

Project 3 | Interaction Design '24

Design Recruitment in the Indian Context

Designing the **IDC Placement portal** for an *'efficient'* and *'transparent'* hiring process

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Declaration

I declare that this written document represents my ideas in my own words and where others ideas or words have been included, I have adequately cited and referenced the original sources. I also declare that I have adhered to all principles of academic honesty and integrity and have not misrepresented or fabricated or falsified any idea, data, fact or source in my submission. I understand that any violation of the above will be cause for disciplinary action by the institute and can also evoke penal action from the sources which have thus not been properly cited or from whom proper permission has not been taken when needed.

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Approval Sheet

Interaction Design Project 3 titled "Designing the IDC Placement portal for an 'efficient' and 'transparent' hiring process" by June Sardar (Roll Number 22M2242) is approved for partial fulfillment of the requirement for the degree of 'Masters in Design' in Interaction Design at the Industrial Design Centre, Indian Institute of Technology, Bombay.

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Contents

Declaration	
Approval Sheet	i
Acknowledgment	ii
Contents	
01 Introduction	1
01.b The problem space	4
02 Project Brief	7
03 Primary Research	10
03.a Insights from interviews	12
03.b Placement Procedure	13
03.c Issues faced by Companies	19
03.d Issues faced by Students	24
03.e Mind Map	27
04 Secondary Research	28
05 User Personas	33
05.a Student	34
05.b Placement Coordinator	35

05.c Recruiter	36
06 Approach	37
06.a Leveraging existing ecosystem	38
06.b Design Placement Portal	39
06.c Solution grid	40
07 Ideations	42
07.a Idea 1- Al generated Resume & Portfolio Evaluation tool	43
07.b Idea 2- Peer evaluation of Portfolios	48
08 The Design	52
08.a Navigation flows	53
08.b Wireframes	56
08.c Initial Design	62
08.d Final Design	67
09 Evaluation	68
10 SUS	69
11 Feedback	70
12 References	71

01 Introduction

Better recruitment and selection strategies can lead to significantly improved organizational outcomes across various industries. Although, this requires a multi-faceted approach that involves collaboration between educational institutions, industry bodies, and government agencies to develop talent, establish standards, and create a more inclusive and diverse design ecosystem.

This project aims to enhance the efficiency and transparency of design hiring at IDC, IIT Bombay, by analyzing existing recruitment practices and identifying key challenges. By aligning with the established Placement Process of IIT Bombay, the project seeks to develop additional channels that will streamline the design hiring process. This initiative not only addresses the specific needs of design recruitment but also contributes to the overall improvement of the placement process at IDC, benefiting both students and recruiters.

01.a Design Recruitment in the Indian Context

Design recruitment in the Indian context is a dynamic and rapidly evolving landscape that reflects the country's vibrant design industry. With the growing importance of design in various sectors such as technology, e-commerce, and branding, there is a high demand for skilled designers across India. This demand has led to the emergence of specialized design recruitment practices tailored to the unique needs and challenges of the Indian market. From traditional design roles to newer, more specialized positions, the field offers a wide range of opportunities for both seasoned professionals and aspiring designers. Understanding the nuances of design recruitment in India requires a deep dive into the cultural, economic, and technological factors shaping the industry's landscape.

01.a.1 Challenges and issues that persist

Effective human resource management involves recognizing the staffing requirements within an organization. Recruitment, on the other hand, is the process of identifying suitable candidates for current or future job openings. Alternatively, it can be viewed as a connecting process that matches individuals looking for work with available job opportunities.

By focusing on enhancing the hiring process, companies can achieve several key benefits like higher quality hires, increased productivity, cost savings, enhanced innovation, better alignment with business objectives, and compliance and risk mitigation. Yet, in the scenario of hiring designers, these benefits often get overlooked by companies and organizations due to several underlying issues as follows:

- a. There is a shortage of skilled designers in India,
 particularly in specialized areas such as user
 experience (UX) and user interface (UI) design.
- There is often a mismatch between the skills
 demanded by employers and the skills possessed by

- job seekers. This gap can lead to difficulties in finding the right candidates for specific design roles.
- c. The design industry in India lacks standardized practices and certifications, making it challenging for employers to assess the qualifications and capabilities of potential hires.

So, now comes the question, can design give rise to a solution for these problems in the design domain? Can a thoughtfully designed platform catered for a specific design hiring process, tackle these issues? And lastly, can ideas behind this platform, if successful, be scaled and applied to a larger design realm?

India being a developing country, often views 'design' as a luxury rather than a necessity. This mindset trickles down to companies and organizations who do not align their hiring process with a unique and nuanced field like design, stating it as an affordance they cannot incorporate.

01.a.2 Why design hiring matters? (Impact of Designers)

But design hiring matters because designers play a crucial role in shaping products, services, and experiences that directly impact people's lives. Designers are uniquely positioned to make a difference through social design, leveraging their skills and expertise to create solutions that address complex problems with a human-centered perspective. Designers are trained to understand and empathize with users' needs, allowing them to create solutions that are not only functional but also meaningful and impactful. Through their work, designers have the power to create positive change in society, influencing behaviors, attitudes, and perceptions for the better. For a company, a good designer can truly capture the power of design for social good by making companies feel responsible enough to adopt community-centric approaches and provide necessary resources like funding, time commitment, and expertise.

01.b The problem space

01.b.1 Current recruitment scenario in India Recruitment

According to Edwin B Flippo, 'Recruitment' is "the process of searching for prospective employees and stimulating them to apply for the jobs in the organization."

According to Yoder, 'Recruitment' is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures to attract that manpower inadequate number to facilitate effective selection of an effective workforce.

Selection

Selection involves selecting individuals with appropriate qualifications to fill organizational positions. It goes beyond simply choosing the most suitable candidate, aiming to find a harmonious match between the applicant's abilities and desires and the organization's needs. Selecting the right employees is crucial for three key reasons: performance, costs, and legal compliance.

Performance

Having employees with the right skills is essential for a company's success. Conversely, employees lacking these skills or exhibiting negative behaviors can significantly impact company performance. It is crucial to screen out unsuitable candidates and select those who can effectively contribute to the company's success.

Cost

Recruitment and hiring are costly processes, so it is important to consider the cost-benefit ratio when bringing new employees on board. This helps avoid unnecessary expenditure of money and resources. The total cost of hiring a manager, for example, can be substantially high when factoring in search fees, interview time, reference checks, and relocation expenses.

Recruitment and selection are primarily addressed in two areas:

 a. Human resource management or personnel management, which often provides specific guidelines or strategies. The field of psychology, which focuses on the effectiveness and comparison of various recruitment methods like competency modeling, interviews, and psychometric testing.

Research has been carried out in both areas, highlighting the shortcomings of various methods like Internal or External recruitment. Unfortunately, little work has been done on design specific hiring in India, which is at best stated as an 'ambiguous' and 'random' process.

Placements 2024

Less than 30% of final year students secure jobs, especially those studying in tier-II and tier-III colleges. This indicates a significant gap between the skills possessed by students and the expectations of employers.

There is a concern over reduced company participation in placements, with fewer companies visiting colleges for recruitment. This could be due to various factors such as economic conditions, industry trends, or mismatched expectations between employers and students.

There are delays in the onboarding process, which could further prolong the job search process for students who have already secured offers.



No. of companies coming to IITs-Last Year vs This Year (till 6th December)

IIT B: 750 vs 450 IIT D: 650 vs 480 IIT R: 500 vs 593 IIT K: 519 vs 485

IIT G: 290 vs 165 (Core and Finance)

IIT KGP: 1000+ vs 749

Circumstances play a big role

Fig 1: Trending posts on poor 2023-24 placements

Sadly, these insights conveniently bring the burden on students to proactively develop their skills and for colleges to enhance their placement strategies to improve job prospects.

01.b.2 Current recruitment scenario in Industrial Design Centre, IIT Bombay

Recent trends indicate a decline in placements across various Indian Institutes of Technology (IIT Bombay being one of them), raising concerns about factors contributing to this trend. There is a disparity between the curriculum offerings at IITs and the demands of the job market. Insights suggest that IITs need to adapt their curriculum and placement strategies to align with changing industry trends and demands. This may involve incorporating more interdisciplinary courses, fostering industry partnerships, and providing students with opportunities for experiential learning to enhance their employability.

	2019-20	2020-21	2021-22	2022-23	2023-24
Participated	82	78	71	84	103
Placed	59	69	56	54	32
Percentage	71.9%	88.4%	78.8%	64.2%	31%

Table 1: IDC placement report

The table makes it evident that this year's placement has been an anomaly for IDC too with glaringly low placement numbers.

01.b.3 Psychological Impacts of not getting 'placed'

Many students come to IDC from diverse disciplinary backgrounds and hence have diverse future goals in mind. One common goal is to secure a job which in many cases is their first job. There are also individuals who want to secure a better job depending on the IIT tag.

Not securing a job placement can deeply impact students, leading to feelings of inadequacy, stress, and anxiety. This experience can lower their self-esteem and motivation, causing them to question their abilities and future prospects. There may be pressure from family, friends, or society to secure a job and not meeting these expectations can lead to feelings of guilt or shame which creates a tense atmosphere overall.

02 Project Brief

Aim

The project aims to analyze the existing recruitment practices, identify challenges, and develop additional channels for improving the overall efficiency and transparency of design hiring in IDC IIT Bombay, aligning with the already established Placement Process of IIT Bombay.

Objectives

The project has three core objectives

- a. Explore the current state of design recruitment in IDC, including trends, common practices, and challenges faced by both employers and candidates.
- Analyze the skills and competencies sought by employers in design roles, considering the evolving nature of the design industry and technological advancements.

c. Investigate the experience of candidates during the recruitment process, identifying pain points and areas for improvement to enhance the overall candidate journey.

Scope

At first we looked into how to gauge a broader number of Design institutes and the possible data collection methods that will be feasible. Although the data in Table 1 can be conveniently collected across other design colleges, due to its purely empirical nature one cannot find nuanced patterns and insights. Placement reports also provide the student's name, company, their date of placement and their job role which again does not provide enough data for a rich statistical analysis.

Hence, we scoped down our investigation to just IDC. The project will focus on design recruitment practices in IDC, particularly in the domain of UX Design (here 'UX design' encompasses all fields related to HCI, Interaction Design and Visual Design). Exploration will be focused on the

internal and external hiring of recent graduates (or freshers) at IDC IIT Bombay.

Motivation

Design recruitment policies often vary between organizations, leading to perceptions of ambiguity and a lack of transparency. Having recently experienced a design hiring process, I am eager to delve into and address some of the challenges faced in this area. By doing so, I hope to contribute to a more transparent and efficient recruitment experience for future candidates. This includes improving communication about job expectations, clarifying the selection criteria, and streamlining the overall hiring process to ensure that both candidates and hiring teams have a more positive and productive experience.

Limitations

There are several reasons why placements in a particular season may not go as intended. Two of the top contributors

to this are 'Hiring Freeze' and 'Positions not available currently'. A hiring freeze occurs when a company temporarily suspends hiring new employees, often due to budget constraints or restructuring efforts. On the other hand, positions may not be available currently due to various reasons such as restructuring, delays in project timelines, or a shift in business priorities.

It's important to note that this project does not aim to increase the number of design jobs available. Instead, its primary goal is to make the recruitment process more definite and efficient. By improving the efficiency and transparency of the design hiring process, the project hopes to attract more opportunities for students and job seekers. This can be achieved by streamlining the recruitment process, providing clearer job descriptions, and ensuring that the selection criteria are well-defined. Overall, the project aims to create a more conducive environment for both employers and job seekers, ultimately leading to better outcomes for all parties involved.

Significance

While the focus of this project is on IDC IIT Bombay, the goal is to develop channels and user testing evaluations that can serve as a guideline for design hiring in other contexts. By successfully implementing these strategies and conducting thorough evaluations, we aim to create a framework that can be scaled and adapted to suit different contexts within the broader spectrum of 'Design Hiring in the Indian Context.'

This project serves as a pilot initiative that can be replicated in other educational institutions, design firms, or organizations looking to enhance their design hiring practices. The strategies and guidelines developed here can serve as a template for assessing the effectiveness of design hiring processes in diverse settings and can be customized to meet the specific needs and challenges of different contexts.

The scalability and adaptability of this project are key components of its impact. By documenting our processes,

outcomes, and learnings, we aim to create a resource that can be shared and implemented across various institutions and organizations, contributing to the overall improvement of design hiring practices in the Indian context.

Furthermore, the insights gained from this project can also inform broader discussions and initiatives related to design education, industry-academia collaborations, and the overall development of the design ecosystem in India.

03 Primary Research

An initial round of discussion was done informally with students graduating in the year 2024, who sat for the 2023-24 fall semester placements, to understand their perception and experience of the ongoing placement process. Out of this some potential problem areas came up and helped refine the primary research.

There are three main stakeholders in the placement process at IDC- the students, the placement coordinators and the company HRs and design teams. From each group, participants were selected as follows and semi structured interviews were conducted.

- a. Students of IDC who sat for Phase 1 placements2023-24 (10 participants)
- b. IDC and IIT Bombay Placement Coordinators (2 participants)

c. Company HRs and Design Team personnel from Byju's, BCG, Unacademy, Adobe, Cisco (5 participants)

The Placement Office of IIT Bombay is responsible for being the point of contact between the students and the companies.

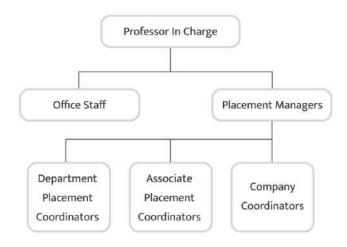


Fig 2: Placement team hierarchy

With students and placement coordinators, interview was held in person and with company employees it was held over call.

Interview Questionnaire

The questions asked were:

- Can you describe your overall experience with the placement process at IDC so far?
- 2. What aspects of the placement process do you find most challenging?
- 3. How do you typically search for job opportunities or internships?
- 4. What tools or resources do you use to prepare for interviews and assessments?
- 5. Have you encountered any difficulties or frustrations with the current placement process?
- 6. How would you describe the support and guidance provided by the placement cell during your job search?
- 7. What features or improvements would you like to see in a new placement portal for IDC?
- 8. How important is transparency in the placement process, and how do you think it can be improved?

- 9. Can you share any memorable or successful experiences you've had during the placement process?
- 10. How do you think the placement process could better support students' career goals and aspirations?

When analyzing the material from the interviews, the following data and insights came out.

03.a Insights from interviews

Hiring team

Insights from HR and design team members of companies reveal that the selection of a candidate is often based on specific reasons, which can be categorized into parameters of judgment. These parameters can be derived from skill assessment methods like interviews, work experience, task performance, portfolio, and qualifications as carried out by the company.

Relative ranking of importance of different Skill Assessment methods-

- 1. Interview
- 2. Work experience
- 3. Task Performance
- 4. Portfolio
- 5. Qualifications

Students

Students facing issues like being shortlisted for a role that doesn't align with their expertise is a common challenge in

the job market, especially in specialized fields like UX design. In this scenario, where interviewers were looking to fill a UX research role but shortlisted a candidate with a background in industrial design or animation, it's likely that there was a mismatch in expectations and qualifications.

Placement Coordinator

Without formal recognition and support from IDC, placement coordinators struggle to manage the demands of organizing placements, coordinating with companies, and assisting students.

Strict academic policies and procedures limit the time and resources that placement coordinators can dedicate to placement activities, making it challenging to meet the needs of both students and recruiters.

03.b Placement Procedure

The placement process at IDC, IIT Bombay, involves a systematic approach to connect companies with students seeking internships or full-time employment. The placement cell works as an independent body and doesn't fall under the responsibility of IIT Bombay per se. A student is free to opt for either Internal or External recruitment.

03.d.1 Internal Placements

IDC does not carry out an autonomous placement process. Students here use the IIT Bombay placement portal as everyone else. Here's a detailed breakdown of the process from both the company and the students' side.

From the Company:

a. Companies Contacted: The placement coordinators reach out to companies, inviting them to participate in the placement process at IDC. These companies are typically from diverse industries looking to hire design talent.

- b. Company Registration and JAF Submission:
 Interested companies register for the placement
 process and fill out a Job Announcement Form (JAF).

 The JAF includes details about the job role,
 requirements, and other relevant information.
- c. Job Posting: Once the JAF is submitted and approved, the job details are posted on the IDC placement portal. This allows students to view and apply for the positions that match their interests and qualifications.

From the Student:

a. Student Registration: On the other side, students interested in participating in the placement process register on the placement portal. They create profiles and upload their resumes, which are then verified by the placement office.

- b. Resume Verification: The placement office reviews and verifies the resumes uploaded by students to ensure they meet the required standards. This verification process helps maintain the quality of applicants.
- c. Applying for Positions: After their resumes are verified, students can browse the job postings on the placement portal and apply for the positions they are interested in. The portal allows students to track the status of their applications.

In the further process both company and students are involved.

a. Shortlisting and Interviews: Companies review the applications received and shortlist candidates for further evaluation. This may include interviews, design tests, or portfolio reviews. Shortlisted candidates are notified through the portal.

- Selection and Offer: After the evaluation process, companies select candidates for internship or full-time positions and extend offers to them.
 Students can accept or reject offers based on their preferences.
- c. Placement Process Completion: Once students accept offers, the placement process is considered complete. The placement office collects feedback from both students and companies to assess the success of the process and make improvements for future placements.

03.d.2 External Placements

For external placements at IDC, candidates have the option to apply through various channels outside of the institute's official placement process. These channels include social recruiting sites, employee referrals, and WhatsApp groups.

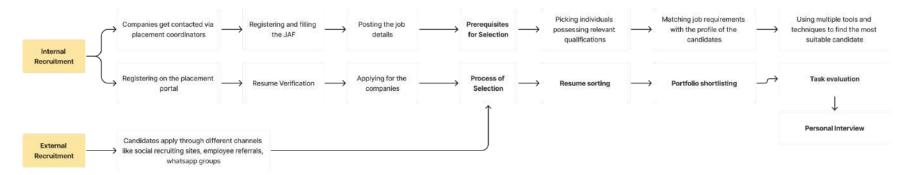


Fig 3: Placement procedure from both company and students end

03.d.3 Process of Selection

Further steps in the process of selection happens at the company end and neither the placement team or the student comes to know about exactly how it is carried out. Thus many deem this part of the placement process as ambiguous.

a. Resume Sorting: Once a company receives resumes from candidates, they begin by sorting through the resumes to identify candidates who meet the basic requirements for the position. This may include

criteria such as academic qualifications, relevant experience, and skill sets.

candidates are often required to submit a portfolio showcasing their previous work. Companies review these portfolios to assess the candidates' design skills, creativity, and ability to execute projects effectively. Based on the portfolio, candidates are shortlisted for the next stage.

- c. Task Assignment: Shortlisted candidates are given a task or a design challenge relevant to the position they are applying for. This task is designed to assess their problem-solving abilities, design thinking skills, and creativity. Candidates are given a specific timeline to complete the task and submit their work.
- d. Task Evaluation: Once candidates submit their tasks, they are evaluated by a panel of experts from the company. The evaluation criteria may include the quality of the solution, creativity, attention to detail, and adherence to the brief. Candidates who perform well in the task evaluation proceed to the next stage.
- e. Personal Interviews: The final shortlisted candidates are invited for personal interviews, which may include technical interviews, HR interviews, or a combination of both. During the interviews, candidates are assessed on various aspects such as their technical skills, communication skills,

problem-solving abilities, and cultural fit with the company.

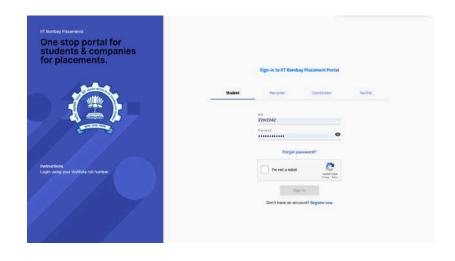


Fig 4: IIT Bombay placement portal login

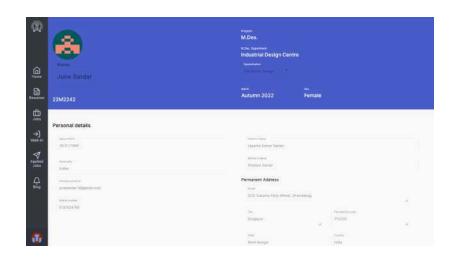


Fig 5: IIT Bombay placement portal profile page

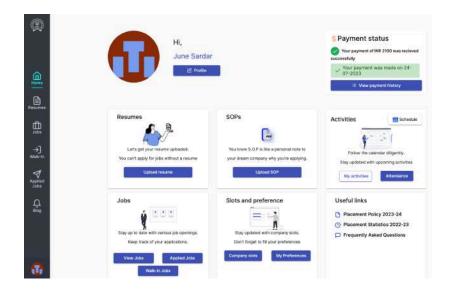


Fig 6: IIT Bombay placement portal home page

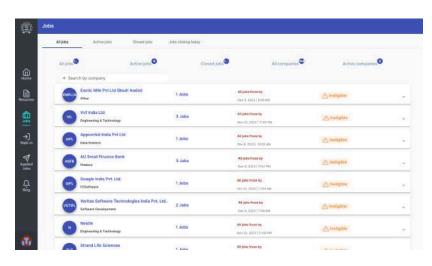


Fig 7: IIT Bombay placement portal job listings

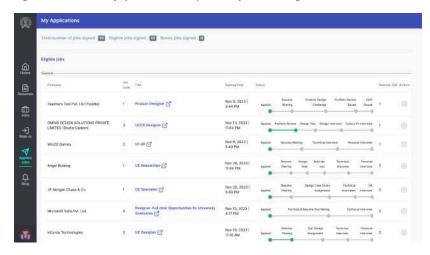


Fig 8: IIT Bombay placement portal process status



Fig 9: IIT Bombay placement portal job details

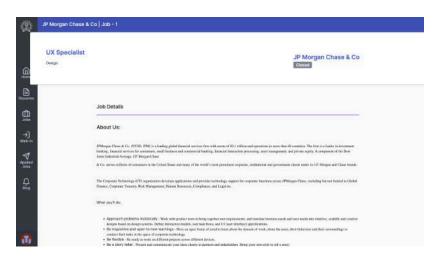


Fig 10: IIT Bombay placement blog

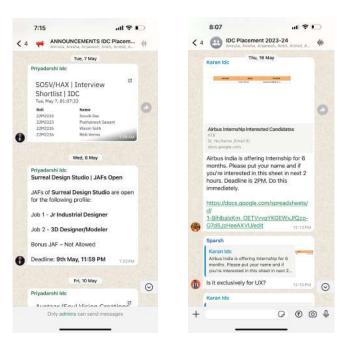


Fig 11: Placement process handling on whatsapp

03.c Issues faced by Companies

03.e.1 Challenges Faced by Companies New to Design Hiring at IDC

Companies new to design hiring often face challenges in understanding the nuances of IDC, IIT Bombay. This includes unfamiliarity with the depth and breadth of the design curriculum offered at IDC, which is known for its comprehensive approach covering various aspects of design, ranging from product design to interaction design. Additionally, these companies may struggle to grasp the caliber of IDC students, as they may not be aware of the high standards of work produced by IDC students in the past.

Moreover, understanding the significance of entrance exams like CEED can be challenging for companies unfamiliar with the design education ecosystem. These issues collectively contribute to a lack of clarity for companies new to design hiring when it comes to evaluating and selecting candidates from IDC.

From the IDC Placement team, companies are provided with a placement brochure but hiring teams rarely go through them. The brochure also lacks in showcasing specific projects and details that companies would be interested in.



Fig 12: IDC Placement brochure



Fig 13: Single page of project showcase in the brochure

03.e.2 Reluctance of Companies to Fill Lengthy Job Application Forms

Many companies express reluctance to complete the detailed job application forms sent by IDC's placement team, citing the forms' length as a significant deterrent. The extensive nature of these forms is perceived as making the application process cumbersome and time-consuming. As a result, some companies opt to share their credentials with the placement coordinators, requesting them to complete the forms on their behalf. This practice indicates a need for streamlining the application process to make it more efficient and user-friendly for companies participating in the placement process.

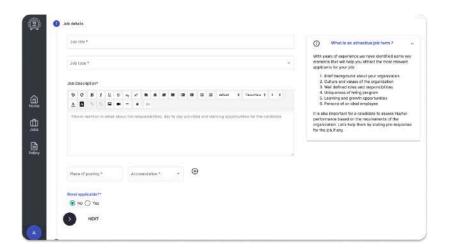


Fig 14: Job Application Form (JAF)



Fig 15: Stages of the form

03.e.3 Having to Leverage the IIT Brand

Companies are often drawn to IDC students because of the institute's affiliation with IIT Bombay, a name synonymous with academic excellence and innovation. The IIT Bombay tag carries significant weight in the industry, attracting a wide range of companies eager to tap into the talent pool. These companies are well-acquainted with IIT Bombay's rigorous selection process and high standards, making them more inclined to consider IDC students for their hiring needs.

For IDC, being a part of IIT Bombay means that it cannot operate completely autonomously in terms of placement processes. While IDC may have its unique curriculum, culture, and approach to design education, it is still viewed as an integral part of IIT Bombay by many recruiters. This means that IDC's placement process is often closely aligned with IIT Bombay's overall placement process, ensuring that

IDC students are presented with opportunities from a wide array of companies that specifically target IITs for recruitment.



Fig 16: Invitation email



Fig 17: Significance of IIT Bombay in the email

Having a separate or autonomous placement process for IDC could potentially lead to missed opportunities, as companies that prioritize IIT Bombay for recruitment may not be aware of or participate in a separate process for IDC. Therefore, while IDC may have its distinct identity and strengths, it is closely linked to IIT Bombay's reputation and placement ecosystem, which plays a significant role in attracting companies to its campus.

03.e.4 Issues with Design Hiring due to the General IIT Bombay Placement Process

Since IDC placements are integrated into the larger IIT
Bombay placement process, they may not receive the
specialized attention that design hiring often requires.
Unlike other departments at IIT Bombay that may have
more traditional recruitment processes, design roles
typically involve a different set of skills and evaluation

criteria. Companies looking to hire for design positions often seek candidates with a strong design portfolio, creative thinking abilities, and a deep understanding of user-centered design principles.

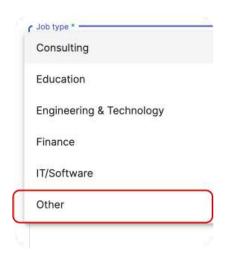


Fig 18: Design comes in 'Other' in dropdown menu

However, the general placements at IIT Bombay may not take into consideration these specific requirements for design roles. The selection criteria and interview processes used for other departments may not effectively assess

candidates' design skills or potential for success in design roles. As a result, IDC students may not have the opportunity to showcase their design abilities or may not be matched with companies that are specifically looking for design talent.

It underscores the importance of ensuring that design hiring processes are tailored to the unique needs of the design industry and that IDC students are given the opportunity to showcase their design skills and creativity to potential employers.

03.e.5 Challenges with Participation Fees

Many companies, especially design firms, are hesitant to pay a participation fee for recruitment events at IDC, particularly if the interview process is conducted online. They may question the justification for covering logistical costs in such cases. This reluctance stems from concerns

about additional expenses, perceived value, lack of awareness about the talent pool at IDC, and a preference for online interviews. This attitude can prevent many prospective companies, especially in the design industry, from showing interest in recruiting from IDC, potentially leading to missed opportunities for both the companies and the institute.

3. Recruiter Participation Fees:

The recruiting organizations are required to pay an amount of ₹10,000 (Inclusive of G.S.T.) for participating in the Placement Season 2023-24 at IIT Bombay. Government organizations are exempted from paying these participation fees.

This amount is **non-refundable** irrespective of any outcome including, but not limited to, further participation and selections.

Fig 19: Clause in Placement brochure sent to companies

03.d Issues faced by Students

03.f.1 Lack of judgment criteria or benchmarks

A. Challenges Faced by Students in Transparency of Selection Process at IDC:

Students at IDC, often encounter challenges related to transparency in the selection process, specifically regarding the absence of clear judgment criteria or benchmarks. This lack of transparency can lead to uncertainty and anxiety among students, as they may not know how their qualifications, skills, and experiences are being evaluated by recruiters. Without clear criteria, students may struggle to assess their competitiveness for a position, impacting their confidence and application strategy.

Moreover, the absence of transparent benchmarks makes it difficult for students to identify areas for improvement in their applications. They may not know which aspects of their portfolio or resume need strengthening to enhance their chances of selection. This lack of feedback hampers students' ability to make informed decisions and tailor their applications to meet recruiters' expectations.

Furthermore, the lack of transparency can foster feelings of unfairness or bias among students. Without a clear understanding of the evaluation process, students may question the integrity of the selection process and feel that their applications are not being fairly considered.

03.f.2 Lack of Post selection feedback

Students at IDC, often encounter challenges in the transparency of the selection process, particularly concerning the lack of post-selection feedback. After the completion of the selection process, candidates may not receive feedback on why they were not selected, what was lacking in their application, or where they fell short. This absence of feedback can lead to frustration and confusion among candidates, as they are left without clear reasons for their non-selection.

Furthermore, the lack of post-selection feedback makes it difficult for candidates to identify areas for improvement in their applications. Without knowing which aspects of their portfolio, resume, or interview performance were lacking, candidates may struggle to enhance their applications for future opportunities.

03.f.3 Variation in the Timeline of Placements

One of the significant challenges faced by students is the variation in the timeline of placements across different colleges. This discrepancy often poses an advantage to students who start their placement season early, as companies may fill up their positions from other colleges first. This situation can be particularly disadvantageous for students seeking design roles, as these roles are already relatively scarce compared to more traditional roles in other fields.

Students who start their placement process later may find themselves competing for leftover roles and companies that have not yet filled their positions. This can limit the options available to them and reduce their chances of securing a desirable job offer.

03.f.4 Placement timeline overlaps with Academia

Another challenge faced by students at IDC, is the overlap between the time when companies give design tasks for evaluation and the deadlines for academic projects. This overlap often puts students in a difficult position, as they are forced to juggle between completing their academic projects and working on the design tasks for job applications.

As a result, students may find themselves under immense pressure to manage their time effectively, leading to potential compromises in the quality of their work. This can have a negative impact on their academic performance and overall well-being.

Moreover, students may feel conflicted about the importance of the design tasks, especially when they are

already submitting a portfolio and resume as part of their application. This raises questions about the necessity of additional tasks and whether they truly reflect a candidate's abilities and potential.

process and that their submissions are not being fairly considered.

03.f.5 Task submission and management is a hassle

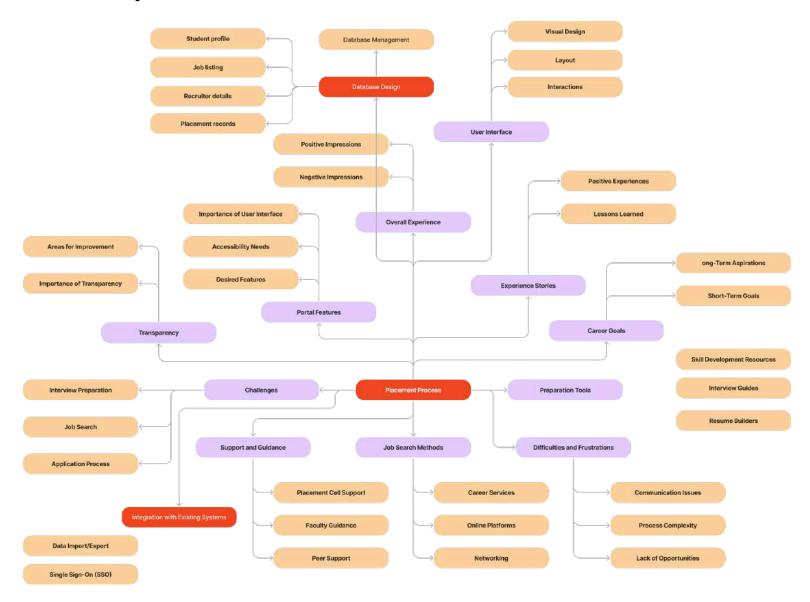
Typically, tasks are submitted to a Google Drive, with access limited to the appointed placement coordinator or IDC. This limited access can create challenges, as students may face difficulties in tracking the status of their submissions or verifying that their tasks have been received and evaluated.

Furthermore, file size limitations can complicate the submission process. In some cases, placement coordinators may need to email each task to the company separately, which can be time-consuming and cumbersome, especially if multiple tasks are required.

The reliance on the placement coordinator as the sole point of contact can also raise questions about transparency.

Students may feel that they lack visibility into the evaluation

03.e Mind Map



Secondary Research

04.a Comparative analysis of existing platform

	LinkedIn	Glassdoor	Behance
1. Purpose and Audience	Primarily a professional networking platform, LinkedIn caters to a wide range of professionals, from job seekers to recruiters and businesses. It focuses on career development, networking, and professional branding	Specializes in company reviews, salary information, and job listings. It targets job seekers looking for insights into potential employers and companies looking to manage their employer brand.	A platform for creative professionals to showcase their work, connect with other creatives, and find job opportunities. It targets designers, artists, and creative professionals.
2. User Interface	Has a clean and professional interface, with emphasis on networking features like connections, messaging, and news feed.	Features a straightforward interface, with prominent sections for company reviews, salary information, and job listings. It also allows users to anonymously submit and view reviews.	Showcases a visually appealing interface, with a focus on displaying creative projects. It includes features like project views, likes, and comments.
3. Profile and Portfolio	Profiles on LinkedIn focus on professional experience, education, skills, and endorsements. It also allows users to publish articles and	Users can create profiles to submit reviews and view job listings. However, the focus is more on company reviews and salary information than	Profiles on Behance are tailored for creatives, highlighting portfolios, projects, skills, and followers. It emphasizes visual

	share updates.	individual profiles.	presentation and creativity.
4. Job Search and Recruitment	Offers robust job search and recruitment features, including job listings, job recommendations, and recruiter tools for businesses.	Provides job listings along with company reviews and salary information, helping job seekers make informed decisions about potential employers.	Allows creatives to showcase their work to potential employers and clients, serving as a portfolio platform that can lead to job opportunities.
5. Community and Networking	Fosters professional networking through connections, groups, and messaging. It also includes features like endorsements and recommendations.	Builds a community around sharing insights into companies, with users able to anonymously submit reviews and ratings.	Creates a community of creatives through project views, likes, comments, and collaborations, encouraging networking and exposure.
6. Reliability	Generally considered to be reliable for professional networking and information, as users are encouraged to maintain accurate and up-to-date profiles. LinkedIn verifies user identities to a certain extent, which adds a layer of credibility to the information shared on the platform.	Based on user-generated content, which can vary in accuracy and authenticity. Reviews and salary information should be taken with a grain of salt and considered in the context of other reviews. Users can post reviews anonymously, which can lead to more honest feedback but may also result in less accountability and potential bias.	Reliable for showcasing creative work and portfolios, as users are generally motivated to present their best work. The quality and impact of creative work can be subjective, so feedback and comments should be considered in context and with a critical eye.

04.b Insights from papers on developing web based placement system

Papers	Takeaways	
"A Web-Based System for Campus Recruitment" by T. H. M. Li and L. M. Leung	A web-based placement management system provides- 1. Improved Transparency: The project provides transparency regarding which companies are visiting the organization and their hiring	
"Design and Implementation of Web-based Campus Placement System"	processes. This helps students prepare better for interviews and increases their chances of being hired.	
by S. Thakur and S. Soni "Design and Development of Online Placement Management System for Engineering Colleges" by K. Elavarasan and M. Sasikumar	 Efficient Preparation: The website offers a list of questions typically asked during interviews, aiding students in focusing their preparation efforts and ensuring they are fully prepared. 	
	 Streamlined Recruitment: The platform streamlines the recruitment process for companies by providing an easy-to-use platform for posting job openings and searching for candidates. This saves time and resources for both parties. 	
	 Increased Job Opportunities: By providing access to job postings from multiple companies, the website expands students' job opportunities. This allows them to explore a wider range of career options. 	
	 Enhanced Communication: The website serves as a centralized platform for all recruitment-related activities, facilitating communication between students and organizations. This reduces the likelihood of miscommunication or misunderstandings. 	

04.c Insights from papers on AI assisted training and placement

Papers	Takeaways
"Smart Training and Placement System" by Dr. S. B. Vanjale, Rahul Kumar Modi, Supreet Raj, Akshit Jain	The Training and Placement Module plays a pivotal role for institutes and students, particularly with its innovative Placement Prediction feature that leverages machine learning and AI techniques.
"Design and Development of Placement Portal for Institutions" by Janhavi Tawde, Akash Singh, Tanishka Sharma , Dr. Zahir Alam	The paper highlights the significance of this module within the educational sector, noting its ability to predict student performance and guide improvements in teaching methods and program offerings. By tracking their progress, students are motivated to enhance their efforts and achieve better outcomes. The system also benefits the department by increasing efficiency and saving time. Importantly, the paper aims to bridge gaps in existing research, suggesting broader applications beyond the educational sector.

04.d Insights from papers on implementation of online placement system

Papers	Takeaways
"Study of implementation of online placement system" by K. G. Patel, C. K. Patil	The paper highlights challenges in the existing manual Placement system, including errors, time-consuming processes, and lack of effective communication methods. It emphasizes the need for automation to address these issues, proposing an online system that streamlines various aspects such as user registration, activation, and deactivation, personalized resources, online communication, and feedback mechanisms. The system aims to provide efficient management of student data, company criteria-based student list generation, company details dissemination, and robust searching, sorting, and reporting capabilities. It also stresses the importance of maintaining alumni data.

In terms of future scope, the paper suggests integrating SMS notifications for improved communication, and expanding features to enhance user experience. The potential integration with cloud services is highlighted to reduce data maintenance efforts. Furthermore, integrating the Exam system with the online placement system is proposed to streamline student result retrieval. Overall, the paper suggests that the proposed online Placement system not only addresses current challenges but also provides a platform for future enhancements and improvements, offering a more efficient and effective system for training and placement departments.

04.e Insights from papers on certification tool

Papers	Takeaways
"Preparing Undergraduate Students for Java Certification" by Ariel Ortiz	The paper highlights the benefits of Java certification, particularly the SCJP (Sun Certified Java Programmer) exam, in providing a deeper understanding of the Java language. It acknowledges the challenges students face in preparing for the exam, including the need for an investment of time, effort, and personal motivation. Despite these challenges, the paper describes a successful workshop approach that allows students to review all sections of the exam over a 16-week period, eliminating the need for last-minute cramming. This approach has resulted in positive outcomes, with students feeling well-prepared and confident when taking the exam.

05 User Personas

Studying stakeholders is crucial in designing a placement portal because it helps clarify how the features of the portal will affect the users. Primary stakeholders in the placement portal include students, recruiters, faculty, placement coordinators, and alumni. Potential secondary stakeholders are also listed in the diagram. Each stakeholder group has unique needs, preferences, and expectations, which should be considered during the design process.

We have tried to imagine three user personas from primary stakeholders like Students, Recruiters and Placement Coordinators who we feel will use the portal the most. They have been developed as follows.

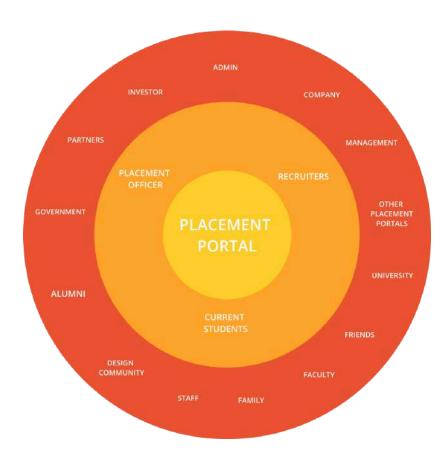


Fig 20: Primary and secondary stakeholders in IDC's portal

05.a Student



Fig 21: Student Journey mapping

05.b Placement Coordinator



Fig 22: Placement coordinator Journey mapping

05.c Recruiter

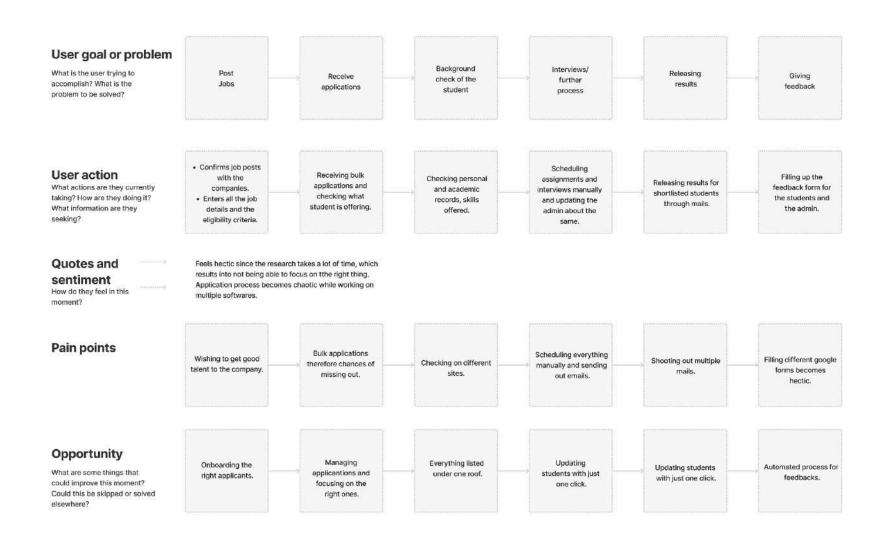


Fig 23: Recruiter Journey mapping

Approach





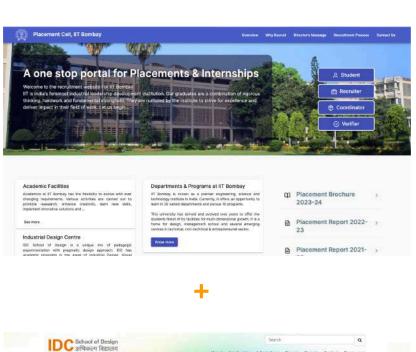
Fig 24: Current Placement pages in IDC's website

06.a Leveraging existing

ecosystem

Integrating a design placement portal with the well-established ecosystem of the IIT Bombay placements presents a strategic opportunity to cater specifically to the unique hiring needs of the design industry. By leveraging the existing platform, the design portal can streamline the placement process for students and recruiters, offering a unified platform for both general and design-specific opportunities.

The design placement portal can benefit from the visibility and credibility of the existing IIT Bombay placement platform. This can attract more design companies to participate in the placement process, increasing job opportunities for design students. Hence we will be designing the IDC placement portal as a supporting platform to the IIT Bombay placements, which can be accessed through the already established IDC website.



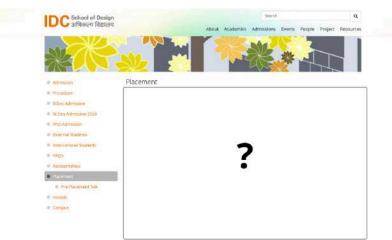


Fig 25: Sync between IDC and IITB portals

06.b Design Placement Portal

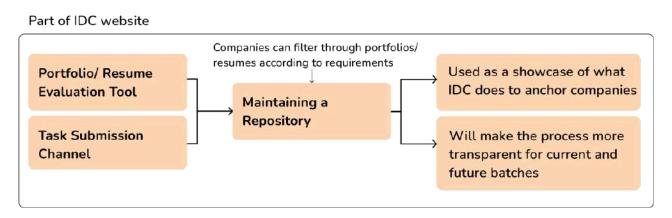


Fig 26: Probable Main features of IDC's placement portal

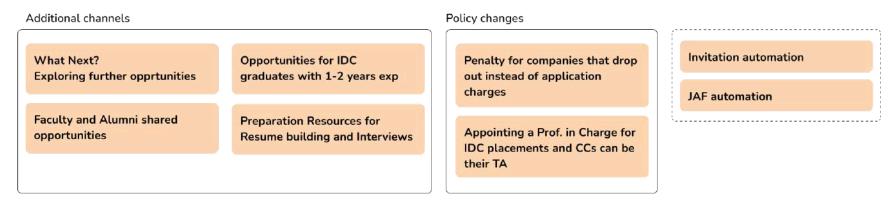


Fig 27: Probable secondary features of IDC's placement portal

06.c Solution grid

Problem	Solutions		Reason
Challenges Faced by Companies New to Design Hiring at IDC	Comprehend what IDC is and what it has to offer	Yes	
Reluctance of Companies to Fill Lengthy Job Application Forms	JAF automation	No	No set process to fetch a definitive set of data
Having to Leverage the IIT Brand	A design hiring portal that is works in sync with the existing IIT Bombay placements	Yes	
Issues with Design Hiring due to the General IIT Bombay Placement Process	A separate portal that caters to needs specific to design hiring	Yes	
Challenges with Participation Fees	Complete or Optional removal of Participation fees	No	Would need changes in the policies of IIT Bombay placements
Lack of judgment criteria or benchmarks	Portfolio evaluation tool Placement database	Yes	
Lack of Post selection feedback	Placement database	Yes	
Variation in the Timeline of Placements	Conduct placements before other colleges	No	Would need collective effort of IDC administration and Placement team

Placement timeline overlaps with Academia	Fix Placement procedure & timeline beforehand	Yes	
Task submission and management is a hassle	Task Submission channel	Yes	

Table 3: Finding out Solution feasibility

Problems that we will try to solve are presented below with further developments in the solutions.

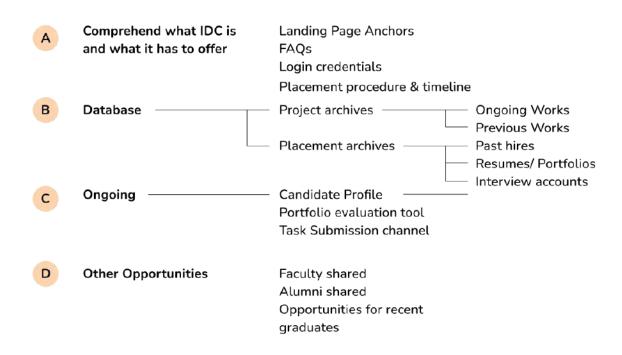


Fig 29: Development of solution taken further

07 Ideations

Why an evaluation tool?

Statements from Primary Interviews of people responsible for hiring and students disclose that - **Subjective** evaluation of a portfolio happens at the end stage during the interview where one is asked to explain their projects.

Objective evaluation is more likely to occur during shortlisting rounds due to two main reasons.

a. When hiring teams have to sift through a large number of submitted portfolios, they need an efficient and standardized method to evaluate them.
 A portfolio evaluation tool can help streamline this process by providing a structured framework for assessment, allowing teams to objectively compare portfolios based on predetermined criteria.

b. Hiring teams that include members without a design background may struggle to judge the nuances of a design portfolio. These team members may not have the technical know-how to assess design elements such as layout, typography, and visual hierarchy. In such cases, a portfolio evaluation tool can serve as a guide, providing clear criteria for evaluation and ensuring that all portfolios are assessed fairly and objectively.

So next we try to explore whether this objective evaluation can be done with the help of AI or not, with the hopes that it can eventually be developed into a portfolio evaluation tool scalable to other design colleges.

07.a Idea 1- Al generated Resume & Portfolio Evaluation tool

Creating a design portfolio evaluation tool

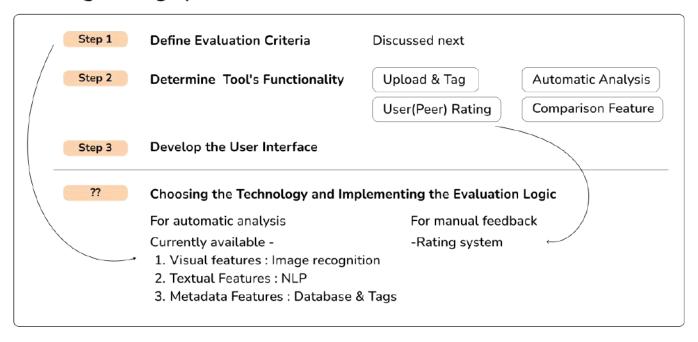


Fig 30: Steps to make evaluation tool

The steps to make the tool are shown above. After determining the evaluation criteria, the tool's fundamental features were decided. Then we would have moved on to

developing the user interface for the tool. Other features of the tool could be made as they have already implemented cases around. Automatic Analysis was the

one feature where no prior work could be found. The criteria should be such that they can be analyzed by the currently available technology.

07.a.1 Defining Evaluation Criteria

The following variables were determined to gauge the overall quality of a design portfolio from all aspects. They were divided into variables which can be processed by

Tradition or Human computation. Some extra criterias were also found which can be computed easily but impact of them on the quality of a portfolio was in question.

Indep	endent Variables	Traditional computation	
A	Technical Proficiency — Skill Diversity	Count of different software or tools mentioned	Ratio Variable
В	Portfolio Diversity — Range of Work	Count of different types of projects (e.g., branding, web design, mobile apps)	Ratio Variable
	— Industry Variety	Count of distinct industries or client types	Ratio Variable
С	Relevance to Industry — Skills Match	Percentage match of the portfolio's displayed skills with those specified in job description	Nominal Variable

Fig 31: Criteria taken as variables

Independent Variables		Human-based computation		
D	Creativity	A scale rating based on the uniqueness of the		
	— Originality Score	concepts, themes, or projects	Ordinal	
			Variable	
E	Presentation Quality			
	— Layout and	A scale rating evaluating the clarity, visual	Ordinal	
	Organization	appeal, and effectiveness of visual elements	Variable	
		Extra criteria		
F	Quantity of Projects	Count of number of projects	Ratio Variable	
G	Amount of Work	Number of months	Ratio Variable	
	Experience			
H	Having a Website	Binary outcome variable (i.e., having = 1, not	Binomial	
		having = 0)	Variable	
Deper	ndent Variable			
	Getting Hired	Binary outcome variable (i.e., hired = 1,	Binomial	
		not hired = 0)	Variable	

Fig 32: List of all variables

07.a.2 Analysis

Aim:

The aim was to see if the variables that the tool will consider to analyze a resume or portfolio, have a significant effect on the chances of getting placed or not.

For the experiment:

Number of participants: 30, 15 hired and 15 not (will include stratification as a factor in regression models).

Almost an equal number of participants were taken from each discipline who had a UX oriented portfolio.

Control Variable: Placement season 2023-24 Phase 1

Datasheet : 1 P3 Datasheet (Link to Spreadsheet)

Skill Diversity	Logistic regression
Industry Variety	Independent t test
Range of Work	Logistic regression
Quantity of Projects	Independent t test

Amount of Work Experience	Logistic regression
Having a Website	Chi-square test of independence

Table 4: Test used for each analysis

Results:

- a. Increase in skill diversity is associated with a decrease in the odds of getting hired
- Industry Variety does not show a statistically significant association with the likelihood of getting hired
- c. People who had a broader range of work were more likely to get hired
- d. Quantity of projects and Amount of Work
 Experience did not have a significant effect on getting hired.

e. 80% of participants who have a website were hired, compared to only 20% of participants without a website getting hired

07.a.3 Insights

After looking at the results it was decided that a purely objective evaluation won't yield a rich evaluation of a portfolio or resume. Again because an Al generated objective evaluation will miss out on the subjective feedback and can amplify on the factors which are not as relevant.

True essence and use of a helpful evaluation will only be found in an in depth subjective analysis of a portfolio which is only possible through human intervention.

07.b Idea 2- Peer evaluation of Portfolios

Peer evaluation helps designers understand how their work is perceived by others and provides insights into areas for improvement. This idea of Peer evaluation or portfolios among IDC students was developed with the hopes that it encourages a culture of collaboration and constructive criticism within the design community.

Review Criteria

After insights from the previous exploration, we decided upon the following criteria for peer evaluation.

Presentation and Organization	Visual Appeal and Overall Presentation	Is the portfolio well-presented and visually appealing?	1-10
		Is the organization logical and easy to navigate?	
	Organization and Navigation	3. Does the portfolio effectively showcase the designer's work?	
Variety and Range of Work	Variety of Projects	Does the portfolio demonstrate a variety of design projects?	1-10
		2. Does the portfolio show a range of skills	
	Range of Skills and Techniques	and techniques?	

	3. Are there examples of different design styles or approaches?		
Development of Design Concepts	Does the portfolio show a clear development of design concepts?	1-5	1-10
Refinement of Ideas	2. Are there examples of how the designer has refined ideas over time?3. Is there evidence of thoughtful and intentional design decisions?	1-5	
Creativity and Originality	Does the portfolio demonstrate creativity and originality? And these acceptances from southern decimals.	1-5	1-10
Innovation in Design Solutions	2. Are there examples of innovative design solutions?3. Does the designer show a unique perspective or approach to design?	1-5	
Understanding of Design Context	Does the portfolio demonstrate an understanding of design context and audience?	1-5	1-10
Problem-Solving Skills	Are there examples of how the designer has solved specific design problems? Is there evidence of effective.	1-5	
	Design Concepts Refinement of Ideas Creativity and Originality Innovation in Design Solutions Understanding of Design Context	Development of Design Concepts 1. Does the portfolio show a clear development of design concepts? 2. Are there examples of how the designer has refined ideas over time? 3. Is there evidence of thoughtful and intentional design decisions? Creativity and Originality 1. Does the portfolio demonstrate creativity and originality? 2. Are there examples of innovative design solutions? Innovation in Design Solutions 3. Does the designer show a unique perspective or approach to design? Understanding of Design Context 1. Does the portfolio demonstrate an understanding of design context and audience? 2. Are there examples of how the designer	Styles or approaches? 1. Does the portfolio show a clear development of design Concepts 1.5

		communication of design intent?		
Technical Skill	Technical Skills	1. Are the technical skills of the designer	1-5	1-10
	Attention to Detail	evident in the portfolio?	1-5	
		2. Is there evidence of high-quality craftsmanship in the work?		
		3. Are there examples of attention to detail and precision?		

Table 5: Elements of Peer review form

Challenges to tackle

a. Keeping biases in check

There is a risk of bias in peer evaluation, as reviewers may have personal preferences or prejudices that influence their assessments. To prevent this the portfolios to review will be assigned at random and will not explicitly specify whose portfolio it is. But portfolios usually contain content or website names which can reveal the owner of the portfolio. Hence the candidate cannot be kept anonymous.

The reviewer will be kept anonymous from the candidate as this will entertain more honest and spirited feedback.

b. Peer Skill Level

Peers may vary in their skill levels and expertise, which can impact the quality and relevance of the feedback. To minimize this we think of ways to include faculty and expert reviews.

c. Time Constraints

Conducting peer evaluations can be time-consuming, especially if there are a large number of portfolios to review.

08 The Design

System Map

Link:

https://www.figma.com/board/5BRRUg800DvoqS0Nx6UCj0/

P3?node-id=1042-2452&t=NThhbsMfOU3E6WX6-0

Information Architecture

Link:

https://www.figma.com/board/5BRRUg800DvoqS0Nx6UCj0/

P3?node-id=1054-362&t=dSoeoSxXsU0TRl2x-0

08.a Navigation flows

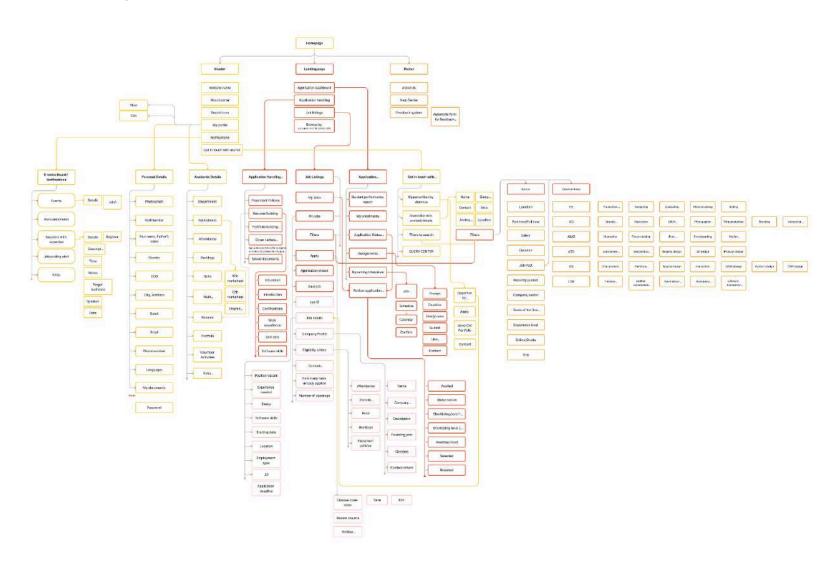


Fig 33: Student Navigation flow

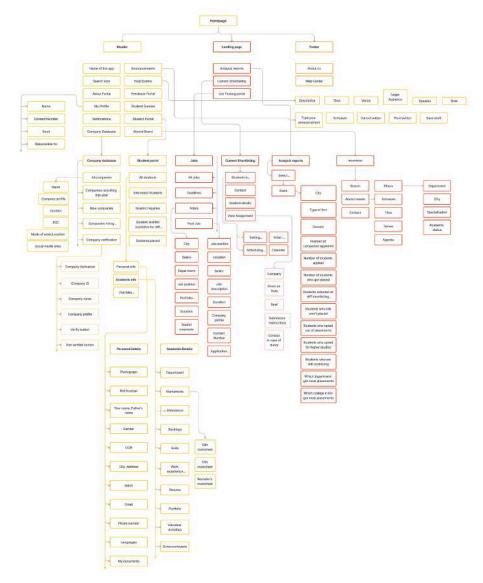


Fig 34: Coordinator Navigation flow

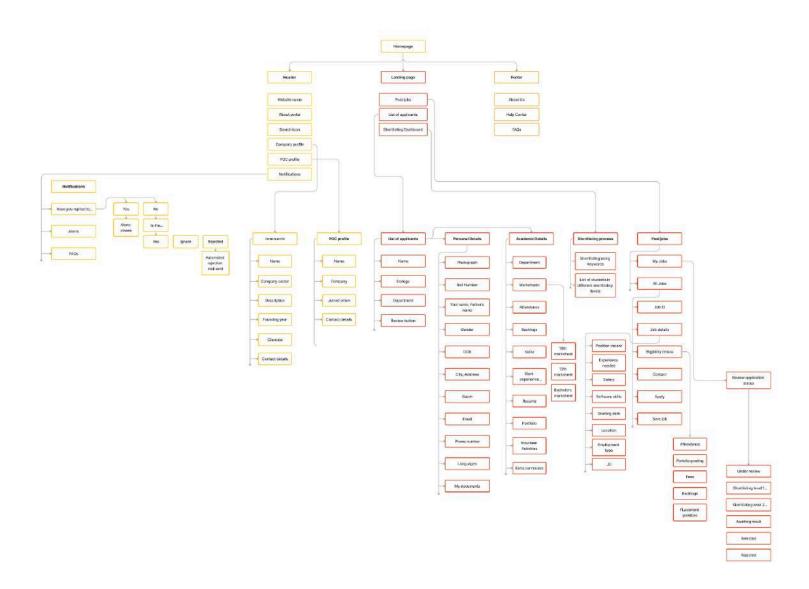


Fig 35: Recruiter navigation flow

08.b Wireframes

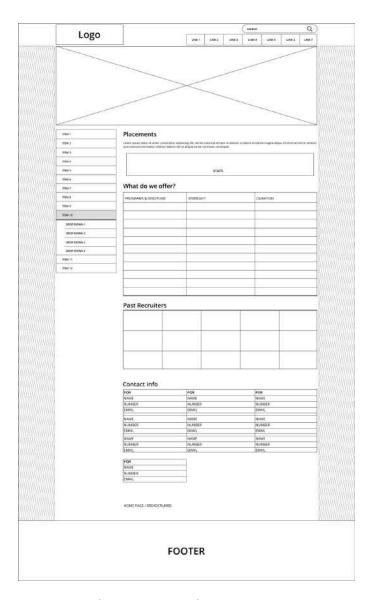
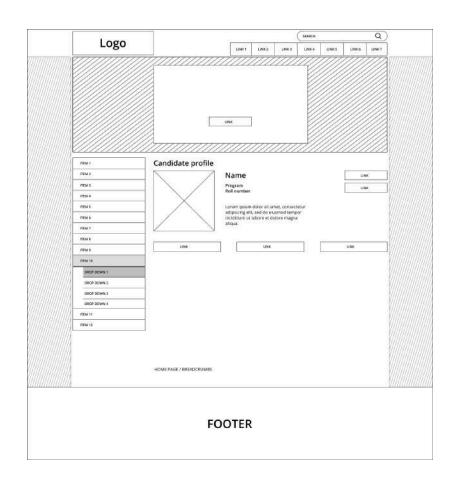


Fig 36: IDC placements Landing page



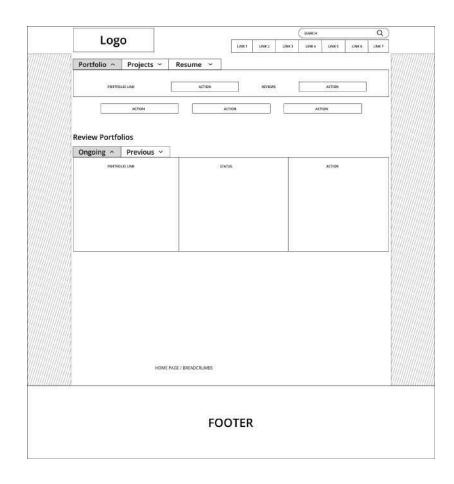
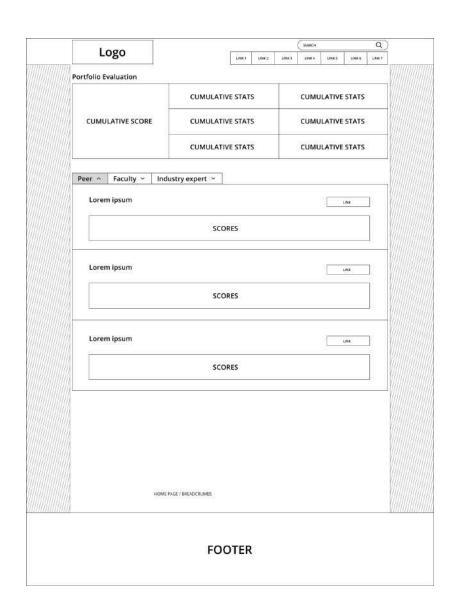


Fig 37: Candidate profile

Fig 38: Portfolio evaluation page



Logo Welcome to the Design Certification Program! Lorem jasum dolar sit arnet, consectetur adjoiscing ellit, sed do eiusmod tempor incididurt ut labore et dolore magne allqua. Ut enim ad minim veniam, quis noatrad exercitation ufamos laborin mis ut allquig ex as sommodo consequat. Duis aute inue dolor in reprehendent in voluptate velit asse cillum dolore eu Nagist mala pacifica. Process **Program Overview** Beginner Advanced Results HOME PAGE / BREADCRUMBS **FOOTER**

Fig 39: Portfolio feedback page

Fig 40: Certification page

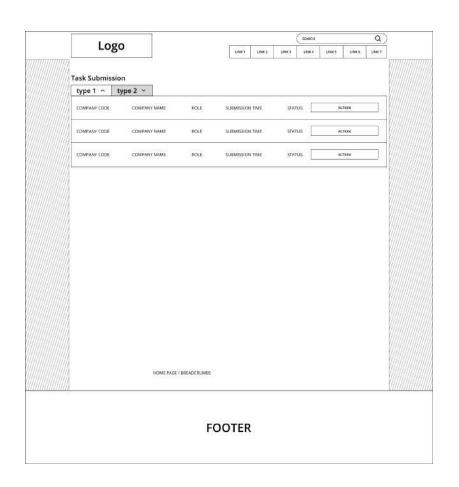


Fig 41: Task submission channel

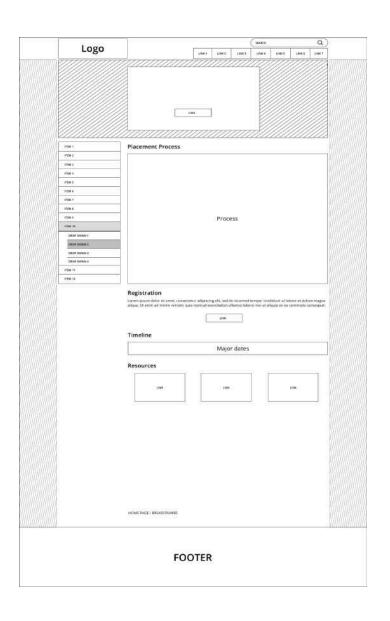


Fig 42: Placement process & timeline page

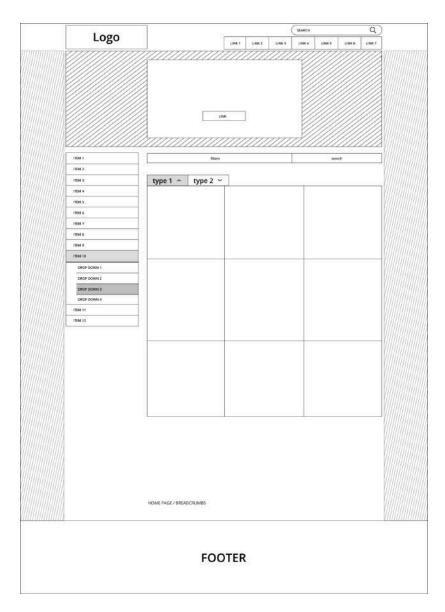


Fig 43: Project database

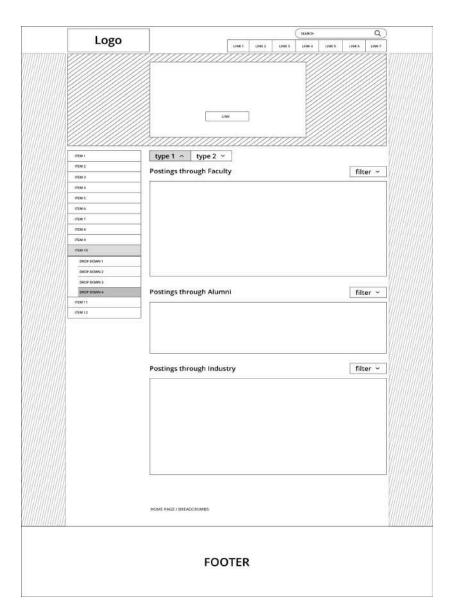


Fig 44: Job postings page

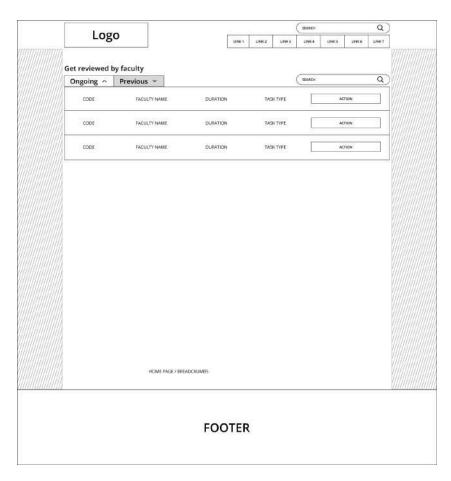


Fig 45: Faculty review task application page

08.c Initial Design

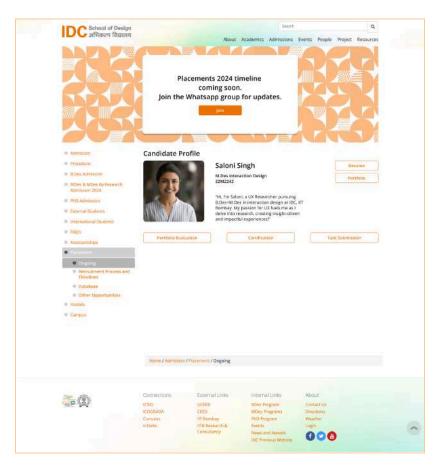


Fig 46: Candidate profile



Fig 47: IDC placements Landing page

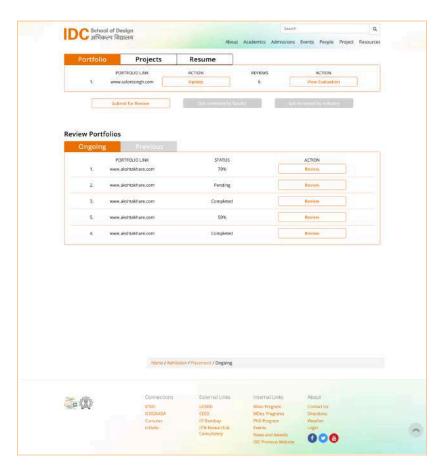


Fig 48: Portfolio evaluation page

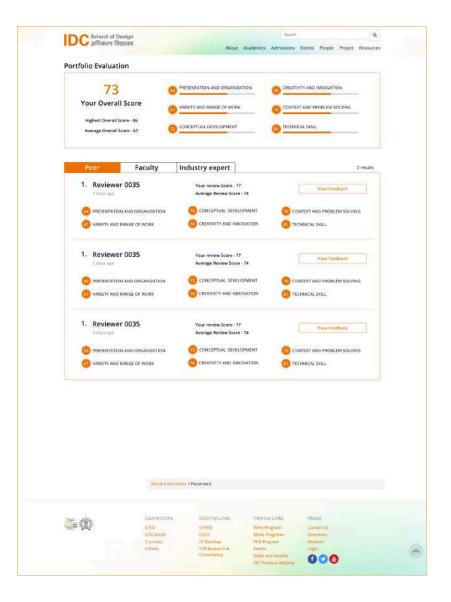


Fig 49: Portfolio feedback page

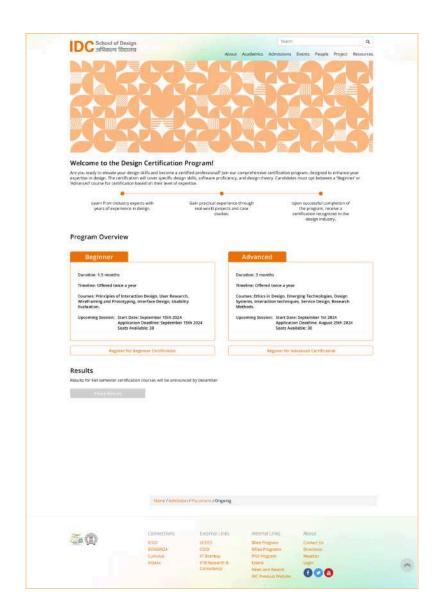


Fig 50: Certification page



Fig 51: Placement process & timeline page

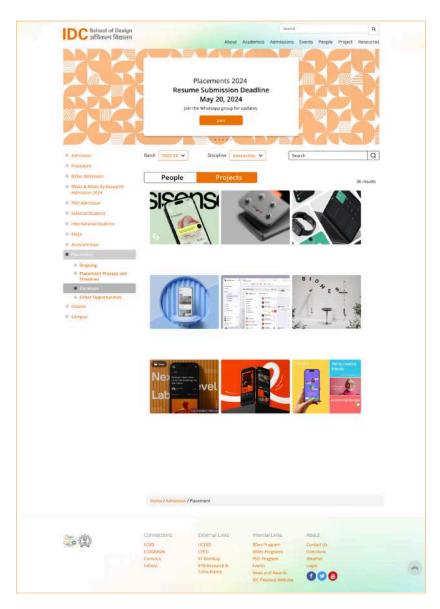


Fig 52: Project database

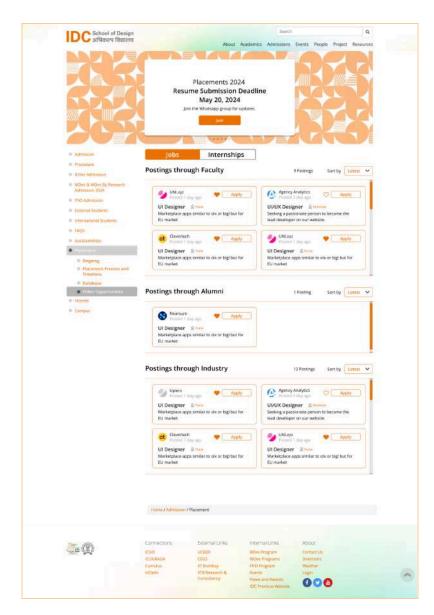


Fig 53: Job postings page

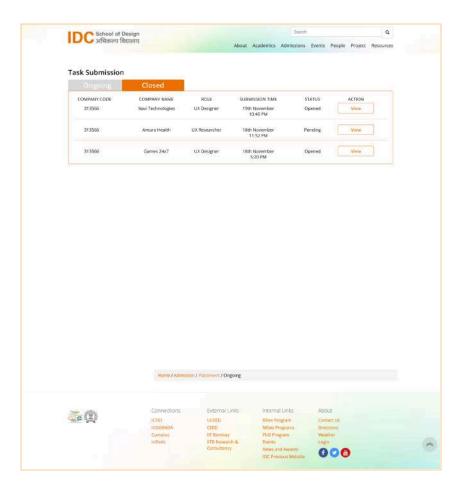


Fig 54: Task submission channel



Fig 55: Faculty review task application page

08.d Final Design

Prototype Link:

https://www.figma.com/proto/z8poNreXXKh4Yno7Euns0h/Se m-4?node-id=473-1350&t=IAfHH6uACfGMxu6n-1&scaling=mi n-zoom&page-id=473%3A1349

09 Evaluation

Evaluation Protocol

09.a Peer Review

Participants:

- a. Fellow design students at IDC who will be the primary users of the portal 10
- b. Placement coordinator 2

Methods:

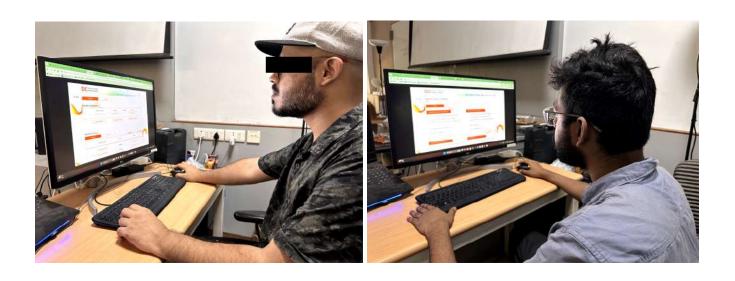
- a. Usability Testing- Participants will be asked to complete specific tasks using the prototype and provide feedback on the interface, ease of use, and overall experience.
- Feedback Collection- User interviews to be conducted after usability testing with the same participants to gather feedback.

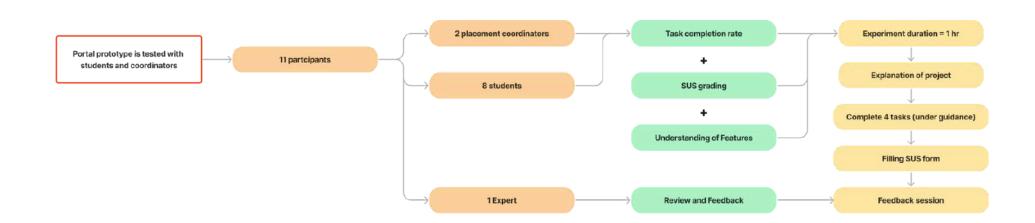
Focus Areas:

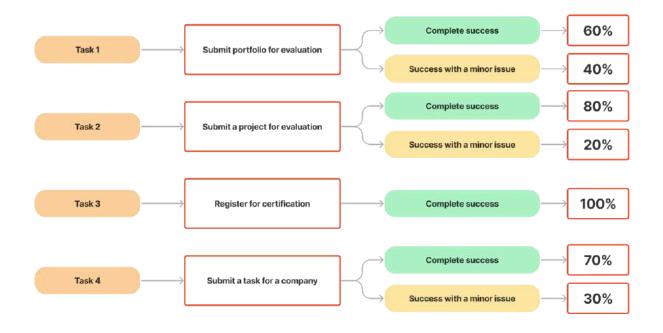
a. Clarity and intuitiveness of the user interface

- b. Testing how easy it is for users to navigate the portal and find the information they need.
- c. Checking the clarity of labels, menus, and navigation paths.
- d. Testing the usability of forms for tasks like registration, submitting review tasks, and updating information.
- e. Overall user experience of the portal, including ease of use, satisfaction, and likelihood to use again.

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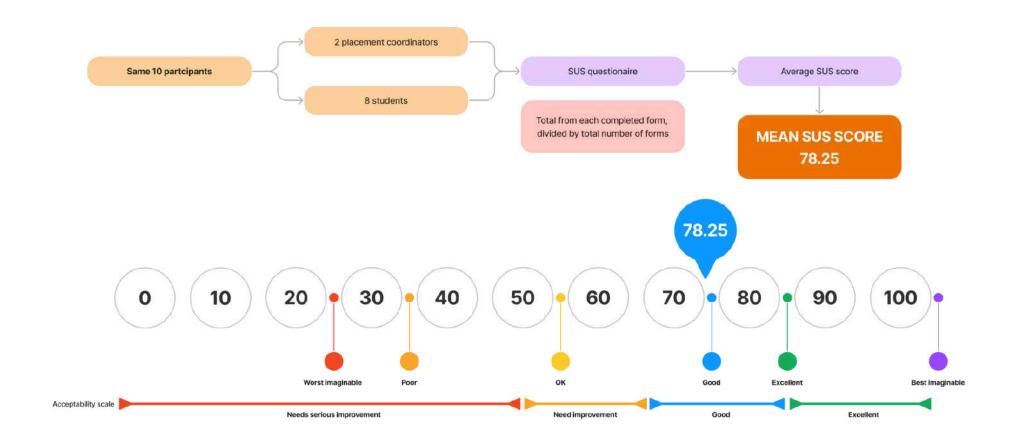




Observation

Task 1 paved the way for Task 2 since they are quite similar in flow. Hence, maybe the completion rate is higher for task 2 even though it is a lengthier process. Task 3 is the shortest task hence the completion rate is 100%.

People forgot that task submission is on the same page as Portfolio eval and Certification (grouping them together didn't make sense to them), 3/10 needed minor guidance in this.



11 Feedback

Feedback from participants

"The task submission feature is essential yet often overlooked for IDC. Currently, we rely on Google Forms, adding extra work for IDC CC. Automating this process on the portal will streamline submissions, increase transparency, and allow companies to set deadlines and review tasks directly."

"As a Company Coordinator for IDC placements, it's great to see a portal like this simplifying the evaluation process, which is currently quite cluttered. We often negotiate with companies to skip the task round during the busy November period, but they usually insist on it to assess students by their own standards. This type of evaluation tool specifically for design students could help companies select the right candidates without adding an extra step."

"Monitoring for potential biases in Peer/Faculty reviews can help identify instances where a candidate is unfairly scored due to personal animosity. This can be addressed by comparing the candidate's scores with previous reviews and, if necessary, reassigning the content for review by a different evaluator."

"A candidate's evaluation score might be high, but their expertise may align better with specific industries, like Medical rather than Finance. To address this, candidates can tag their projects by industry when uploading them to the portal. These tags will be peer/faculty reviewed, enabling recruiters to sort candidates based on industry-specific project tags."

"Gamification of the Placement portal: This will be creating a good healthy competition among the candidates, ensuring quality and establishing IDC's projection in the Indian and Global Market."

"Timely IDC Tasks: Concept of Tasks given from IDC could save the candidates from Last minute exhaustion, because now the companies can have a better insight of the candidate, many companies can skip tasks, or at least reduce the length of the task."

"Peer review and Faculty review scores should be put separately so that it gives a better understanding of how the portfolio performs in both the categories. A way to make the benchmarking more trusted by companies."

Expert Feedback

"Portfolio evaluation is a time-consuming process; thus, we need to ensure that it provides significant returns to make it a sustainable practice in the long run."

"Portfolio evaluation criteria in the evaluation form needs to be improved."

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