

LOGO CENTRE NAME CENTRE ADDRESS	Quality Operating Process	Document No : JSL/08
	Manual of Operations Human Resource Management	Date of Issue : 20/06 /2021 Issue No. : JSL/1/08 Date of Revision: 19/06/2022 Revision No. : 00

SERVICE NAME :	HUMAN RESOURCE MANAGEMENT
DATE CREATED :	20/06/2021
APPROVED BY :	DOCTOR NAME
RESPONSIBILITY OF UPDATING :	RECEPTIONIST NAME

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A. Purpose:

To provide guideline instruction for efficient and effective management of the Human Resource of the hospital.

B. Scope:

Extends to all employees working under the purview of the hospital and includes both permanent and outsourced staff.

C. Responsibilities:

The manual establishes uniform policy for management of Human Resource in the hospital hence every staff member of Hospital is responsible for the implementation of the specified policy and procedures.

In addition, Executive and Supervisory responsibilities include:

- The Consistent application of this policy as it applies to communicating its intent, hiring, promotion, corrective actions, training and development, performance management and compensation.
- The investigation and management of employee grievances and complaints.
- To continue the initiative to achieve highest level of employee satisfaction on a regular basis.

We are committed to:

- Our Mission, Vision
- Our Patients
- Our Culture
- Our Social Responsibilities
- Our Operational Excellence

D. Manpower Planning:

Responsibility for manpower planning for the hospital rests with the General Manager. The authorities of the hospital ensures availability of the right mix of manpower required to provide quality health care services taking in to consideration the patient load, number of beds, number and type of procedures, type and level of care, specializations, infrastructure etc .At any point of time best efforts are ensured to maintain a ratio of **1:1** (Bed to Manpower) .However depending upon several relevant factors the ratio may vary marginally however it is desirous to maintain a ratio of **1:1** Inclusive of the outsourced manpower. The manpower population of the hospital comprises of full time employees as well as outsourced employees and a break up ratio of **1:1** (permanent strength to rotating strength) is maintained.

The assessment of manpower requirement in each department/division is periodically reviewed depending on increase or decrease of workload, technological changes or any other relevant factor. In case any new staff is

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required to effect continuity of care either directly or indirectly, the same is communicated to the state authorities who are responsible for the approval and provision of the required manpower. The documents related to the staff assessments as well as approvals are maintained separately as an essential element of the manpower planning process.

E. Credentialing Policy:

HR Department has defined pre-requisite qualification for each and every position to be filled. The criteria includes the basic educational qualification required for the each and every position , experience if any required , registration with professional bodies (such as MCI , NCI etc), special qualification in terms of training etc.

It is mandatory to follow the credentialing policy for filling any vacant post either by external recruitment or by internal recruitment .The policy also identifies the need for verifying the credentials so as to ascertain their originality and thereby avoid any fraudulent practices. Usually every employee is required to submit attested copy of the credentials as per the policy.

F. Classification of employees:

The hospital employees are classified into two broad categories:

- a) **Permanent Staff** – The permanent staff of the hospital are grouped into three broad categories as per the educational qualifications, experience, seniority level, nature of work etc of the individual staff. The four class are as follows :
 - b) **Clinical Staff** – Qualified and Trained Medical Practitioners specialized in different branches of Ayurvedic Medical field.
 - c) **Paramedical Staff** –
 - Qualified and Registered Pharmacist.
 - Qualified Panchkarma Technicians.
 - d) **Clerical Staff**
 - e) The decision in relation to inclusion of an employee in a particular class depends on the policy of the primary employer. However the above mentioned criteria provide the necessary guideline for such decisions.

c) **Outsourced Staff:** - The hospital employees outsourced staff who can be further classified as:

- 1.) Contractual staff from outsourced agency

Nature of Staff Outsourced: -

The types of staff outsourced by the hospital is specified below:

- i) Security Staff

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d) **Trainees:** The hospital receives trainees periodically for specific time periods

G. Recruitment of Staff;

The recruitment of staff for the hospital (excluding outsourced staff as mentioned) is carried out by the Management. All vacancies arising out of creation of new positions, consequential vacancies on account of internal lateral / vertical movement, transfer, retirement, resignations etc are communicated to the Management/HR Dept. who after due consideration undertakes the necessary steps to fill the gaps either by internal promotions, transfers (internal or external) , deputation or by fresh recruitment .

Positions which are outsourced and are to be filled at the hospital level, the creation of vacancy is notified to the appropriate outsourcing authority who is responsible for filling the vacant (existing /new) position.

H. Procedure:

The recruitment of the staff by the HR is done following the policy and procedures of Hospital. In case of outsourced staff, the hospital has empanelled external recruitment agencies providing outsourced manpower solutions. The terms and conditions of recruitment through agencies is strictly in adherence to the Hospital Policy.

Outsourced manpower staffing organization satisfying the stated criteria are awarded the contract on an annually renewal basis by a multidisciplinary committee headed by the General Manager of the hospital.

However prior to the actual job placement of the selected staff in their respective positions, they are evaluated by the General Manager /Medical Superintendent/HR to ascertain the suitability of the selected staff for the position. This is done to ascertain whether the staff is competent enough to assume the responsibilities within the ambit of the position and thereby monitoring the quality of staff recruited by the outsourcing organization.

I. Appointment:

The respective recruiting authorities are responsible for the appointment of the designated staff. All the appointment related procedures are satisfied as per the Policies of Hospital. A detailed verification of the candidate's educational qualifications, experience, background etc is carried out by the respective authorities prior to their actual job placement.

All the employees recruited are required to undergo a mandatory pre-employment medical checkup.

Pre- employment Verification

They are also required to submit name and contacts of two person who could be contacted for reference about the candidate. It is also the policy of the department to conduct police verification of the candidate in case required .Only after satisfactorily clearing all the appointment related formalities along with the medical checkup and reference check verification, the appointments letters are issued to them. In case of staff

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outsourced, the respective external agencies are liable to conduct pre-employment verification prior to the job placement of the staff.

I. Induction:

The hospital will conduct induction programme for the all newly joined employees including those who are placed on deputation to acquaint them with the hospital, its mission and vision , its policies , its organization structure , management personals , employee rights and responsibilities etc.

Induction training provide by the hospital will be two day affair.

J. Employee Orientation:

In order to get the employee started on a positive note and to provide them with required knowledge to perform their job, each individual employee is oriented at the specific departmental level.

The orientation training is provided to the employee at the department under the supervision of the respective department head. During the course of orientation training the new staff is trained on the various systems and procedures, protocols followed by the department in discharge of their daily duties .On successful completion of job orientation, it is expected that the newly joined staff has acquired the requisite capabilities to perform the duties and responsibilities attached to the job/position.

K. Performance Management:

The hospital management prepares and forwards a Performance report (PR) on annual basis for each employee of the hospital..

The Performance Report (Ref Performance Report Format) is a detailed report relating to the performance of the employee against certain preset criteria including the trainings attended by the concerned employee over the last one year period .The Performance Report is an objective method of evaluating the performance of the employee which the HR takes into consideration for decisions relating to promotion , transfer ,increments and in formulating training plan for the different class of employee. However the Performance Report is not the only objective criteria for such decision, length of service of the concerned employee is also taken into consideration while such decisions are taken. While the focus is on reducing subjectivity and enhancing objectivity so as to achieve fair appraisal of performance, it is also used as a tool for assessing the strengths and weaknesses as well as the potential of the employees.

L. Service Conditions:

Each employee is governed by the terms and conditions of the service as laid down in the service rules book of the Hospital. The service conditions contain broadly training, period of probation/extension, leave, working hours, attendance and punctuality, promotion, grievances redressal, misconduct, sexual harassment, disciplinary actions and procedure, separation etc.

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a. Training: HR/management of the Hospital recognizes the importance of providing adequate training to the staff for empowering them with skills which would improve their work performance. Need for training is also identified when there is a change in technology or an employee is transferred or promoted to a position carrying new/additional responsibilities. Training aspect also includes induction and job orientation training provided to each new employee .The hospital has a detailed training manual which explains the hospital's policy in relation to training and development of its staff (Ref # Training and Development Policy).

b. Terms of Employment: Details relating to his/her terms of employment such as employee benefits like provident fund , HRA , medical benefits , leave as per the policy , promotion criteria , procedure for reimbursement of official tours and allowances accruing to such tours etc are informed to them as per Hospital policy.

c. Disciplinary Actions and Grievance Redressal: Disciplinary actions will be taken against the employee for any misconduct or negligence in work performance. All efforts are made to ensure that there is no subjectivity in any disciplinary action taken against the employee and the employee is given a fair chance to protect his/her shelf. The employee has the right to appeal to the appropriate higher authorities in case they are not satisfied with the decision taken by the lower level authority. The Management has formulated a Grievance Redressal Mechanism for all the employees working in healthcare facilities. Hospital abides by the above mentioned procedure to readdress the grievance of the employee. The procedure advises the Head of the Department, Supervisors etc from time to time to put in their best efforts, to examine the grievances submitted in a better manner at different stages and redress the grievances expeditiously. The genuine grievances of the employee are attended by the managerial personnel in a well established manner and this procedure i.e. Grievance Redressal Procedure. An employee who has a grievances can take up the matter with his immediate superior who shall after due consideration shall dispose of the same within twenty four hours of bringing to his notice for redressal. In case the head of the department or immediate superior is unable to resolve the matter within twenty four hours, Medical Superintendent / General Manager of the hospital is responsible to resolve the issue.

M. Employee Health:

a. Pre-employment check up - The Hospital Management recognizes the importance of a healthy workforce to provide the desired services to the public. Hence it is mandatory for each and every new selected candidate to undergo mandatory pre-employment check. Only candidates found medically fit **are** given the appointment letter .The record of the same is documented in the personal file of the employee. Apart from the permanent employee of the hospital for whom it is mandatory to undergo pre-employment medical check as per the policy, Hospital has made it mandatory for all the contractual employees also to under go pre-

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employment medical check up. The basic aim is to have a healthy workforce capable committed and fit to provide the required health care services (directly or indirectly) to the public.

b. Annual Medical Check up

Hospital, has introduced a system to undertake an annual health check up of all its employees so as to assess their level of fitness and a record of the same is maintained in the personal file of the employee.

c. Occupational Health and Safety:

- d. Management of Hospital is committed to provide quality work environment by taking adequate preventive measures to reduce occupational health hazards. In so far as safety of the employees in the work place is concerned the hospital has laid down policy with regard to protection against fire, infection control. Every employee undergoes fire safety training and thereafter attends fire drills periodically. Similarly employees who are exposed to patients and those required to handle waste are given proper training in handling the waste as well as universal precautions.

In case of accidents or injury sustained by employees while at work immediate medical attention would be directed .The entire hospital premise is strictly declared as no smoking zone. As regards evacuation of employees in case of emergency due to fire, natural calamity or any disaster, these matters are covered in detail in the safety manual (REF: Safety and Disaster Management Manual.)

N. SUPERANNUATION:

Every employee shall compulsory retire as per the policy of company on a date:

- A) Attains the age of 62 years
- B) Is declared medically unfit

However an employee may be given an extension post retirement if found medically fit and is willing to continue with the responsibility. The length of such extension would be decided by Management.

O. INVOLUNTARY SEPARATION:

Procedure regarding involuntary separation i.e. other than resignation is laid down in the service rules which deal with misconduct, disciplinary action and termination of service.

P. PERSONAL RECORDS

The personal file of each employees containing records relating to his employment, educational qualification, health status, registration with professional bodies, training record , Performance Appraisals, warning or disciplinary actions taken if any , appointment letter etc are maintained as per the Hospital policy.

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Q. Medical Facilities

Medical entitlements are given to workers/ staff through ESIC for which the staff and management contribute monthly for the welfare of workers/staff.

Non-ESIC staff can avail sick leave on actual, subject to providing the actual Documentary proof of Hospitalization.

R. Holidays/Leaves

Each employee will be given weekly off (not necessary Sunday due to Patient convenience and nature of Job role).It will help in rejuvenate oneself and take rest.

The leave rules are based on Calendar year.

12 public holidays will be declared every year. Not all employees can avail this facility due to the nature of business. Compensatory off or overtime to be given for the employees, as they could not avail the public holiday.

The list of holidays will be put on the notice board.

The leaves admissible below are exclusive of intervening holidays and can be taken at such time as may be convenient to the employer. Leaving aside emergencies, prior information shall be given as far as possible before availing leaves and two types of leaves shall not be availed in continuation.

Employees' entitlement of causal, sick and Earned leave will be as per the Hospital norms.

Leave taken (SL/CL/PL) to be intimated to HRD through leave card to avoid loss of pay.

	Casual Leave	Sick Leave	EL
Entitlement	days	on Actual	days
Accumulation	6	6	6 days
Notice	Day/Telephonic	Telephonic	days

Only Non-ESIC staff can avail sick leave on actual, subject to providing the actual Documentary proof of Hospitalization.

Maternity Leave

Maternity Leave may be granted to a female staff with less than two surviving children, for a period of upto 3 months (84 days) on full pay (only for Non ESI covered employees) and for other staff which is covered under ESI, will be taken care as per ESI policy.

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Maternity Leave may also be granted on full pay (only for Non ESI covered employees) Including miscarriage and abortion, subject to the condition that the leave applied for does not exceed 45 days in entire service and the application for leave is supported by a medical certificate.

Paternity Leave

Male staff with less than two children may be granted 15 days Paternity leave during the confinement of his wife for childbirth on full pay (only for Non ESI covered employees) and for other staff which is covered under ESI, will be taken care as per ESI policy.

The Paternity Leave can be availed up to 15 days on full pay (only for Non ESI covered employees) before or up to six months from the date of delivery of the child.

POLICY ON HARASSMENT OF EMPLOYEES

CENTRE NAME has Zero Tolerance Policy Case against Sexual Harassment.

CENTRE NAME is an equal employment opportunity Hospital and is committed to creating a healthy working environment that enables employees to work without fear of prejudice, gender bias and sexual harassment. The Hospital also believes that all its employees have the right to be treated with dignity. Case against Sexual Harassment is responsible for solving all the issues related to any event related to sexual harassment. Sexual harassment at the work place or other than work place if involving employees is a grave offence and is, therefore, punishable.