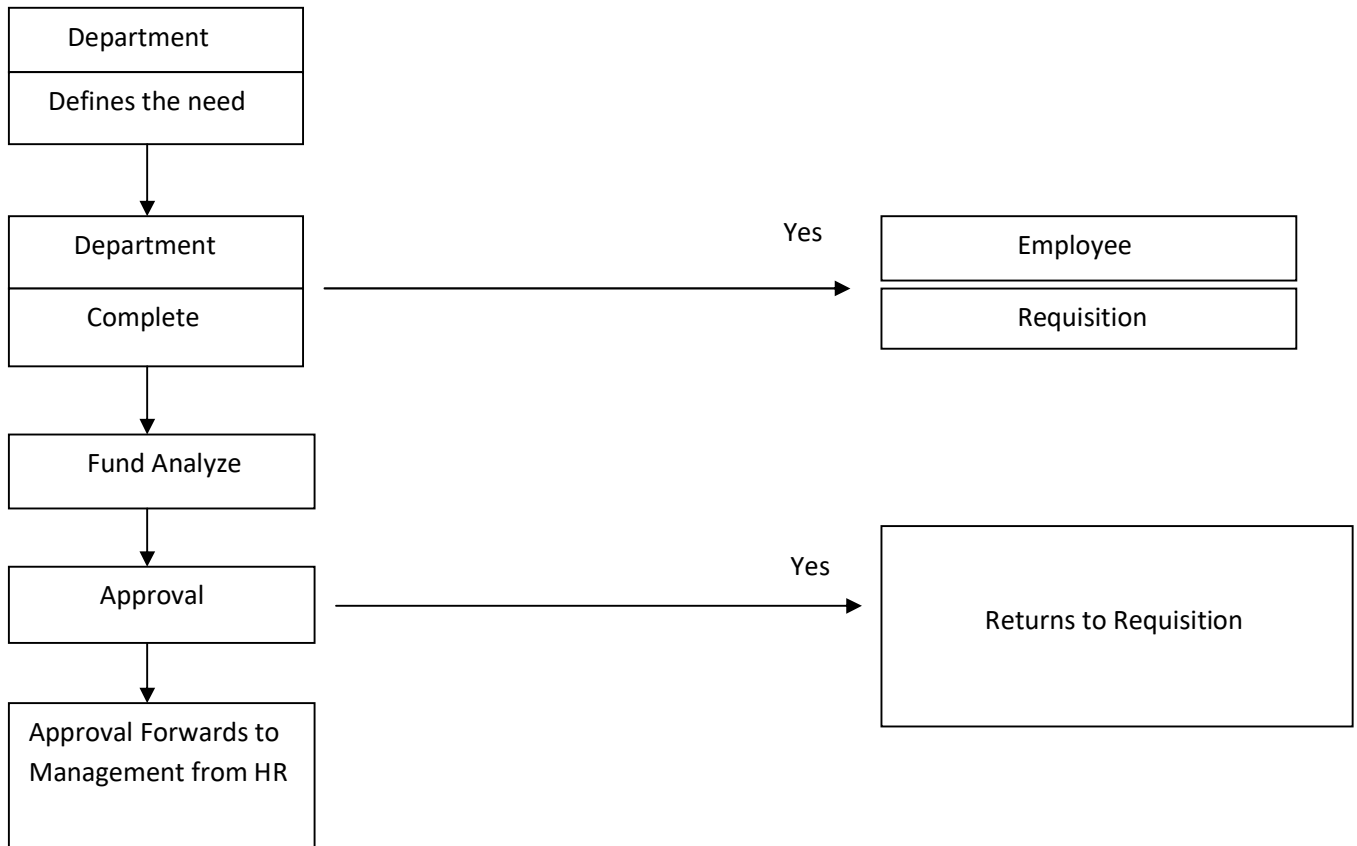


Figure: Employee Requisition Process

❖ Analysis of position & requirements

Existing jobs that are related to the analysis of the location and needs, the future growth plans, the knowledge of the client's company with respect to the work culture and placement, deliverables, and important responsibilities, are all essential for success.

❖ Candidate Sourcing

- ◆ Advertisement: In newspapers, employment sites, or other media, such as BDjobs, JobsA1.com, and Prothomalojobs, etc., advertisements are frequently enlightening.
- ◆ Referrals: According to the number of respondents, the amount of time you spend looking for potential candidates can vary substantially depending on the size and complexity of the role. References that are primarily based on the job's circumstances, position, and type.

❖ Short Listing Applications

The chairman of the recruitment committee will make sure that the shortlist is created as soon as the application is closed by sending a copy of the application to the Committee members and providing a summary of the data. This strategy calls for the creation of a list of target companies for network recruiting and utilization, along with a list of our database's most likely candidates for those target companies. We converse with the applicants, provide the opportunity, and assess the circumstance.

◆ Primary short listing by HR

Human resource department shortlisted those candidates who requested and delivered the list to the relevant department.

◆ Final short list by department

Department evaluates the applicant list and chooses candidates for interviews.

❖ Assessment :

Written test: If necessary, a written test will be held.

Written exams are required in some scenarios.

Interview:

There are many different interview methods. A few instances of Expo's interview are given below:

✓ Traditional face to face interview:

The interviews tend to be interactive. A one-on-one conversation is quite standard. The individual asking the question needs to be focused. Maintain eye contact, pay attention, and respond to questions just as quickly as you posed them. Show the interviewer how your organization's skills may assist them by connecting with them.

✓ Panel interview:

At this level, interviews are conducted by multiple interviewers. At this point in the hiring process, the board of directors may typically consist of three to six members. The organization has the chance to show off its design and leadership skills at this point. In each of these scenarios, the applicant must read the interviewer's distinct personalities and adjust. To communicate with each interviewer, find a way too.

✓ Stress interview:

These interviews are conducted especially for the marketing and sales division. Here, the interviewer is observing the interviewee's patient demeanor.

○ Pool of appropriate candidates:

As a result of the written test and the interviews, we have a pool of highly qualified individuals. Meeting potential employees is required for wage negotiations.

○ Salary Negotiation :

Expo (ELF) group HRD must decide how much work is required to start negotiating remuneration (and wage agreements) with a prospective employer. We'll have to set aside some time to look into it. In this manner, we are prepared to receive a valid and realistic employment offer and to be compensated fairly. The majority of the time, wage negotiators is far more qualified than employers. Wage bargaining is a challenge. It is important to provide specific guidelines and guidelines for determining the right salary rates for the offer of personnel resources.

The following objective standards are often taken into consideration when deciding a suitable wage:

- Equal pay criteria, according to which all employees should receive the same pay for jobs that are basically equivalent to theirs or the same ones.
- The person's depth, length, complexity, and expertise, as well as his comprehension of many aspects of his work and specialized knowledge.
- The degree and scope of one's current suitable abilities.
- The qualifications and depth of the selected candidates' knowledge.
- The current pay and financial benefits (such bonuses) of a qualified candidate

❖ Offering Candidates :

When a candidate provides a sufficient amount of information, the first stage of the hiring process is verifying the employment offer and submitting an application for the medical examination required to ensure his or her retirement, existence, or a particular level of aptitude and physical function. The employment contract should also be created at this time.

- If there are multiple qualified applicants, it might be essential to "hold" them rather than reject them until the outcome of the offer made to the qualified applicant is known.
- The day they are recommended to new hiring will serve as the hire date if someone accepts this employment offer. After the new employment direction has ended, make plans to continue working for the remainder of the day.
- The recruitment committee chair will provide feedback upon request, and all rejected applicants must receive accurate results reports.

❖ Recruitment Paperwork

All necessary recruitment paperwork for the Recruitment Board Chairman should be completed by the Recruitment Board Chair and given to Human Resources.

It includes:

- Require all the applicants to provide original applications.
- Making a short list of completed forms.
- The original exam papers and interview/assessment notes, if any.
- Completed forms for interviews and assessments.

❖ Joining & placement:

There are a few procedures involved; first, HR appointment candidates must complete their registration paperwork before being brought into the position of their reporting line manager.

❖ Confirmation

Permanent employees must work for an additional three months after being hired while they are on probation.

- Unskilled workers: first six months, then three more if necessary.
- Competent staff: initially for three months.
- One week prior to the employees' deadline, superiors must notify the human resources department. In the scenario that trial time and relevant approval are actually finished, an official confirmation letter will be provided.

❖ Promotion, Transfer, Re-designation

◆ Promotion :

The employee may be promoted or transferred to a different role at any moment throughout their employment with the organization.

◆ Transfer :

The corporation has the right to change the position's pay scale, title, and responsibilities if workers' objectives have been changed.

◆ Re- designation:

Regarding the nature of his or her work, the compensation for the position, the employee shall not be difficult in being promoted, transferred, or altering the designation, duties, and responsibilities.

❖ University Internship :

As part of its hiring strategy, Expo Group offers internships to masters and baccalaureate degree candidates and gives specialized guidance, information, and resources to support the development and implementation of successful policies and practices. Expo Group employs the internship program to mentor students with top academic standing and provide real-world experience. This enables the organization to assess its own capabilities while also enabling trainees to enhance their talents at an early stage. The program fosters the growth of fresh environmental graduates and has been a success for trainees and businessmen.

3.3 Training & Development :

Every employee receives a fundamental element of training. Training, consequently promotes their progress and the expansion of the company. Employee training programs are offered both internally and externally by Expo Group.

Expo Group arranges internal training in this situation, making it easier for various departments to train both internal and external trainers. Employees can receive internal training in their own workplaces, which is highly helpful.

The Human Resources Department organizes internal training programs primarily for:

- ◆ Own departments.
- ◆ Additional departments.
- ◆ Expo typically offers workers the training they typically need for their jobs.

3.4 Performance Appraisal

- ❖ In this evaluation, the performance review technique is quite effective. The system's main goal is to assess each employee's performance on the job. The effectiveness of the service is assessed on an employee's after a year on the job. If the effectiveness is adequate after an evaluation, Expo offers staffing increases. Employees might be informed when they are performing poorly and asked for better services. Once a year, they use behavioral observations to evaluate their personnel.

- ❖ Performance & Quality Management

Each employee's performance is tracked and assessed by their line manager and the HR division.

3.5 Compensation

Compensation is a key topic in Expo Group. To pay off every employee, HR makes use of the (ERP) HR Manager program. Each employee's salary compensation consists of two parts: an addition and a deduction. In addition, 50% of the base pay is allocated to rent, household expenses, medical expenses, food supplies, transportation, and other expenses. The deduction component does include deductions for provisions, income tax, and absence and leave without pay.

3.6 Employee Relationship

In Expo employee retention is high because of the great long-term relationships that are fostered among the staff. Expo demands exceptional care of every employee with regard to ethics, justice, and equal treatment in order to ensure employee relationships.

Expo has exemplary ethical standards. There are many ethics regulations, such as

- The policy on equal employment opportunities.
- Sexual harassment policy.
- The exit interview

These tactics show that Expo has a strong incentive to uphold workplace ethics. Expo is devoted to ensuring that every employee is treated equally in all aspects of working life.

Justice is a very essential issue for Expo in any situation and assures justice for all employees. Expo conducts a thorough investigation and upholds justice in a matter.

Each employee shall also get fair treatment, as guaranteed by Expo. Here, HR makes sure that every employee is treated equally in every area of the workplace.

✓ Occupational health & safety:

Expo always maintains the workplace health and safety, looks out for its employees with first aid stations, security personnel, fire alarms, and fire extinguishing equipment.

✓ Counseling, Discipline & Separation :

Expo is highly cautious when it comes to disciplinary and separation procedures and offers helpful guidance for any issues affecting its employees. Expo conducts the appropriate investigation for each issue, and employee separation is painless and swift.

✓ Security :

Users can access the system by logging in with their work email addresses. Only email systems can be used to access this application. To improve data security, the application encrypts all crucial information before saving it in the database.

✓ Holidays :

Employees have the same rights to paid holidays as other workers. Their working days and the beginning of their leaving year affect how many paid holidays they receive.

✓ Transportation facility :

Transportation facilities are open for all male & female employees and also for staff.

CHAPTER-4: Internship at Expo Freight Ltd(ELF)

I have got the opportunity to work in Expo Freight Ltd. (ELF) as an intern for three months from December 3 to March 3 2022; it's a part of my academic program. As my major in human resource management, I worked in human resource department as an intern, where I had learned several Human Resource practices of Expo Freight Ltd.

4.1 Description of the job

I was given the chance to do a three month internship with Expo Freight Ltd. (ELF). I have encountered a variety of tasks that the HR department carried out. I was introduced to the duties of an HR employee, there were different types of jobs I made acquainted with some were regular other were periodical. I frequently had the following tasks assigned to me. Those were –

- ✓ Collecting Bio data
- ✓ Setting interview & training data
- ✓ Calling for interview
- ✓ Making interview lists
- ✓ Creating employee profile

4.1.1 Collecting Bio Data:

Expo (ELF) not only based on HR it's mainly established by the engineering people and also included by the marketing and finance. For the recruitment of engineering, finance associates and store helper the CV's are collected from outlets mostly but applicants can also drop their CVs are collected through the bdjob's website and the CV box the head office.

It was my responsibility to phone the outlets and ask them to provide the CVs to Human Resource Department because I had mostly worked as recruitment associates. Additionally, request that the office assistant pick up the CV box.

4.1.2 Setting Interview Date:

After categorizes the CVs we had to decide on the interview dates for the various branches' and alert the relevant resource people of the interviews. Additionally, I had to set the training date for the based decisions after the interview. To accomplish this, I had to speak with the training staff about the training batches, ascertain the open training slots, and confirm the employee interview and training batch.

4.1.3 Calling for Interview:

It was my responsibility to call the candidates for the interview and let them know the date, time, and location after I had screened the CVs and divided them according to their locations. The interviews took place in the Expo headquarters. I had to call the candidates who had been chosen after the interview.

4.1.4 Making Interview List:

It was my responsibility to construct an interview list that had numbers, with a few columns left blank for applicants' signatures, selected, not selected, and notes. I had to assign serial numbers to the candidates' CVs while phoning them. The names of the concerned department manager and the human resources officer who conducted the interview were listed at the bottom of the list.

4.2 Creating Employee Profile:

Expo's HR division maintains employee records manually and electronically. I learned how to set up files for new hires after recruiting. Each new hire receives a PIN for identification purposes. The employee files include the joining letter from Expo, the individual's resume, a copy of their transcripts, and a letter of recommendation.

4.3 Employee Joining:

I completed all of the joining tasks when a new employee joined. All required signatures and fills are included in the tasks.

4.4 Leave Processing:

Receiving leave applications and entering data into software are all part of processing leaves.

Aside from these particular tasks, I also saw other team members doing various tasks. Here are the things I noticed: the hiring and selection procedure;

Payroll

Policy development

Learning & support

Chapter-5 Data Analysis & Findings

5.1 Analytical Descriptive

Data analysis is important because it gives a general overview of the different perspectives, presumptions, techniques, and strategies that are involved. In the end, it is a strategy for drawing a conclusion and clarifying the concept.

I made a Google form with 18 questions to better understand how Covid-19 is now affecting the human resource procedures at Bangladesh Expo Group. I completed the survey after selecting 53 respondents. Through that research, I was able to determine how the current state of the sector due to the Corona virus is having an impact. A table with their outcomes is then given after that.

5.2 Result & Discussion

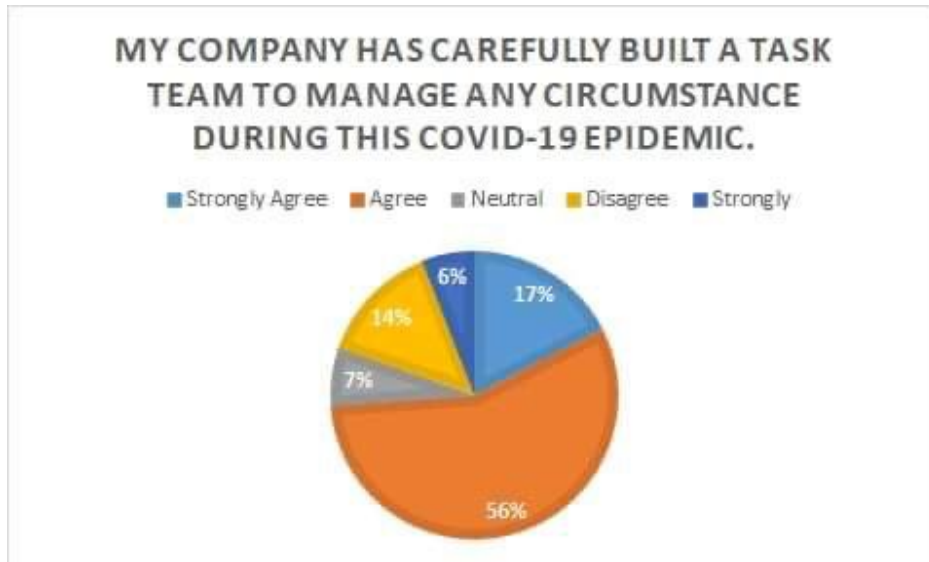
Question No.	Particulars	Strongly Agree		Agree		Neutral		Disagree		Strongly disagree	
			%		%		%		%		%
1.	My company has carefully built a task team to manage any circumstance during this COVID-19 epidemic.	10	17.8	30	57.5	2	6.6	7	14.1	4	6
2.	My supervisor helped me and I was able to communicate with confidence.	12	21.5	31	59.3	2	2.8	4	8.3	2	2.8
3.	The women in the organization received the opportunity and benefits throughout this COVID-19 pandemic.	7	14.2	19	36.6	12	23.4	9	17.8	3	2.7
4.	I was familiar with my company's backup strategy before the COVID-19 pandemic.	5	10.2	25	36.6	12	23.4	9	17.8	1	2.7
5.	Training and learning have been challenging.	13	26.8	30	58.5	2	4.7	3	6.6	0	0
6.	I am either optimistic or apprehensive	9	18.1	26	50.8	8	16.2	5	10.4	0	0

	about working from home this week while being sick.										
7.	My institution has been altered by the incentive policy.	9	17.8	29	55.5	7	14.2	3	6.4	2	2.8
8.	The basic pay raise for employees has come to an end.	5	10.2	27	51.7	7	14.2	8	16	1	2.7
9.	My company didn't cut on employee bonuses.	8	17	24	46.1	9	17.8	6	12.1	3	2.7
10.	It was challenging to recruit people during this outbreak.	16	31.2	27	51.7	4	8.3	2	4.6	0	0
11.	Running management on a daily basis is a challenging task.	9	17.8	32	61.2	5	10.2	3	6.4	0	0
12.	My organization is struggling with the challenges of hiring more people.	12	23.4	31	59.3	4	8.4	4	8.3	2	2.7
13.	It might be challenging to get along with co workers.	18	34.7	26	49.8	3	6.4	2	4.6	0	0
14.	Working from home is more comfortable for me than going into the office.	12	24	25	49	4	8.5	3	6.6	3	6.6

15.	I can communicate with my coworkers much more easily than while I'm at work.	8	16.2	21	41.2	10	20.1	6	12.4	2	4.7
16.	Prior to COVID-19, I frequently worked from a distance.	7	14.2	23	44.2	8	16	6	12.1	4	8.3
17.	The recruitment process was temporarily stopped.	13	25.8	13	25.8	10	20.1	9	18.1	0	0
18.	My goals are set out in great detail.	11	21.5	27	51.7	3	6.4	8	16	0	0

To make these data easier to understand, a pie chart has been displayed.

5.2.1



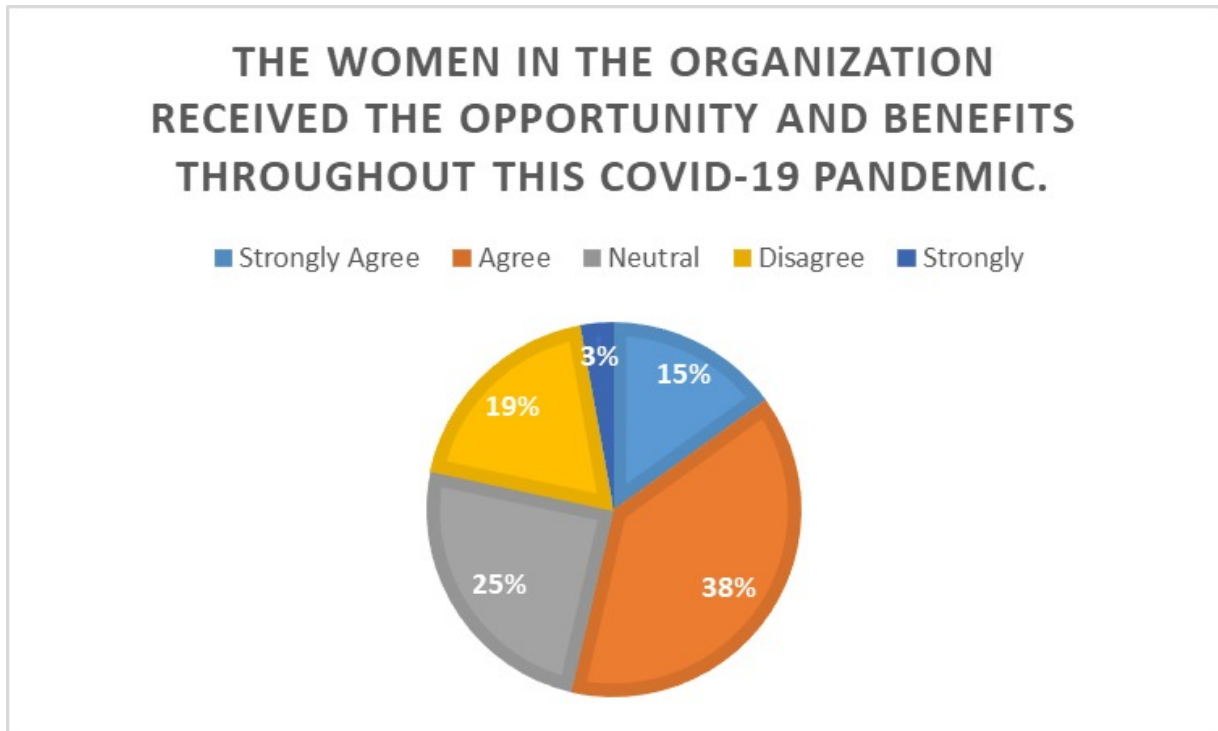
According to the survey question, the majority of workers from various organizations concur that their employers had set up dedicated task teams for them to manage any situation. However, a minor portion also shows that they were not really ready. In this case, the median is 4, and the mean is 3.81.

5.2.2



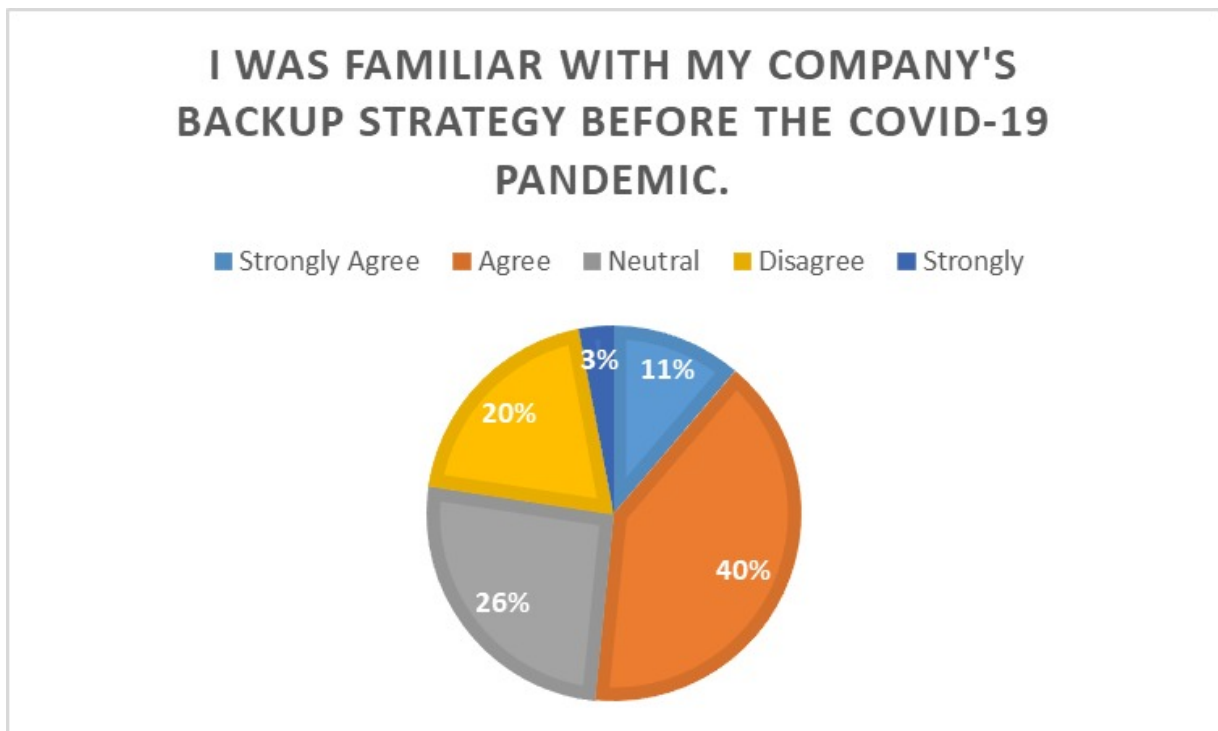
62% of respondents to this survey stated that they received support from their supervisor and were able to approach people readily during this time. However, 9% of the population did not accept this truth because their businesses did not readily offer such aid. The median and mean values in this query are both 4.

5.2.3



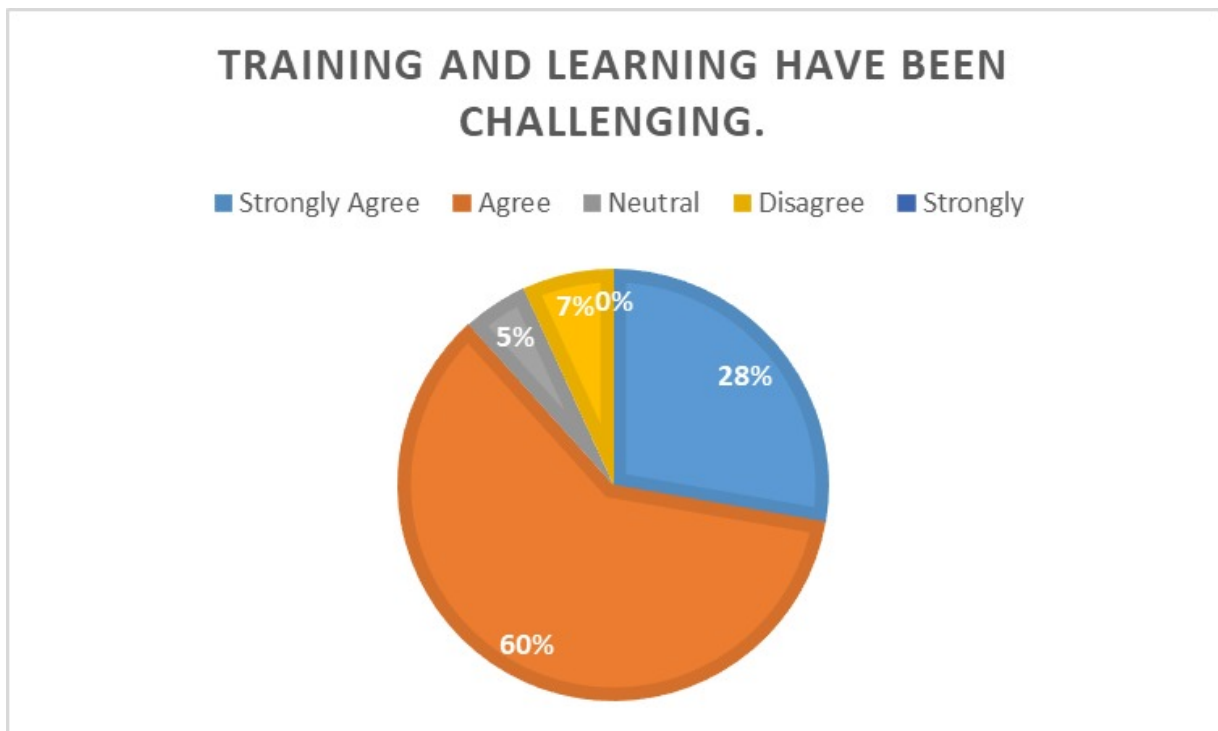
38% of respondents to this question agreed that women received opportunities or benefits under COVID. And 25% of respondents had no opinion. Therefore, not all of the organizations offered women special chances. In this case, the median is 4, and the mean is 3.41.

5.2.4



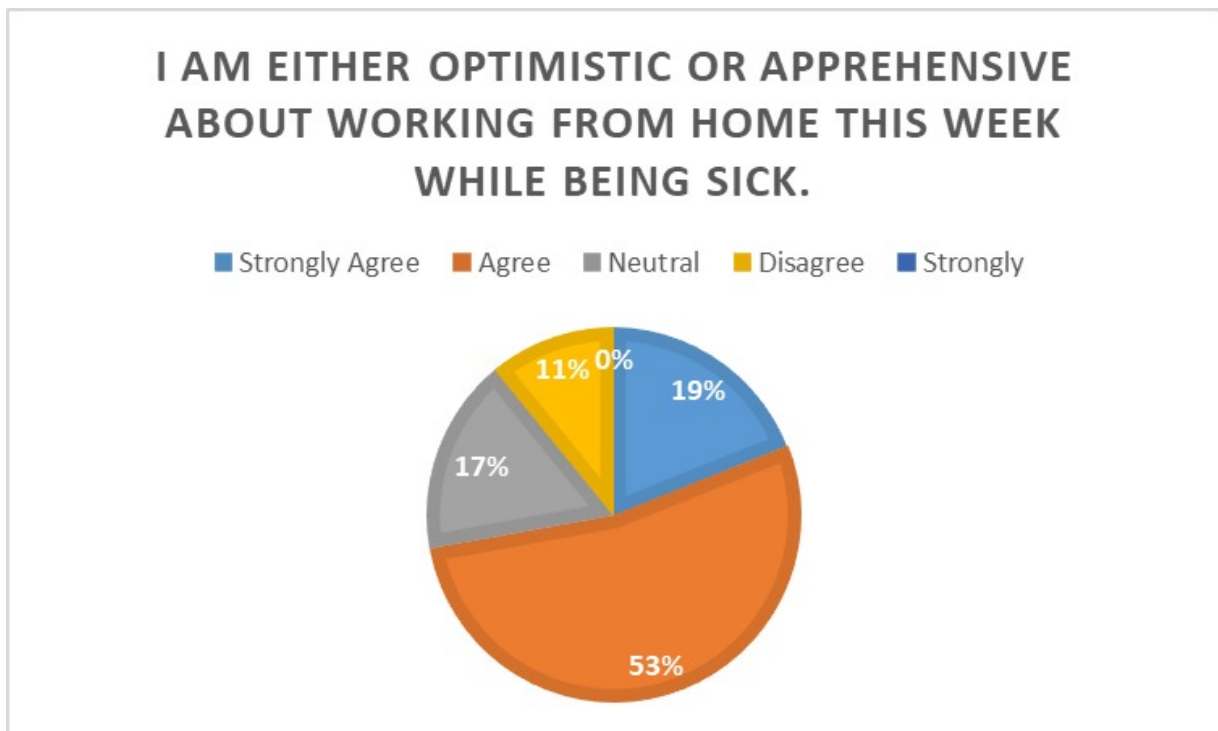
In response to this question, 40% of respondents indicated that they were aware of their business continuity strategy prior to the COVID pandemic. A further 20% disagreed with this. Consequently, the majority of the company was aware of it. Some people weren't aware of this truth at the same time. In this case, the median is 4, and the mean value is 3.37.

5.2.5



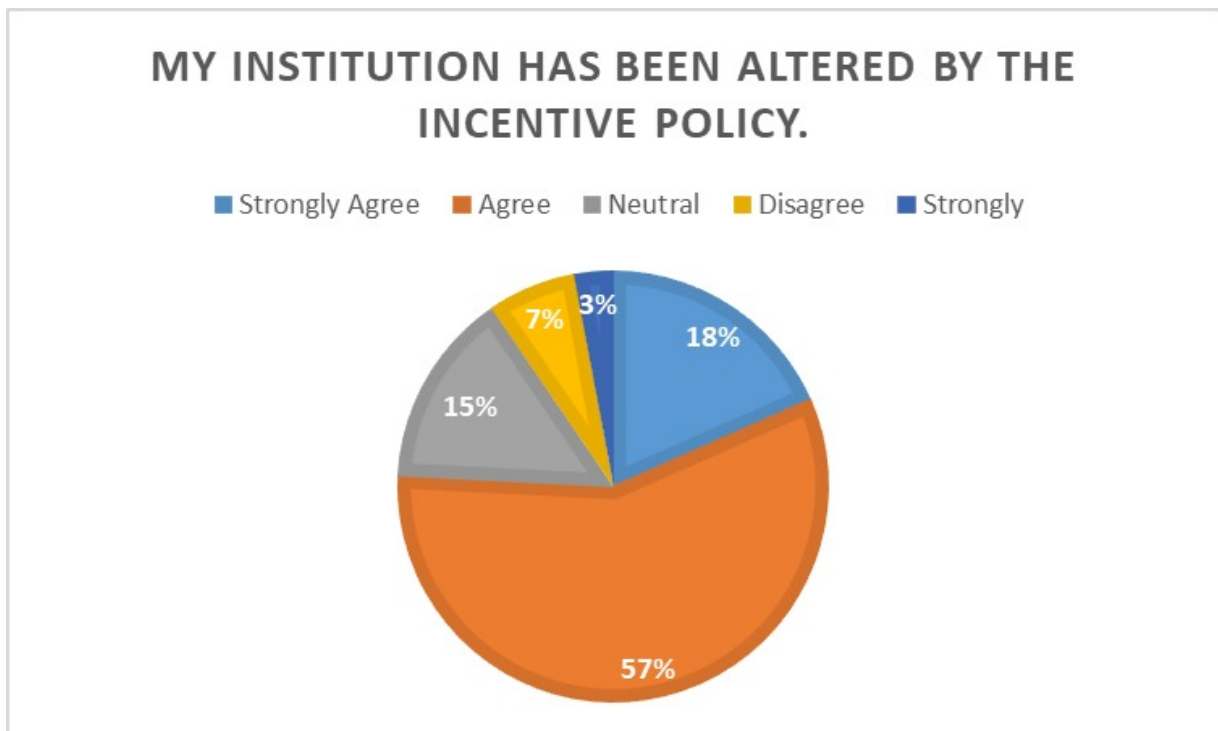
60% of respondents to this question acknowledged that they experienced challenges with training and learning. Additionally, 28% of respondents said they strongly agreed with this. Therefore, it suggests that the employees found it challenging to learn and get training remotely. The median and mean values in this query are 4 and 4.

5.2.6



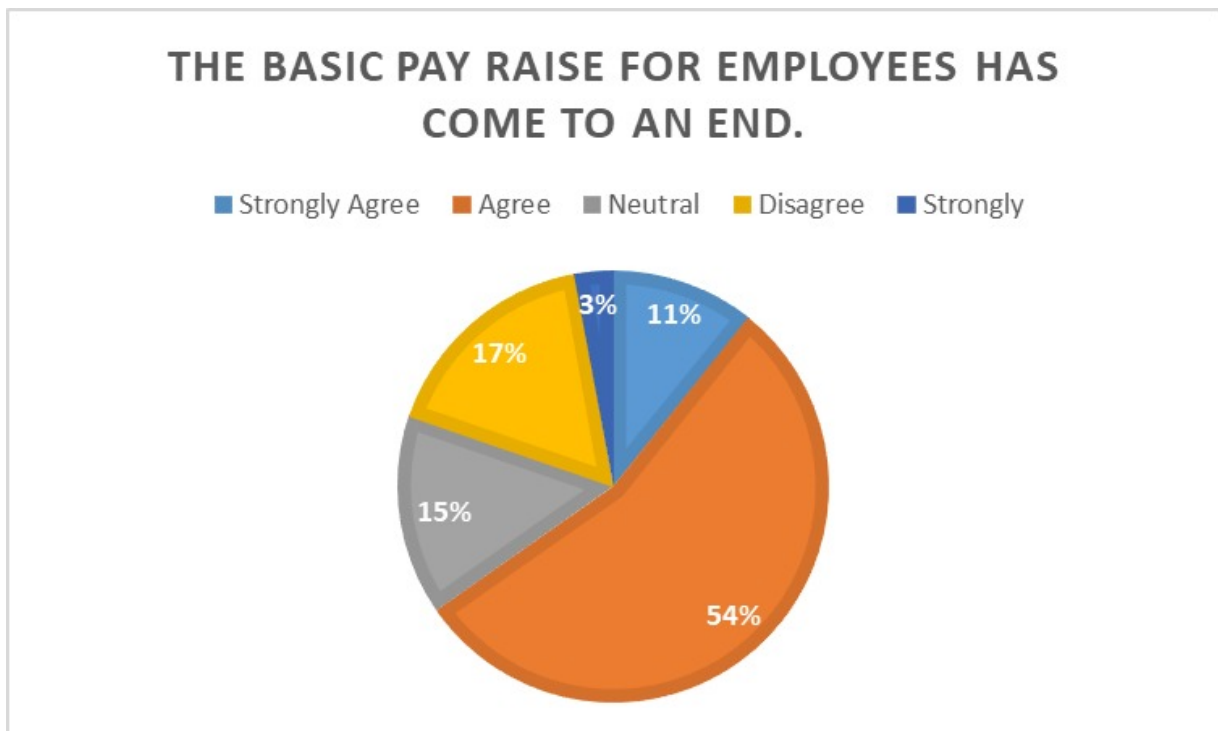
In response to this question, 53% of respondents said they were either optimistic or pessimistic about working from home. And 19% of the population strongly agreed with it. So many participants concurred that they had high expectations for working from home. In this case, the median is 4, and the mean is 3.79.

5.2.7



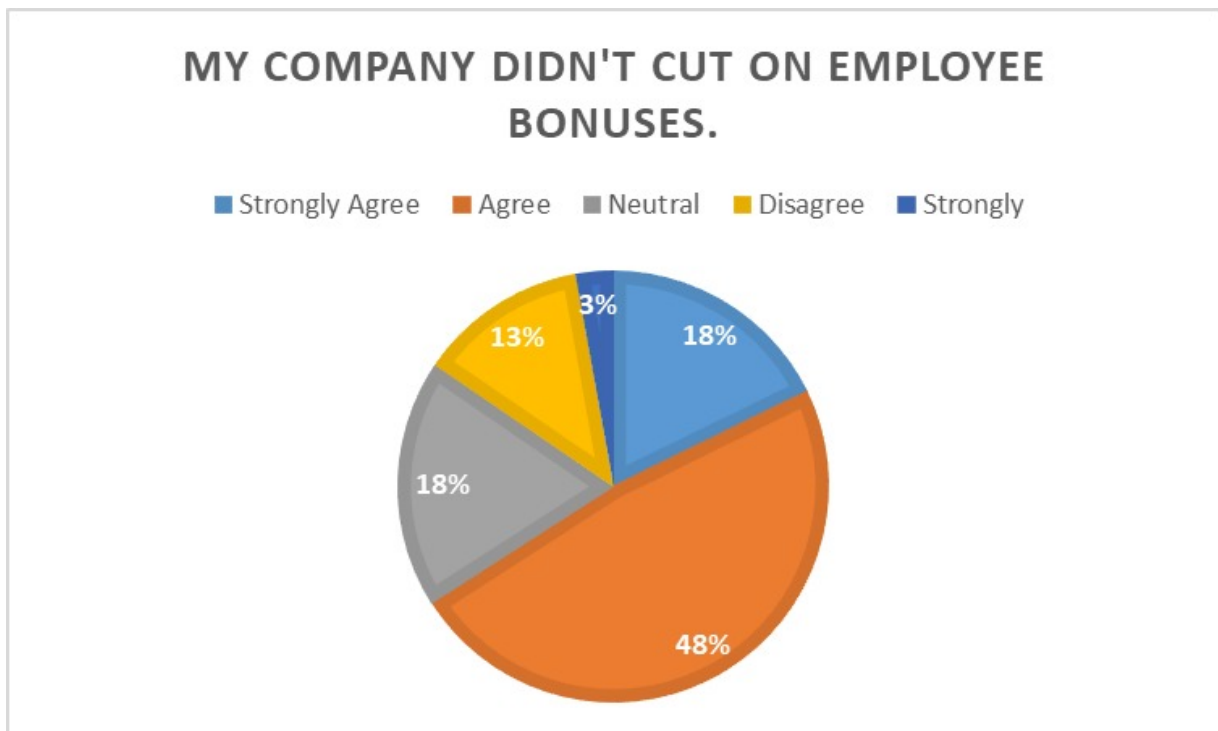
57% of respondents to this question concurred that the incentive scheme had altered their institution. It implies that the majority of the organization's incentive policy was altered during COVID. The mean and median answers to this query are 3.83 and 4.

5.2.8



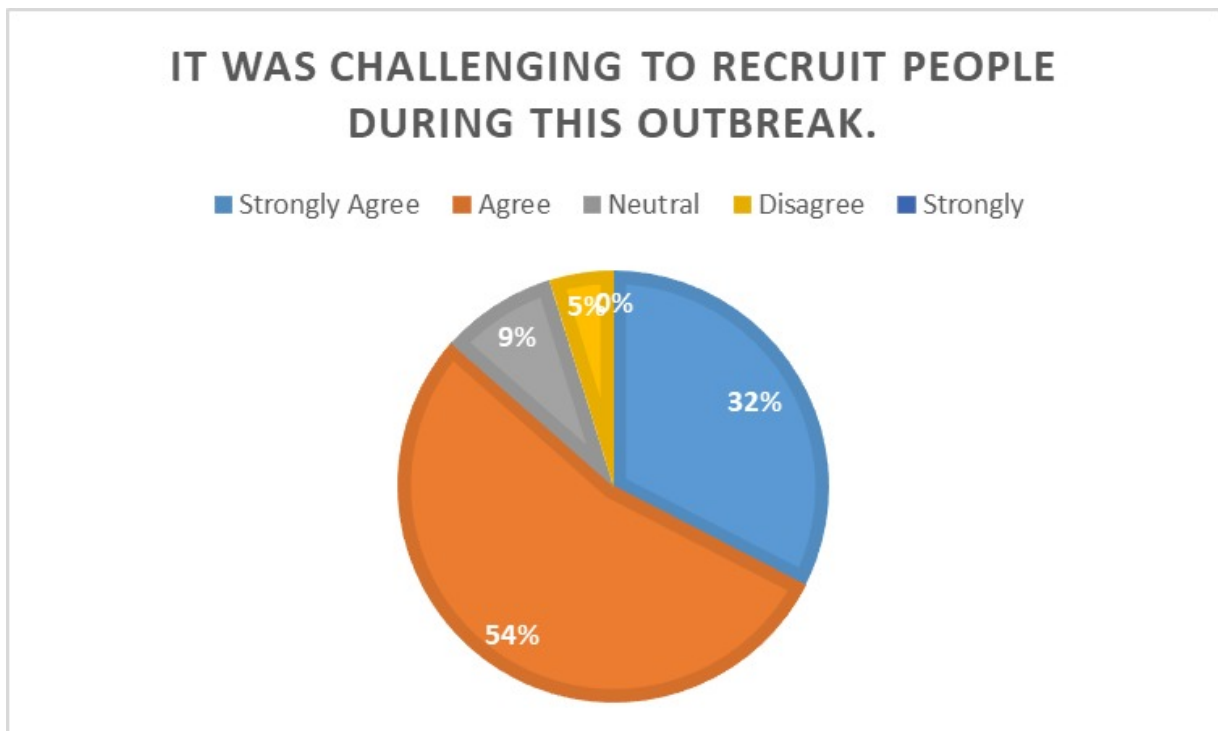
Here, 54% of the workers believed that raising staff members' base salaries no longer occurs. And 15% of workers had no opinion. The majority of workers concur with this. The mean and median answers to this query are 3.47 and 4.

5.2.9



48% of respondents to this question agreed that COVID hadn't lowered their bonuses. 18% of respondents had no opinion. The majority of employees didn't support reducing their bonus. In this case, the median is 4, and the mean is 3.60.

5.2.10



In response to this inquiry, 54% of respondents indicated that hiring was a challenge. 32% said they strongly agreed. Therefore, during COVID, recruiting became particularly challenging in the majority of organizations. Mean and median values in this case are 4.03 and 4.

5.2.11



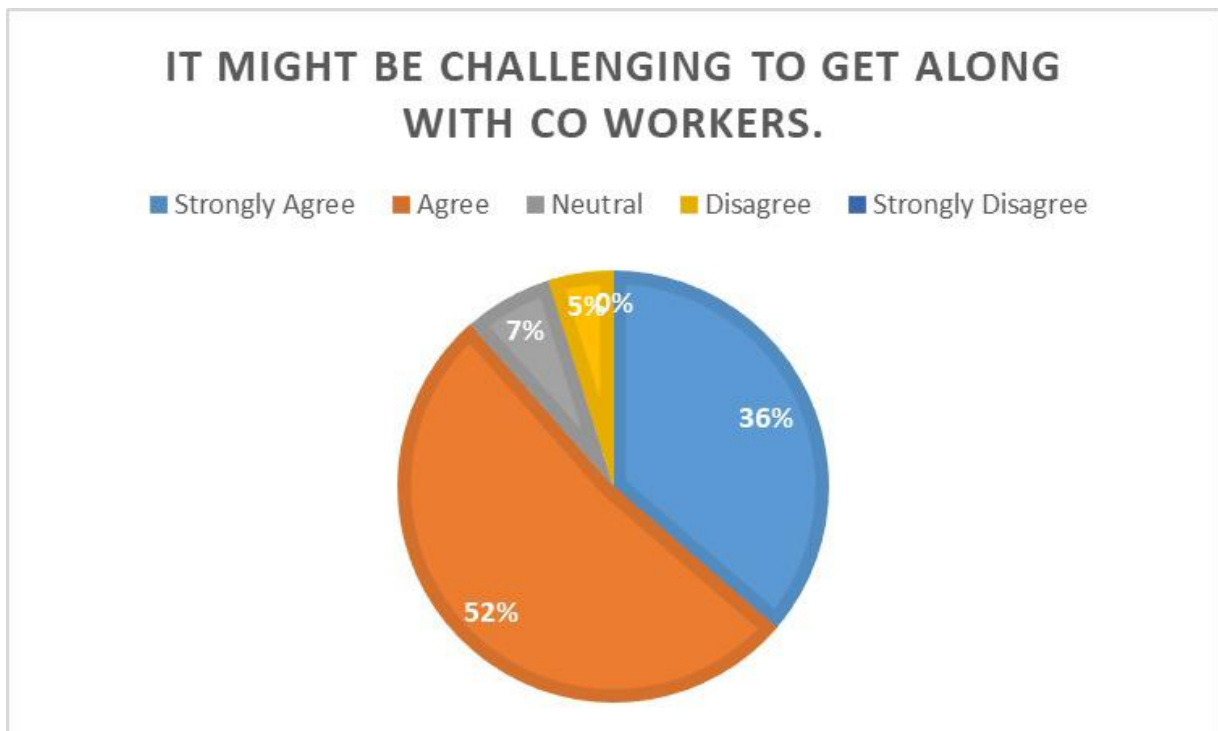
64% of respondents stated that managing day-to-day operations during COVID is a challenging challenge. Managing day-to-day operations had grown challenging in the majority of firms. This question's median is 4, and its mean value is 3.92.

5.2.12



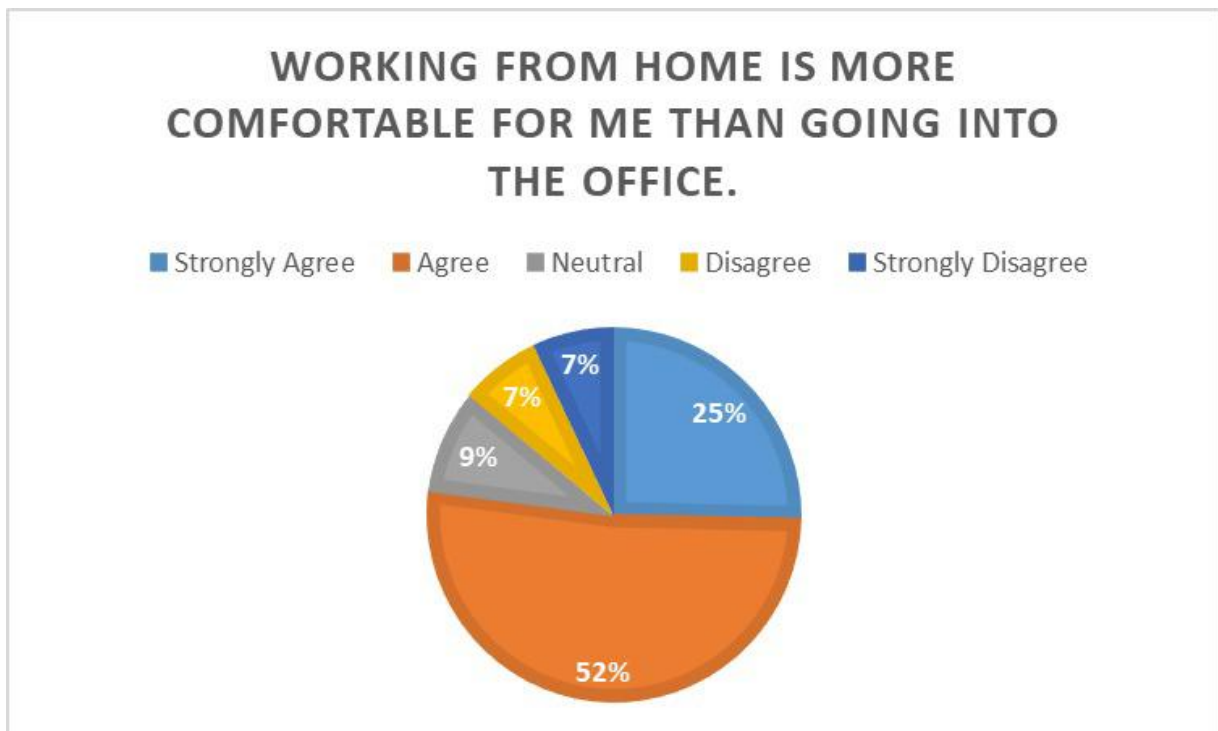
58% of respondents agreed that hiring more employees created challenges for their companies. Thus, for the majority of the companies, it has been extremely difficult to increase their employment under COVID. The median and mean values in this query are both 4.

5.2.13



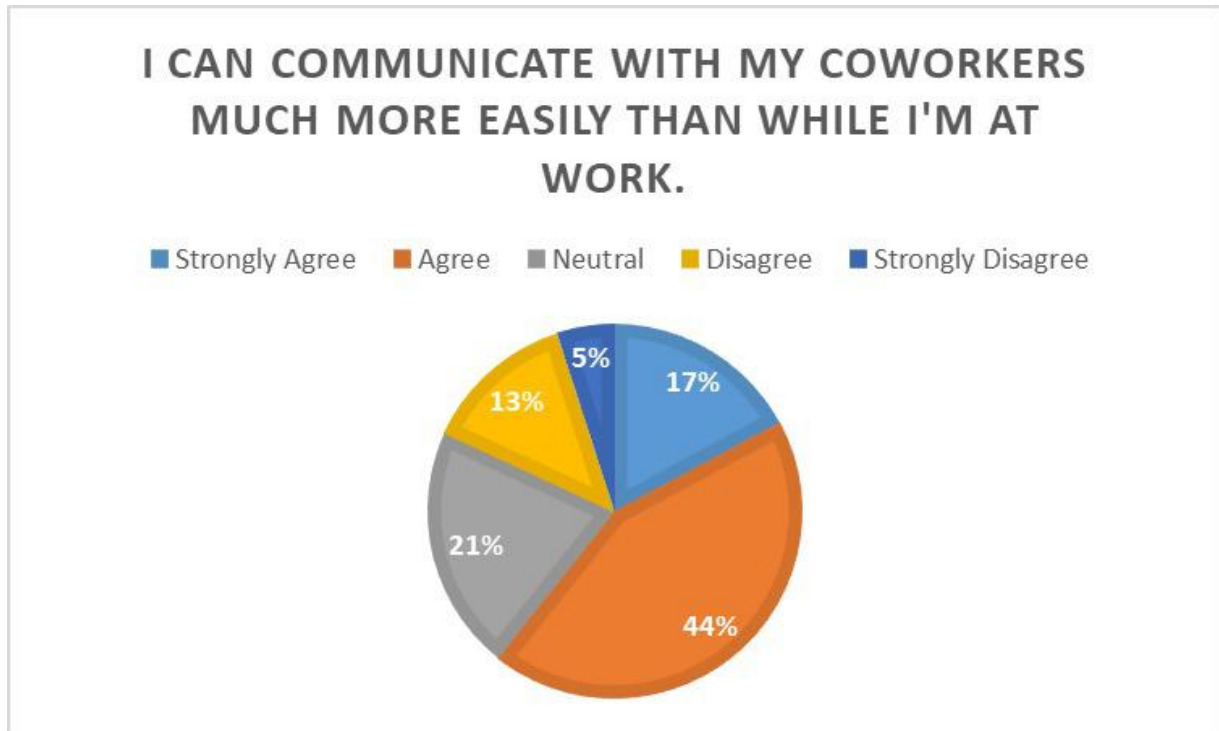
58% of respondents agreed that adding more staff caused difficulties for their businesses. As a result, it has proven to be quite challenging for the majority of enterprises to increase employment under COVID. In this query, the mean and median values are both 4.

5.2.14



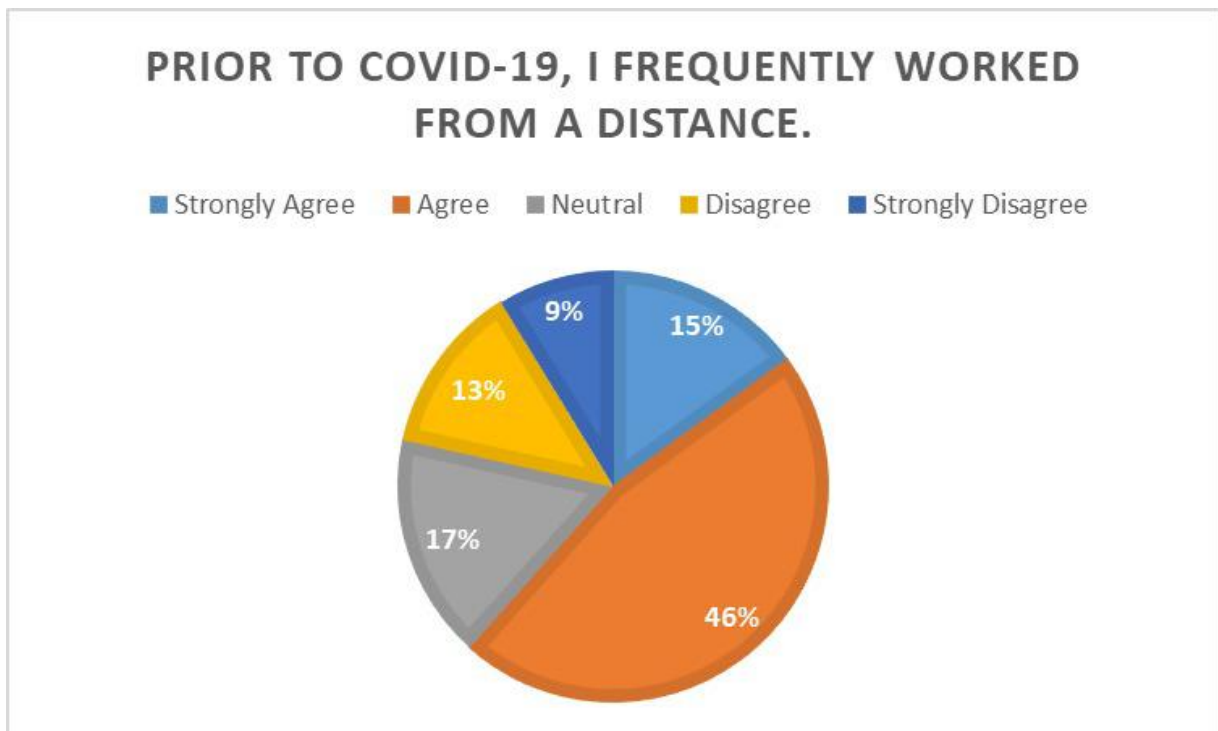
52% of respondents agreed that during this pandemic it is difficult to socialize with new employees. Additionally, 25% of respondents said they strongly agreed with this statement. All of the staff had to work from home during this epidemic, which limited their opportunities to interact with new hires. The mean and median answers to this query are 4.11 and 4.

5.2.15



44% of respondents agreed that during this pandemic it is difficult to socialize with new employees. And 17% firmly agreed with this statement. All of the staff had to work from home during this epidemic, which limited their opportunities to interact with new hires. The mean and median answers to this query are 4.11 and 4.

5.2.16



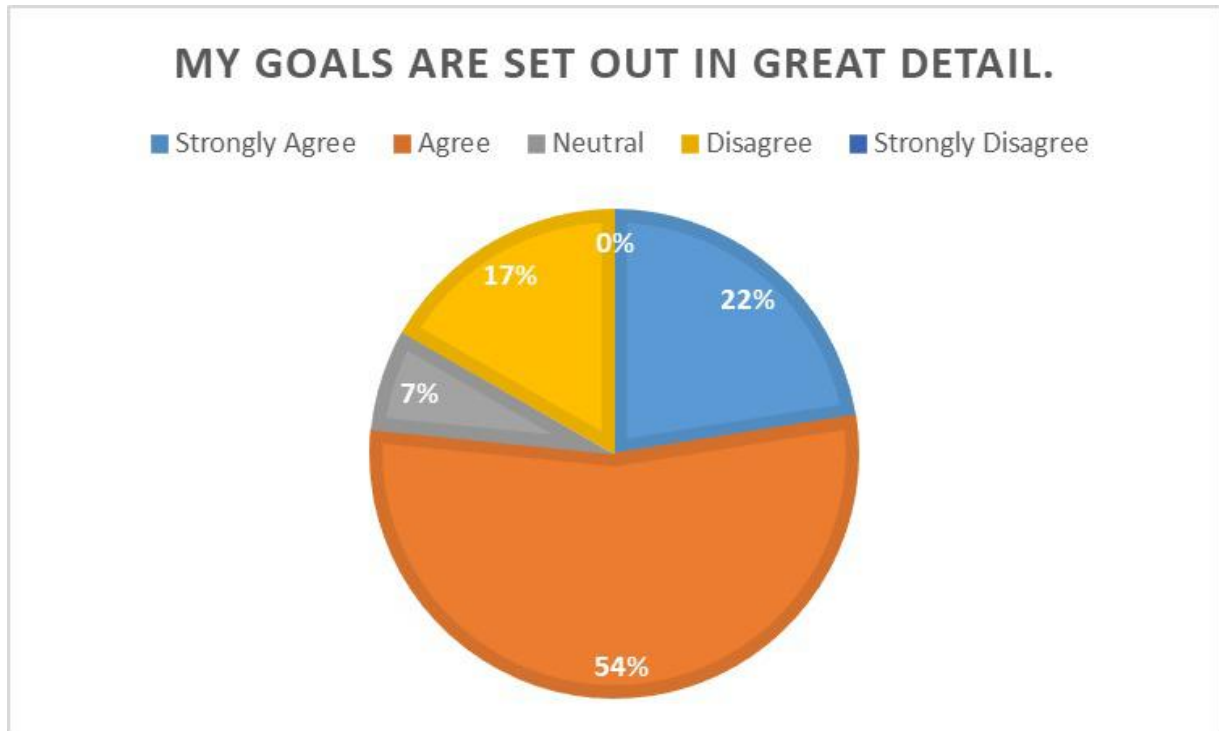
Prior to COVID, 46% of respondents claimed to have been working remotely. Therefore, several organizations were already using this practice. The mean and median answers to this query are 3.43 and 4.

5.2.17



Employee agreement with the decision to temporarily stop recruiting was 29%. Most organizations were unable to maintain their hiring practices during COVID. In this case, the median is 4, and the mean is 3.72.

5.2.18



54% of respondents said they had received clear objectives. As a result, individuals were able to comprehend the necessary facts during COVID. This question's median is 4, and its mean value is 3.81.

5.3 Findings

In just one night, COVID-19 altered everyone's perception of reality. The covid-19 outbreak has created commercial issues for almost all firms, as well as for the specific workers working for such companies. The threat of closure and the uncertainty of unknown closures have been tolerated by individuals, towns, communities, nations, and continents. Regulators must make a variety of organizational decisions, including when employees will be transferred to various regions and which employees will stay at work and which will go home... (Munshi Muhammad Abdul Kader Jilani and Md.Aftab Uddin , 2016) Here are some specific results from this survey that I was able to draw.

- Expo Group Ltd were placed a plan to handle the COVID 19 scenario. The majority of participants concurred that their firms were capable of coping. Organizations have plans in place to deal with their circumstances.
- It was discovered that the majority of employees received appropriate help from their superiors and responded to approaches with ease. Expo Group therefore assisted its employees in coping with the COVID issue at work during that time.
- Expo Group Ltd. acted impartially when it came to helping women. Due to the lack of preferential treatment for women at work during COVID 19, the company treated both male and female employees equally. It was fair to everyone.
- Expo Group employees had to deal with difficulties during their training and education. Employees have a very difficult time keeping up with their learning because of COVID.

- It is now difficult to get fresh employees for Expo. While offices are closed, it is harder to find employees. Therefore, hiring staff in an office is simpler than hiring them at home.
- During COVID, getting along with newly hired personnel is a major challenge. Employees don't get the opportunity to speak with freshly hired employees because they must work from home.
- Working from home is more comfortable for employees than working in an office. Working from home gives employees more freedom. The majority of employees favor working from home.

- Chapter-6 Recommendation & Conclusion

6.1 Recommendations

I had a great learning experience working at Expo Freight Ltd. My internship taught me a lot of fresh information. My research has led me to the assumption that Expo Group Ltd. is overcoming a variety of challenges to carry out its commercial operations. The majority of the workers at the residences were unemployed. They work from home on their formal duties. Many workers actually do their work in the workplace. The officers are under a lot of pressure at work and were beginning to lose hope. They have a negative vibration as a result of these ideas and their surroundings, which puts a lot of mental strain on them. As a result, the personnel are unable to function well. I'll make recommendations based on my study that the staff members can take into consideration and that will help them run the business successfully in COVID-19. (2010) (D. M. M. N. Absar et al.)

Here are some suggestions based on my limited experience and observation:

1. Expo group needs to pay closer attention to worker health issues.
2. Regularly provided safety measures are necessary.
3. The Expo should provide medical aid and benefits to its employees.
4. Expo should have responsibility for teaching staff how to properly use the internet.
5. The quality of an employee's work should be taken into consideration while evaluating them.
6. Regular online evaluations of employees should be conducted.
7. To have sufficient output, online training should be provided.
8. The HR department should keep track of the pandemic's effects.
9. To motivate personnel, incentives and bonuses should be given often.
10. During this pandemic circumstance, employees should work efficiently.

Every firm should maintain a clear division for human resources since effective HR management is essential to success and goal achievement. An organization can close the productivity gap by utilizing human resource management. An efficient HRM staff aids the company in attaining a competitive edge. Human Resources Management used to not be analyzed, but today it is. By managing its people resources well, a company can increase its profitability. However, the incomprehensible malware COVID-19 is already creating havoc on the Human Resource Management processes of various organizations. It has arrived to destroy businesses. (Mahmood & Absar, 2015)

● 6.2 Conclusion:

- Expo Freight Ltd. is a freight company that is expanding quickly. As a result, all HR professionals confronted new obstacles. Although the organization's human resource department (HR Department) has seen tremendous growth, COVID-19 has had a significant impact on HR Department. The pandemic scenario has actually affected the HR department's activities. Every action, including hiring new personnel and reviewing their performance, has changed. Every task is carried out online. Interaction is declining. Many employees and the executive are dealing with issues when trying to work online. Everything is done online, including hiring, training, evaluating, and compensating employees. We keep a safe gap between ourselves. Organizations are providing safety equipment like masks and sanitizers. Because of the epidemic, businesses are keeping a high standard of cleanliness. Sanitizing everything has now become a requirement. All things aside, I can state that COVID-19 has had a significant impact on the HR Department of Expo Group as well as all organizations in Bangladesh. Every step the HR department takes has changed as a result of this pandemic.
- Not to mention the HR division, this stepped up to the challenge and showed initiative by releasing the annual reports on time. The department deserves appreciation for each and every area. I have tried to ascertain what managerial practices Expo Freight Ltd. employs in this research. For their decision-making process, EFL uses HR information. I try to follow the company's policies, procedures, and systems in this research by putting what we learned in human resource management class to use.

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Appendix

Questionnaires

Questionnaire on

The Impact of COVID-19 on Expo Group Ltd. Human Resource Management Procedures (ELF)

1. Expo specifically established a task team to address any circumstance during this COVID-19 epidemic.
 - Disagree
 - Strongly Disagree
 - Agree
 - Strongly Agree
 - Neutral

2. My supervisor helped me and I was able to approach with ease.
 - Disagree
 - Strongly Disagree
 - Agree
 - Strongly Agree
 - Neutral

3. Women from the Expo were given the chance and the benefits during the COVID-19 pandemic.
 - Disagree
 - Strongly Disagree
 - Agree
 - Strongly Agree
 - Neutral

4. A business continuity plan was created by the Expo Group before the COVID-19 pandemic.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

5. Training and learning have been challenging.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

6. Compared to previous week, despite being ill, I am more optimistic or pessimistic about working from home.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

7. My institution has been altered by the incentive policy.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

8. There is no longer any basic salary advancement for the staff.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

9. The incentive payouts at my business were decreased.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

10. Recruitment was challenging during this outbreak.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

11. Running management on a daily basis is challenging.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

12. My organization is struggling with the challenges of expanding its employees.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

13. It can be challenging to get along with new coworkers.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

14. Working from home is more comfortable for me than going into the office.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

15. I can communicate with my coworkers more easily than while I'm at work.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

16. Prior to COVID-19, I usually worked remotely.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

17. The recruitment process was momentarily suspended.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

18. My goals are laid out in great detail.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral

19. My supervisor assists in identifying and bridging performance gaps.

- Disagree
- Strongly Disagree
- Agree
- Strongly Agree
- Neutral