

**LOGO**  
**CENTRE NAME**  
**CENTRE ADDRESS**

<b>DOCUMENT NAME</b>	<b>POLICY MANUAL - Human Resource Management (HRM)</b>
<b>DOCUMENT NUMBER</b>	<b>HRM/JSL/9</b>
<b>DATE OF CREATION</b>	<b>20/05/2021-6 MONTH AGO TODAY</b>
<b>DATE OF IMPLEMENTATION</b>	<b>22/05/2021- AFTER 2 DAYS OF CREATION DATE</b>
<b>DATE OF REVIEW</b>	<b>19/05/2022- AFTER ONE YEAR OF CREATION DATE</b>
<b>PREPARED BY</b>	<b>Name &amp; Designation: DOCTOR NAME DESIGNATION OF DOCTOR  Signature:</b>
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<b>ISSUED BY</b>	<b>Quality Department</b>

## AMENDMENT SHEET

Sl. No.	Section No & Page No	Details of amendment	Reasons	Signature of preparatory authority	Signature of approval authority
1.					
2.					
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## 1. PURPOSE

To describe the process established by the hospital for determination of the staff requirement of the hospital for various medical, paramedical and administrative positions; on both medium and long-term basis.

## 2. SCOPE: Hospital Wide

## 3. DEFINITIONS

Nil

## 4. RESPONSIBILITY

The Human Resources Management staff is responsible for coordinating the process for man power estimation.

The in-charges of various department / functional area are responsible for assisting the HRM department by providing information on their manpower needs as required.

## 5. DESCRIPTION

### 5.1 Annual Staff Requirement Plan

Staff requirement for each department will be assessed on an yearly basis.

Each department will be given a Manpower Estimation Form in which the in-charge of the department / functional area has to give details about present staff strength and the required strength for ensuing year.

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Document Title : Staff Requirement Estimation			

The requests from all departments will be analyzed against cost and anticipated increase in workload by the HR department.

An Annual Manpower Plan will be developed and submitted for the approval of the management. On approval by the management this plan shall be operational during the year.

Recruitment to each post will be made by Human Resources Department based on the Annual Manpower Plan.

Any requirement for recruitment from the various departments has to be requested in Manpower Requisition Form. Any additional requirement and recruitment over and above the Annual Manpower Plan has to be justified by the head of the Department and the same has to be approved by HR Department.

## 5.2 Monthly Manpower Statements

Department wise Monthly Manpower Statements will be generated by the Human Resources Management Department for review by top management.

The statement will contain the number of staff joined during the month, staff resigned during the month and the total strength at as on date.

This statement shall be drawn up for the preceding month in the first week of each month and copies of the same submitted to the Operations Head

## 6. RECORDS/FORMATS

- ☐ Manpower Estimation Form

## 7. STANDARD REFERENCE

HRM 1

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		Document Title : Recruitment & Selection	

## 1. PURPOSE

To describe the process established by the hospital for identification of prospective employees and determination of their ability to meet the organization requirements and goals.

## 2. SCOPE: Hospital Wide

This procedure shall be applicable for recruitment and selection of all staff members

## 3. RESPONSIBILITY

The Human Resources Management staff is responsible for coordinating the process of recruitment and selection of employees.

The selection Committee inclusive of the respective functional In-charge and representative of HR department shall be responsible for recommending the selection of a candidate to the management.

## 4. DESCRIPTION

### 4.1 Recruitment Data Bank

The HR department shall maintain a database of potential employees category wise using the Human Resources Management Module of the Hospital Information Systems (HIS).

The recruitment data bank shall be periodically updated by adding the details of potential employees form the various resumes forwarded to the organization by various candidates.

### 4.2 Requisitioning of Staff

The Concerned Department In-charge shall raise a Staff Selection Requisition for recruiting a new person/replacement to that department. The HR department / Selection committee shall approve the

requisition made by the Departmental in-charge in case of additional manpower and not for replacement in existing posts.

The approved requisition shall be forwarded to the Manager HR department and he / she shall refer to the Job Specifications for that particular job before looking into the sources of recruitment.

The Manager HR shall refer to the Recruitment Data Bank, referral's made by known sources, placement consultants, advertisement etc., to identify the suitable person for the job.

The Manager HR shall scrutinize the applications and choose the candidates for whom the call letters shall be sent.

The Junior Executive HR shall send the Call Letter / Verbal communication to the candidates recommended by the Manager. A copy of the offer letter shall be retained preferably.

The Manager shall do the initial scrutiny of the applications depending on the nature of the Job. The Manager HR shall coordinate with Interviewing Committee for interviewing the candidate.

The Interviewing Committee shall essentially consist of the concerned In-charge / HR representative and other relevant people depending on the nature of the Job.

The Interviewing Committee shall evaluate the candidate at the end of the interview. The details of the evaluation made by the Interviewing Committee shall be recorded in Interview Evaluation form.

An offer letter shall be sent to selected candidates. The selected candidates shall finish the joining formalities before they are inducted into the organization.

#### **4.3 Procedure for Credentialing of Medical Consultants**

The Consultants in to the following four categories depending on their quality of work and experience and other aspects as indicated in succeeding paragraphs.

- (a) **Senior Consultants:** Out-Patients, Admission, Procedure and "On call" privileges
- (b) **Consultants:** Admission and Procedure privileges
- (c) **Junior Consultants:** No Admission / Procedure privileges

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The criteria for selection of Consultants shall be broadly based on the following:

- (a) Quality of work
- (b) Absence of adverse reports
- (c) Volume of work
- (d) Dissatisfaction of patients on regular basis
- (e) High Mortality rate where applicable
- (f) Against Medical Advice discharges where applicable
- (g) Re-admissions within one week
- (h) Unethical Medical practices with sufficient evidence
- (i) Not keeping up with the progress in the specialty
- (j) Working against the interest of the Institution
- (k) Absence or habitual late arrival for OPD slots
- (l) Inadequate information to the patient regarding procedure to be carried out and the risk involved.

The above information is confidential and shall be maintained by the Medical Director/ /Operations head

#### 4.4 Pre-employment health check ups

Every prospective candidate who is provisionally selected for appointment will be send for pre -employment health check-up. Appointment to a position in the hospital will be based on the fitness certificate and clearance by the medical committee.

A specified clinic will be functioning under the family practice department for this purpose.

#### 5. RECORDS/FORMATS

- ☐ Candidate Evaluation form

#### 6. STANDARD REFERENCE

HRM 2a NABH Standards

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		Document Title : Joining, Induction & Orientation	

## 1. PURPOSE

To ensure systematic induction of the new employee in the organization. This documents also provides an outline of the nature of information to be provided to the employee on the first few days of joining at both organizational level and departmental level.

## 2. SCOPE: Hospital Wide

This SSCASRH is applicable for all new recruitments made by the organization; covering all type of staff members at all levels of the organization.

## 3. RESPONSIBILITY

The HR department is responsible for ensuring the proper induction of the new employee to the organization by guiding him through the various steps of the induction program.

The Functional Heads shall be responsible to ensure that a new recruit in his functional area be properly oriented to his area of work and job responsibilities and provided adequate organizational information to facilitate his proper functioning within in the organization.

## 4. DESCRIPTION

### 4.1 Joining Procedure

The HR department shall open an employee personal file for each employee on his joining the organization.

The new employee on reporting for joining shall be asked to fill in the joining report. The details of the new employee shall be recorded using Personal Information Sheet. The new employee shall be requested to fill in all the relevant details as detailed in the Personal Information Sheet.

The HR department shall verify the various details of the employee as per the Employee File Checklist. The In-charge -HR shall ensure all the documents listed in the checklist are received from the new recruit. The original documents shall be returned to the candidate after due verification with copies by HR personnel.

On completion of the joining formalities are completed the concerned HOD and the HR Department representative shall introduce the new employee to other relevant employees in the organisation.



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## 4.2 Induction of the Employee

A detailed induction program shall be conducted for all new employees joining the hospital. The following inputs shall be provided to the new recruit through the induction program.

### Organization Information

- History and Evolution of the hospital
- Organization Philosophy, Mission and Objectives
- Growth of the hospital since inception

### Organization Structure

- Top Management
- Medical/Surgical Specialties
- HRD
- Accounts
- Administration
- Patient & Guest Relations
- Services

### Working Protocol

- Employees Rights & Responsibilities
- Work timings
- Leaves, Weekly off, holidays, Attendance system
- Organization Policies including Quality Policy and Objectives
- System of Performance appraisals and annual reviews
- Employee grievances handling system
- Arrangements for Tea/ Coffee/ Lunch
- Mode of payment of monthly salaries, opening of Bank Accounts etc.

A copy of the Induction Manual shall be provided to each new employee during his induction program.

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#### 4.3 Orientation of the employee

A detailed orientation of the employee shall be planned for each employee by the respective In-charge in consultation with the HR department. The orientation program for each employee shall be planned in covering the following factors

- ▮ Nature of the job
- ▮ Roles & Responsibilities
- ▮ Standard Operating Protocols / Technical Memorandum for the unit / specialty.
- ▮ Employees previous training and experience
- ▮ Department work schedules
- ▮ Documentation / Records etc
- ▮ Orientation to Hospital Information System

#### 5. RECORDS/FORMATS

- ▮ Employee File Checklist
- ▮ Induction & Orientation record
- ▮ Induction Training Material

#### 6. STANDARD REFERENCE

HRM 2c, d, e, f, g NABH Standards – Accreditation for Ayurveda Hospitals 2<sup>nd</sup> Edition

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		Document Title : Training	

## 1. PURPOSE

To describe the process established by the hospital for identifying and providing required and adequate training to various personnel to equip them with skill, knowledge, attitude and experience for optimal performance.

## 2. SCOPE

This procedure shall be applicable to all kinds of undertaken or utilized by the hospital both internal and external training programs.

## 3. RESPONSIBILITY

The Human Resources Management staff is responsible for planning, monitoring and coordinating the training activities.

The respective functional in-charges are responsible for identification of training requirements, planning for the nature of training to be provided and forwarding to the HR the annual training requirements for all staff assigned under him.

## 4. DESCRIPTION

### 4.1 Category of Training

The type of training to be imparted to the employee is dependent on the training needs. The following broad category of training programs are conducted at / by senior human resource manager, medical Superintendent, branch head. with a view of job orientation, competence improvement and improvement of treatment, care and services at the hospital

- Job Orientation & Training – To be provided to all new employees joining the organisation with a view of orienting them to job, work environment and department procedures / protocols.
- In-service Education & Training - Includes ongoing educational activities like CME and CNE, in services training, on the job training etc; aimed at maintaining and improving competence. In-service training are expected to focus on issues / subjects pertaining to the functioning of the specific functional areas and units.

In-service training also occurs when job responsibility or duties change and routinely covers aspects like infection control, safety, quality improvement, reporting of adverse events / incidents etc

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Common Internal Training Programs – These are aimed at improving in staff skill, knowledge and attitude in areas linked to patient interactions. These shall include programs on communication, patient handling skills, service quality etc. Such common programs may also address issue like Fire Safety, Patient Safety, Professional Ethics and Conduct etc.

External Training Programs – External Training programs are used to help employees acquire specific knowledge and skill in new topics / areas. This is planned with a view of upgrading the organizational knowledge and continuously introducing new services and technology to upgrade the hospital's treatment facilities and services.

#### 4.2 Staff Competence

The functional in-charges in each area shall define and update competence and qualification for each staff positions under them.

The assessment of competence for a staff providing care, treatment and services will be based on type of population served, techniques involved, technology, equipment and skills needed for performing the job.

The functional in-charges shall assess and reassess the staff competencies on an ongoing basis from the time of employee orientation. Reassessments shall be done in cases of changes in job content, responsibilities, technology & equipment etc. The in- services programs shall be closely aligned with the competency assessments to provide adequate training in case of a competency mismatch.

Both the training needs identification and performance appraisal system shall be based the required competency for the position. These exercises shall also reflect and record the competency improvement / deficiency of the concerned employee.

#### 4.3 Identification and Planning for Training Needs

The respective functional in-charges will be responsible for identification of the training needs of the employees assigned under him. This shall ideally be done in conjunction with the annual performance appraisal.

The training needs assessment shall take into consideration the following factors.

- Employee knowledge, skill and competence pertaining to the job
- Changes in job responsibilities and duties.
- Technology Utilization / Up gradation
- Changes is methodology
- New scientific developments in the field
- Performance and Quality Improvement

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The functional in-charge shall forward the Training Needs Identification Form for his department / area to the HR department.

The HR department will hold consultations with the various functional in-charges regarding the various training methodologies, programs and faculty identification involved in planning for the conduct of the required training.

An Annual Training Plan will be developed based on the training requirements and discussions with the various departments.

The Annual training Plan shall be submitted for the approval of the Operations head and CAO.

#### 4.4 Guidelines for conduct of internal training programs

The functional in-charge will identify a suitable trainer for the program.

The functional in-charge will coordinate with the trainer in finalization of the program contents, methodology, additional materials / accessories and duration.

The details of the program, dates, venue and timings shall be conveyed to the HR department. A list of the participants of program shall also be provided batch / session wise.

The total number of participants to be included for a program will be divided into different batches. The maximum strength of a batch shall not exceed 30 participants.

Each batch / participant will be intimated about the training at least one week prior to the date.

The training attendance for each session shall be denoted in a Training Attendance Sheet and forwarded to the HR departme

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#### 4.5 Guidelines for conduct of external training programs

In case of an external training program the functional in-charge shall indicate the potential trainers / organizations / agencies providing the same with contact details if available.

The HR department shall contact these organizations to obtain details about the program and invite proposals / quotations for the programs. Proposals received from outside professional agencies for various training programs will be scrutinized initially by the HR Department and suitable programs will be forwarded to Operations Head for approval.

The details of the training programme will be given to the functional in-charge concerned for proposing the names of participants.

All staff attending an external training programme shall submit a training report to the functional in-charge detailing the content, methodology, salient benefits / knowledge / skill acquired and feedback regarding the program. A copy of this shall be forwarded to the HR department for reference.

He / she shall share the knowledge and special skills attained from the training among the other staff members in that department so as to educate others. These sessions will be organized by the functional in-charge.

#### 5.4 Monitoring effectiveness of training.

The feedback of trainees shall be collected for the major training programs and periodically for the regular training activities. This shall be obtained using the Feedback on Training.

The effectiveness of training programs in relation to the improvement in employee competence and performance shall be done by the respective functional in-charge.

He / she shall record her opinion / comments on the same during the annual performance review.

The HR department shall maintain a consolidated record of all training undergone by each employee using the Employee Training Record (Refer to attached format), to be maintained in the employee personal file.

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## 5.6 Continuing Medical Education / Continuing Nursing Education

Continuing Medical education (CME) is considered essential by the hospital for improvement of staff knowledge and updating on the new developments in Ayurvedic healthcare system/contemporary medical sciences/Medicine/ surgery and nursing care.

### 5. RECORDS

- ▮ Training Needs Identification Form
- ▮ Training Attendance Sheet
- ▮ Feedback on Training
- ▮ Employee Training Record

### 6. REFERENCES

#### STANDARD REFERENCE

HRM 3, 4 NABH Standards

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		Document Title : Performance Appraisal	

## 1. PURPOSE

To describe the procedure established by the organization to review and plan performance, objectives / goals for the employees and to define performance assessment method for each category of employees. This procedure aims to facilitate individual training need analysis, career planning & development within in the organization.

## 2. SCOPE

This procedure shall be applicable to all categories of employees with in the organization

## 3. RESPONSIBILITY

The respective Functional In-charge shall be responsible for defining objectives / goals for the employees & to assess their performance based on achievements as per preplanned objectives / goals.

The HR Department shall be responsible for coordinating periodic performance assessment activities and collating the result of such assessment.

HR department shall also be responsible for deciding career options & growth path of employees in the organisation in consultation with the Operations Head and the concerned Functional in-charge.

## 4. DESCRIPTION

Periodic assessment of employee's performance is a vital factor in performance and quality oriented management process. The Performance Appraisal System followed at CENTRE NAME has two main objectives.

- Employee Performance Planning through goals and target setting for the individual in alignment with departmental and organizational objectives
- Assessment of the Employee Performance for the period under assessment in relative to the preset goals and targets; and overall organizational performance
- Career Planning and Training Needs Assessment for identifying potential leadership qualities and equipping employees for better performance.



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### 5.1 Performance Appraisal System

The assessment year for all confirmed employees shall be from April to March every year except in the cases of new recruits for whom the assessment shall be done after their probation period.

The Functional In-charges shall define the objectives / goals of the new employees after the completion of the probation period.

The assessment of the new employees shall be done depending on the employment status such as Trainee/ Probationer / Annual Contracts etc.

### 5.2 Performance Planning

The HR Department shall coordinate to conduct the appraisal in a cordial environment.

The Functional In-charge/Administrator shall discuss with the employee, finalize and record the objectives / goals with mutual agreement on Employee Performance Appraisal Form. Whenever possible, the date of the completion of the objectives / goals shall also be finalized.

The objective / goals shall serve the purpose of measuring the results achieved by the employees during the assessment year with the standard of performance accepted by both i.e. Employer and Employee.

The Functional In-charge/Administrator shall take care to see that the objectives / goals to be achieved are neither over - ambitious nor underestimated. In short, the targets shall be achievable without compromising potential improvements.

At the end of the exercise, the objectives / goals shall be signed by the Functional In- charge and by the employee.

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### 5.3 Assessment of Performance

The Functional In-charge/administrator shall ensure proper counseling of the employee on the objectives of the performance appraisal exercise.

He / She shall provide objective feedback to the employee about their performance, areas of strength, concerns and the areas for improvement during the appraisal process.

The appraisal session shall be very open and informal. Reasonable opportunity shall be given to the employees to give their views on their current performance, constraints experienced by the employee's in achieving the results.

The appraisal session shall close with the action plans to be agreed by both the appraiser and the employee to improve the performance and reduce the constraints that affect the performance.

Overall performance of the employee will be summarized and graded 'A/B/C/D/E' according to the score attained. The employees will be informed about their grades at the end of exercise. In case of poor performers, special instructions shall be provided to improve their performance before the stipulated time.

The results shall be recorded in the Employee Performance Review Form.

### 5.4 Career Planning and Training Needs Assessment

The Functional In-charge plan and shall record the career planning and training needs of each employee in Employee Performance Appraisal Form.

The plan shall highlight

- Current performance levels
- Potential for higher responsibilities
- Training & Development needs keeping in mind the current and future role

The Functional Heads shall submit the completed Employee Performance Appraisal Form after completion of the appraisal process.

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#### 5.4 Monitoring of the Performance Appraisal System

The success of the appraisal system lies in its implementation - primarily in spirit rather than on paper. This system is to be perceived as a key instrument in development and growth of employees in the organization.

The grades in the performance appraisals will also reflect in the calculation of yearly increment, thereby achieving a performance reward linkage.

To balance skews in performance appraisal system each functional In charges/Administrators shall be informed in advance about the ratios of each grade that can be awarded in each functional area. This shall be calculated based on a overall organizational ratio arrived upon by the HR department in advance lined to the overall organizational performance.

Each employee shall be provided an opportunity to air his / her grievances regarding the grade awarded directly in writing to In-charge HR Department. The In-charge HR department shall scrutinize all such grievances and shall mediate a discussion of the assessment together with both the assessor and assessee. Based on this discussion the In-charge HR shall decide on awarding an improved grade or retaining the existing grade. This decision shall be separately informed to both assessor and assessee with reasons for the decision.

No employee shall be encouraged to approach any other functionary of the management with his / her grievances on the grades awarded.

A summary of the performance appraisal exercise shall be submitted to the CAO and by the Manager/Head -HR Department. They scrutinize the exercise by going through individual cases if necessary and recommend changes to appraisal findings if found necessary. The grades shall be officially confirmed on their approval and communicated to each employee by the HR Department.

#### 5. RECORDS

1. Performance Appraisal Form

#### 6. STANDARD REFERENCE

HRM 5

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		Document Title : Compensation and Benefits Management	

## 1. PURPOSE

To establish the system for management of employee compensation activities and administration of various benefit schemes established by the hospital for the employees.

## 2. SCOPE

This procedure shall be applicable to all types of compensation offered by the hospital, all staff categories and all types of benefit scheme

## 3. RESPONSIBILITY

The Human Resources Management staff is responsible for overall management of the compensation system in close cooperation with the finance department who control payments.

They are also responsible for efficient and judicial administration of the various benefits schemes.

## 4. DESCRIPTION

### Attendance

### Management

All employees are given an identity card which shall be worn by the staff at the time of duty. All employees are enrolled in the roll and biometric credentials are linked to it for marking the attendance at the time of entry and exit.

### Duty Schedules

Duty allocation for each staff is done by the concerned functional in-charge/Administrator. Normally duty schedules are prepared for every month in advance. Copy of the duty schedule of each department has to reach the HR department before it comes into effect.

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### Holidays

A list of 13 holidays are framed there under will be published and posted in the notice board every year. The management has the right to declare any other day as a paid holiday without previous notice. However, the management has the right to require by notice in writing to any employee or employees or group of employees to work on any holidays subject to payment of salary thereof.

### Leave Rules

Applicable for all employee excluding; a) a person employed on daily wages or on casual basis or on part time basis, b) persons whose terms of appointment specifically provide for leave facilities, if any and c) persons employed for a temporary period or on a contract basis after successful confirmation (till end of the first year) are eligible for 9 days casual leave and weekly off. On completion of one year from the date of confirmation the employees are eligible for 12 casual leaves, 10 sick leave and 18 earned leaves.

Ordinarily casual leave and sick leave shall be limited to 3 days at a time.

Casual leave not availed of within the particular year shall not be accumulated and carried over.

If the sick leave sanctioned at any time exceeds the number stated above, the remaining portion of sick leave will be set off first against the privilege leave to his credit and if there is a balance remaining after setting off against the privilege leave, the same may be set off against the casual leave to his credit. If there is no leave of any kind to be set of against sick leave, the leave over and above the eligible sick leave will be treated as leave without salary.

Application for Earned leave must be submitted in writing to the management to sanction the leave at least 7 days in advance.

An employee shall not be absent from duty in anticipation of sanction or extension of leave, except under extraordinary circumstances, the nature of which should be proved to the satisfaction of the management.

Sick leave applications for more than 3 days have to be supplemented by medical certificate.

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Only Earned leave of 4 days can be carried forward to the succeeding year.

### **Salary Administration**

Every employee has to open a bank account and the salary for the month will be credited directly to the bank account.

### **Staff hospital**

Staff is a medical service in the family practice providing primary and preventive care to staff. Primary care is provided in **CENTRE NAME** staff specifically for employees to seek immediate care and consultation.

Preventive health care in the Hospital staff includes communicable disease screening, immunizations and treatment of blood/body fluid exposures, possible hospital related accidental HIV exposure as well as an overall health promotion programme that emphasizes wellness.

Referrals to specialists will be arranged as appropriate by the family practitioner.

### **Treatment of illness.**

Employees who fall ill and admitted in the hospital shall inform the HR Department before getting admitted. The facility for treatment is limited to **CENTRE NAME** staff and only for extraordinary circumstances as decided by the authorities outside facilities are provided.

### **Telephone Facility**

Incoming calls for staff will be allowed and will be connected to their respective extension numbers. Outgoing personal calls are restricted unless for emergency reasons.

### **Staff Accommodation**

Free accommodation facility for staff those who hail from away places is provided by the hospital.

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		CREDENTIALING & PRIVILEGING POLICY	

<b>TITLE</b>	Credentialing & Privileging Policy
<b>SUMMARY</b>	This document provides instruction and guidance about credentialing and privileging of clinical staffs in <b>CENTRE NAME</b>
<b>DISTRIBUTION</b>	To concerned department

**OBJECTIVE:**

1. To ensure high standards of clinical care and patient safety by recruiting, appraising and developing well qualified and trained clinicians, nurses and therapists
2. To grant clinical privileges to the clinicians, nurses and therapists for performing various clinical functions/procedures on the basis of their Qualification, Training, Experience, Clinical skills and policy of the hospital.

**POLICY:**

1. Credentials of all doctors, nurses and therapists will be reviewed at the time of the recruitment/appraisal process. Thus credentialing will be a continuous process.
2. Dr Prince in collaboration with Head Human Resources shall carry out credentialing and privileging for Doctors, Nurses and Therapists based on Qualification, Clinical Training, Clinical Experience, Clinical Skills and Policy of the hospital.

**PROCEDURE:**

1. Credentialing and Privileging will be carried out using a prescribed form.
2. Various details, such as Qualification, Clinical Trainings, Clinical Experience, Working Details, Ayurveda Medical Council Registration Numbers, Details of Residency and Registrar, Conferences, CMEs, work shops attended and details of clinical procedures carried out etc. will be entered in the C&P form.
3. Credentialing and Privileging committee will carry out individual clinical privileging at the time of recruitment and shall also regularly review it at the time of role enhancement for the Doctors.
4. Credentialing and Privileging of the Nurses and Paramedical staff will be done by the Department HOD's/Doctor In charge and shall be Approved by the Medical director.

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CREDENTIALING & PRIVILEGING POLICY			

**Reference:**

A. Standards

HRM 10, 11, 12

**Formats**

Credentialing & privileging form (For Medical Professionals, Nurses and Therapists)



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		Document Title: Organizational Events & Activities		

## 1. PURPOSE

To describe the various organizational events and activities organized within the hospital with both staff and patient participation; with a view to promote closer staff relations and a sense of belongingness within the organization.

## 2. SCOPE: Hospital Wide

This procedure is applicable to all events / activities held at the hospital or involving the hospital employees including National Holidays, Festivals, Annual Day, Departmental Days, Employee Tours, Picnics etc.

## 3. RESPONSIBILITY

The Human Resources Management staff is responsible for overall coordination for conducting of various events and activities and providing adequate support and resources to various departments for department specific activities / events.

The functional in-charges or Administrator / department staff is responsible for planning and conducting various department specific events / activities.

HR Department will coordinate/assign the team for coordinating the activities.

## 4. DESCRIPTION

### 4.1 Annual Programme

The hospital Annual Day shall be celebrated every year. The date will be decided by the organizing team. The various activities organized to celebrate the annual day shall be coordinated by the Annual Day Celebrations Coordination team/Committee. The /CAO shall be the Chairman of the committee and the Operations Head/Administrator be the Secretary. The members of the committee shall be nominated by the chairman and announced through office circular.

The committee shall be responsible for organizing various activities like cultural programs, contests, patient / guest interactions, displays, coordinating with invitees etc.

The committee shall finalize in advance the itenary for the annual day celebrations and communicate it to all staff of the hospital.

The committee shall meet periodically to monitor the preparations for the celebrations

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#### 4.2 Staff Birthdays

The HR department shall compile a list of staff birthdays at the beginning of each month. This list shall be displayed in all notice boards for staff information.

On each staff birthday a representative of the HR department shall wish the staff member on the behalf of the hospital staff and management. A birthday celebration

may be organized to convey the organization's regards for his/her positive contribution to the hospital and staff community at the end of the month

#### 4.3 Employee of the Year Award

The employee of the year award shall be presented to a staff member every year on during the annual day celebrations

The selection of the best employee award shall be decided by a jury constituted by the Director of the organization, department heads

Each functional in-charges shall nominate two members from their department / function for the Employee of the Year award. The following aspects shall be considered while nomination for the award.

- Caring and Compassionate attitude towards patients
- Competence in job
- Commitment to the hospital and its vision
- Leadership qualities
- Ability for team work
- Professional achievements during the year of consideration

While communicating the nominations to the HR-In-charge the functional in-charges shall enumerate not less than five reasons, which each employee has been nominated.

The list of nominees and the reasons for nominations shall be submitted to the jury by the HR in-charge. The jury shall have the discretion to nominate various functional in- charges and senior staff members for the award.

After finalization of the jury shall select five finalists for the award.

The eventual winner shall be announced on the annual day by the CAO/Chief Guest.

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The date and time for such competitions shall be announced in advance and the list of participants finalized. The HR department shall nominate the judges / referees for such competition from among other staff members.

The results of such competitions shall be displayed in the various notice boards for information of all staff members

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		Document Title: Disciplinary Actions	

## 1. PURPOSE

To establish a system for handling disciplinary actions against errant employees; with appropriate levels of enquiry and opportunity for the concerned employee to present his case.

## 2. SCOPE

This procedure is applicable to disciplinary actions initiated by the hospital management.

## 3. RESPONSIBILITY

The Human Resources Management staff is responsible for overall coordination the discipline related activities.

## 4. DESCRIPTION

### 4.1 Disciplinary Procedure.

An employee charged with having committed a misconduct warranting any of the major penalties shall be served with a written Show Cause Notice stating briefly the facts of the charge and circumstances alleged and the nature of misconduct.

The Show Cause Notice may specify the period within which the employee shall give a written explanation. If the period is not specifically mentioned in the Show Cause Notice the employee shall submit the explanation within 48 hours of receipt of the Show Cause Notice.

In case an employee refuses to receive the Show Cause Notice, the management may consider it expedient to send the Show Cause Notice by registered post to the last known address of the employee or intimate or cause to be intimated to the employee

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in the presence of witness the substance of the Show Cause Notice and such sending by registered post or intimation shall be deemed to be proper service of the Show Cause Notice.

The employee shall except for reasons stated in writing give his explanation in writing within the time specified in the Show Cause Notice.

#### 4.2 Suspension of the Employee

An employee against whom any misconduct is alleged may be suspended pending enquiry and final decision thereupon by the management, as the management may consider expedient.

The suspension pending enquiry shall be intimated to the employee in writing and may become effective at the time mentioned in the order and if no time is mentioned in the order, upon communication of the same to the employee.

An employee placed under suspension will be eligible to subsistence allowance if payable under law.

When an employee submits his explanation and the explanation is found satisfactory, suspension pending enquiry, if any shall be withdrawn and the period of suspension will be treated as if the employee was on duty and shall be entitled to his salary or wage for the period deducting the subsistence allowance, if any paid.

If no reply is received in respect of the charge sheet within the stipulated or extended time the management may proceed on the basis that the employee has no explanation to offer and take further necessary steps, as it deems proper and necessary.

#### 4.3 Enquiry Process

In case the explanation given by the employee is found to be unsatisfactory and it is considered necessary to take to take further proceedings under these rules the management may order an enquiry into the charge to be held by an officer of the company or any person including an outsider as may be designated for the purpose by the management and pending such enquiry the period of suspension may be extended.

In case the errant employee fails to attend the enquiry without any reasonable cause, enquiry may be conducted in his absence.

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The Show Cause Notice, explanation and record of enquiry with the findings and such recommendation as the Enquiry Officer make, shall be submitted for consideration by the management or the authorized officer of authority or the punishing authority for the purpose of taking a final decision.

An employee found guilty of misconduct may be punished in any of the following manner.

1. Censure or warning
2. Recovery from his pay the whole or part of any necessary loss caused to the company due to the misconduct
3. Imposition of fine up to 3 % of his salary in a month
4. Suspension for any period that may be decided by the management without salary or on such reduced salary as may be ordered.
5. Withholding of increments, with or without cumulative effect or postponing of any increment to any future date with or without cumulative effect.
6. Reversion or demotion to a lower grade or post or pay scale or to a lower stage in the same pay scale either permanently or for a specified duration.
7. Treating the absence as break in service.
8. Barring of promotion
9. Discharge from service without compensation or notice.
10. Dismissal

#### **4.4 Service, Conduct & Disciplinary Rules**

The HR department shall compile and update the various service, conduct and disciplinary rules of the organization into a Service, Conduct & Disciplinary Rules. The same shall be briefed during the induction training.

It shall be considered mandatory for all employees to be aware of the various rules and regulations laid down within the booklet.

In case of change in policies the same shall be informed to the employees either by circulars or during periodic training.

#### **6. STANDARD REFERENCE**

HRM 6 NABH Standards

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		Document Title: Grievances Handling	

#### 1. PURPOSE :

To establish a system for addressing various employee grievances to ensure better employee satisfaction.

#### 2. SCOPE: Hospital Wide

This procedure is applicable to all employees of the organisation.

#### 3. RESPONSIBILITY

The Human Resources Management staff is responsible for overall coordination the grievances handling procedure and making necessary interventions to address / solve these grievances.

#### 4. DESCRIPTION

All employee grievances shall be accepted in writing only.

The Manager HR will be the nodal representative of the management for receiving all employee grievances.

The employees shall be encouraged to take up the grievances with his immediate supervisors or the functional In-charges.

In case the employee is not satisfied with the decision of the immediate supervisor Functional In-charge or fails to receive an answer from them within 7 days, he may refer the grievance to the Manager- HR/Appellate authority.

On receipt of a written employee grievance the HR Manager shall have a closed-door discussion with the employee concerned. After verifying the various aspects of the

grievance he shall have a separate or joint meeting with the employee and the Functional In-charge.

The decision on the grievance arising out of this discussions shall be noted by the HR Manager / HR Executive on the statement of grievance with the signature of the employee, Functional in-charge and HR representative; as applicable.

All grievances received by the HR Department shall be filed and maintained for a period of at least two years.

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In case a grievance cannot be addressed in the normal handling mechanism these may be forwarded to the higher management

He may decide on the issue after making such enquirers, as he considers necessary in each case. His decision in the matter shall be final and binding on the employee.

The HR department shall analyse the grievances to identify recurring grievances and patterns. These shall be forwarded for the attention of either the Operations Head or the higher management.

The Operations Head or CAO shall provide the guidance to the HR Department for actions to be taken to eliminate the root causes such grievances and prevent their re- occurrence.

## 5. RECORDS/FORMATS

Grievance form

## 6. STANDARD REFERENCE

HRM 7



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		Document Title: Procedure for Employee Separation	

### 1. PURPOSE

To describe the procedure to be followed in cases for employee separation.

### 2. SCOPE

This procedure is applicable to all employees.

### 3. RESPONSIBILITY

The Human Resources Management staff is responsible for coordinating the employee separation process and conducting the exit interview.

### 4. DESCRIPTION

#### 4.1 Employee Resignation

The employee wanting to resign from the organization he/ she shall inform the concerned HOD in writing one month in advance as per the organization rules.

The concerned HOD shall approve the resignation letter and then forward it to the personnel department.

#### 4.2 Relieving Letter

The Junior Executive - HR shall prepare the relieving letter (Signed by Manager -HR) and issue it to the employee after collecting all organization property from the employee.

#### 4.3 Exit Interview

The HR- In-charge or Executive – HR will conduct an exit interview with the employee. The details of the exit interview shall be noted in the Employee Exit Interview Form.

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The filled Employee Exit Interview Form shall be filed in the Employee Personal File.

#### 4.4 Final Settlement

The Junior Executive – HR will prepare the No Due Certificate the employee. The HR shall retain a copy of the No Due Certificate and give the employee a copy and forward a copy to the Accounts.

#### 4.5 Experience Letter / Certificate

The Junior Executive – HR shall give prepare the experience letter / certificate for the employee and issue it after getting it authorized by In-charge – HR.