



# **HUMAN RESOURCES MANUAL**

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## Table of Contents

<b>S No</b>	<b>Topic</b>	<b>Page</b>
1	Introduction	
2	Vision, Mission, Quality policy & Core values of the hospital	
3	Organogram	
4	Function of HR Department	
5	Job description	
6	Man power planning	
7	Training & Development	
8	Job descriptions / specifications	
9	Recruitment & Selection	
10	Appointment	
11	Joining of new staff	
12	Probation employees	
13	Personal file	
14	Identity cards	
15	Induction and orientation	
16	Health Check Up	
17	Credentialing	
18	Privileging of the staff	
19	Recording of attendance	
20	Uniform and dress code	
21	Leave	
22	Performance Appraisal	
23	Grievance Handling	
24	Employee Discipline	
25	Separation Performance Management	

## **1. Introduction:**

Objective of Human Resource Policy and Procedure Manual are to:

- 1.1.** Provide clarity and explanatory policies and procedures regarding all aspects of rules and regulations for human resources department which would be applicable to all employees of the hospital.
- 1.2.** Evolve progressive and pragmatic HR policies to achieve expected efficiency, decision making of human resources department, improving relations at all levels.
- 1.3.** Establish a framework for transparent, fair, legally sound and effective decision making of human resources department, improving relations at all levels.
- 1.4.** Establish the organizational structure and determine the authority and responsibility flow.
- 1.5.** Enable integration of individual with the organization for mutual growth.
- 1.6.** Ultimate purpose of the exercise is to attain a healthy organizational culture benefiting both the employees as well as the organisation.

HR policies and procedures would be reviewed at regular intervals and amended if necessary to keep them in tune with the dynamic environmental needs.

## **2. Vision, Mission , Quality policy & Core values of the hospital**

### **VISION**

To provide quality services with best medical equipment and clinical expertise

### **MISSION**

To provide our patients with quality care through innovation, technology and compassionate care

### **CORE VALUES**

1. Respect: We respect the feelings and needs of our patients and give them utmost care and confidential management.
2. Patient centered: Always guided by unique needs of our patients and clients.
3. Team work: We seek to create interdisciplinary, synergistic and collegial relationships characterized by honesty, collaboration, inclusiveness and flexibility.
4. Social responsibility: We recognize our responsibility to our local and world community to provide a centre of excellence.

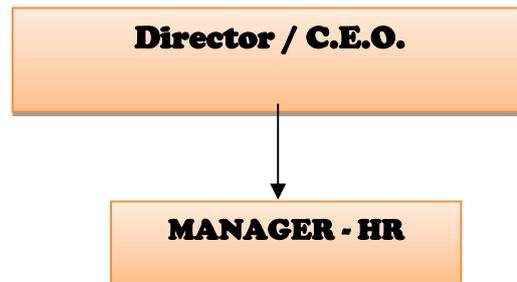
### **Quality Policy**

Inodaya hospitals provide total health care to its patients, with the highest levels of skill, professionalism and ethical practice, leading to their effective care and treatment at affordable costs.

### **Quality Objectives:**

- a. Maintain the quality patient care in accordance with premium standards
- b. Effective utilization of infrastructure, including manpower
- c. Ensure high level of staff satisfaction and motivation.
- d. Meeting and exceeding the expectations of our patients.
- e. Maintaining a team competent and professional staff.
- f. Maintaining and upgrading of equipments and facility monitor and measure the performance of each department for continual improvement of the system maintaining a quality training program for all staff.

### 3. Department Organogram



### 4. Functions of HR department

These can be broadly classified as under:

- 1.1 Human Resource Development: In terms of recruitment, Induction, Identifying and organizing training, appraisal system, counselling etc...
- 1.2 Handling of Employee Relations, discipline and grievance handling.
- 1.3 Design of Job Descriptions and Job Specification for all categories of employees in consultation with the respective HOD/ appropriate authority.
- 1.4 Outsourced Agencies, such as Housekeeping Services, Security Services records are kept by the HR personnel.

HR department will follow herewith mentioned steps in process between 'entry to exit' the employees:

- A. Recruitment
- B. Selection
- C. Appointment
- D. Orientation & Induction
- E. Probation, Confirmation & Termination
- F. Salary Administration
- G. Leaves

H. Training, Development and Motivation

I. Working conditions

## **5. Job description of HR Personnel**

**Manager - HR**

**Reporting To: Director / CEO**

- i. Maintains the work structure by updating job requirements and job descriptions for all positions.
- ii. Maintains organization staff by establishing a recruiting, testing, and interviewing program; counselling managers on candidate selection; conducting and analyzing exit interviews; recommending changes.
- iii. Prepares employees for assignments by establishing and conducting orientation and training programs
- iv. All operations related to Payroll, Compensation & Benefits, Statutory and compliance.
- v. Maintains a pay plan by conducting periodic pay surveys; preparing pay budgets; monitoring and scheduling individual pay actions; recommending, planning, and implementing pay structure revisions.
- vi. Ensures legal compliance by monitoring and implementing applicable human resource federal and state requirements; conducting investigations; maintaining records; representing the organization at hearings.
- vii. Maintains management guidelines by preparing, updating, and recommending human resource policies and procedures.
- viii. Maintains human resource staff by recruiting, selecting, orienting, and training employees.
- ix. Compliance with all statutory requirements under various labor laws such as PF, ESI, Professional Tax, Minimum Wages, etc.
- x. Maintenance of all records under various labor statutes.
- xi. All matters related to Performance appraisal of employees.
- xii. Follow the Departmental Protocols / Procedures
- xiii. Any other work assigned by the superiors from time to time.

## **6. Man power planning:**

Manpower planning to be done when there is a change in the scope /volume of activities . .

Approval of the top management is necessary for new posts.

### **Procedure:**

- a. Heads of Department are required to conduct a thorough review of the operations, structure and manpower of their Divisions/Departments during review meetings of the management., and furnish recommendations of manpower plan for the following financial year to the Human Resources Department.
- b. Recommendations of the HODs will be reviewed depending on increase or decrease of workload, technological changes or any other relevant factor in their department by the HR department.
- c. Approval of the Managing Director for Consultants & Doctors, Approval of the Executive Director for Administration & Nursing Staff is obtained whenever a new post has to be created or the number of posts needs to be increased.
- d. The manpower plan for the financial year, once approved by the managing Director/Executive Director is regarded as official. No change is permitted unless major developments or functional requirements emerge.

## **7. Training & development**

The hospital employs many professionals; Training and Development of the Hospital personnel shall form an integral part of the HR policy in these dynamic medical and management streams. The hospital shall facilitate both internal and external programs; while all external training programs initiated by the hospital shall be undertaken through HR department, the respective HOD shall arrange the internal programs in consultation with the HRD.

Annual training schedule with Date of training, Topic for training and the Trainer name is prepared by department in charge/ HOD as per training needs in the respective departments and submit to HRD for Annual training calendar.

### **8. Job descriptions / specifications:**

Each authorized and approved position should have a job description and specification. Job descriptions/ specifications to be reviewed and revised annually as part of the performance review process to ensure they are accurate.

#### **Procedure**

Job description information will include: title; department; immediate supervisor and position title and essential functions for the job.

#### CLASSIFICATION OF HOSPITAL EMPLOYEES

1.1 Employees shall be classified as

- 1.1.1 Permanent
- 1.1.2 Probationary
- 1.1.3 Trainees

1.2 Apart from these the Hospital could also have professionals categories in various capacities like:

- 1.2.1 Part Time / Honorary Consultant
- 1.2.2 Consultancy on Contract
- 1.2.3 Invitees

#### **1.3 Permanent employee**

Means an employee who has been employed on a permanent basis and whose appointment has been confirmed in writing by the appropriate authority on satisfactory completion of probationary period.

#### **1.4 Probationer**

Means an employee meant for permanent employee, whose employment is provisional till completion of probationary period of service as stipulated in the appointment letter.

#### **1.5 A Trainee:**

Is a engaged for learning work with or without stipend/allowance, and for a stipulated period and who has no claim for being absorbed in the establishment of the hospital. Clinical nursing students and technical freshers are fixed tenure posts and would be considered as trainees

### **9. RECRUITMENT & SELECTION**

#### **➤ Policy Statement**

1. It is the policy of the hospital, to recruit candidates who are qualified or have been trained suitably, in accordance with the pre-determined criteria for job requirements.
2. The recruitment process is also an exercise in public relations. It is therefore necessary to extend due courtesy and respect to the candidates, which in turn, would benefit organisations image.

#### **➤ Manpower Budget**

1. Based on expected activities planned in the financial year, HR department shall prepare annual manpower budget; the same should be put forward to the management for approval. The budget/plan will be prepared after assessing requirements of each department and section and in consultation with respective HODs/ in-charges. If additional manpower is required during the course of the year, the HOD has to justify and work out financial feasibility for sanction and approval by the management.

#### **➤ Personnel Requisition**

##### **1. Budgeted positions**

When recruitment is to be made for a post against the sanctioned budget, the HOD would request for the same by submitting a duly filled Manpower

Requisition Form. This which be verified by the HR department and forwarded for management's approval.

**2. Replacement for permanent vacancy**

When a vacancy due to resignation, termination, superannuating, cessation of a contract, death, interdepartmental transfer etc... is to be filled, the respective HOD shall initiate the proceedings by intimating through the Manpower Requisition Form.

**3. Substitute for brief vacancy**

In cases of impending long absences like maternity/ study / long leave or suspension the HOD would indicate that the nature of appointment for the new recruit would not be permanent.

**4. For Un-budgeted position**

The requisitioning staff (i.e. HOD / appropriate authority will have to justify need for the new post by presenting a brief feasibility for the said post, like expense to the hospital and probable benefit out of it, in consultation with the CEO & HR. The Manpower Form will have to be duly filled. All new posts require approval of Chief Executive.

**❖ Sourcing Methods**

Generally adopted to identify interested and suitable candidates are

- 1.1 By going through the available data bank of previously applied candidates.
- 1.2 By calling the suitable candidates referred by internal staff of the organization.
- 1.3 By Job portals.
- 1.4 By calling candidates though external consultancy
- 1.5 Appointments in the hospital will adhere to the qualifications and the skill sets as mentioned in the job specifications for various Designations. Where ever experience has

been specified, effort will made to recruit persons with such number of years and nature of experience.

❖ **In HR department interview:**

- 1.1 The scrutiny of original testimonials of candidates to be carried out.
- 1.2 Candidates' registration sheet to be signed by each applicant.

❖ **In the Section head/HODs of the department interview:**

- 1.1 Viva-voice interview.
- 1.2 Assessment of technical skills.

❖ **Observation period the staff:**

- 1.1 The technical/nursing staff / PRE will be kept in observation for the required period (varies in technical and non-technical) before the Section head/HOD approves the candidate for recruitment.
- 1.2 No job to be done individually by the staff during the observation period.
- 1.3 After the observation period the Section head/HOD of the concerned/specific department to decide whether the candidate to be recruited or not.

❖ **Proficiency testing:**

Depending upon the nature of the work proficiency testing will be conducted to test the proficiency of the candidate before final approval of the candidate for recruitment.

❖ **Verification of antecedents:**

The procedure for antecedent verification also includes the disciplinary actions in relation to negligence of work during the period of previous employment and antecedent verification for the Criminal Offences committed during the period of previous employment

This is being done by the following methods:

- 1.1 Discussion with the previous employers or the references provided.
- 1.2 In case of fresher, details of their educational qualifications and conduct certificate are verified, and also verified from the last studied institution(s).
- 1.3 In case of staff who are through a contract agreement, the contractor will provide details of antecedent verification both professional and criminal at the time of recruitment of the contract staff. Police verification is done exclusively to the security staff. Details of antecedent verification done by the contractor are submitted on the contractor's stationary with the required signatures to HR.
- 1.4 Antecedent verification done by HR department is documented in the Antecedent Verification Form

❖ **Selection procedure:**

- 1.4 Requisition for requirement from the concerned HOD'S to HRD
- 1.5 HRD will start the recruitment process
- 1.6 HR. Scrutinize all the received application forms & shortlisted suitable candidates will be called for an interview
- 1.7 Initial round of interview will be conducted by HRD and candidate is sent to the concerned HOD for technical assessment.
- 1.8 After the departmental HOD is satisfied with the candidate he/ she is sent to the HRD to complete the organizational formalities.
- 1.9 All the HR policies regarding the appointment and the salary of the staff will be fixed after all terms & conditions are finalized, a date is fixed for the candidate to join the organization

## **10. APPOINTMENT**

- i. The selected candidates will be issued an appointment letter signed by the Executive Director setting out in detail terms and conditions of appointment.
- ii. The joining date will be mentioned in the appointment letter with other terms and conditions.

## **11. JOINING OF NEW STAFF:**

The selected candidate will join the service on the agreed day.

The documents need to be submitted at the time of joining are:

- Relieving letter from previous employer/company.
- Resume.
- Address and ID proof.
- All academic documents photo copies.
- 3 photos.

Verification shall be carried out of all documents.

- a. Giving false declaration regarding his name, age, father's name, qualifications, emoluments or previous service or any such personal details at the time of employment and concealing antecedents for obtaining employment, which would have prevented employment had they been made known before/during employment will be considered as misconduct.
- b. New joinee will officially inform her/his joining by a format/written 'joining letter' to the HR department.
- c. Individual file will be created with all the relevant documents of the new appointee.

## **12. Probation employees:**

- 12.1 New joinees appointed against regular positions shall be kept on Probation for a minimum period of SIX MONTHS.

- 12.2 Concerned HOD shall keep a track on the performance of the concerned probationer periodically.
- 12.3 Performance of Employees on Probation shall be assessed by the concerned HOD.
- 12.4 Probation Evaluation to be informed to HR by the HOD 15 DAYS BEFORE the due date of confirmation.
- 12.5 Probationers shall be confirmed subject to all round performance of the probationer being adjudged satisfactory by respective HOD.
- 12.6 Extension of the Probation Period at the time of final assessment is not allowed without valid reason.
- 12.7 As deemed fit, the Probation Period shall be extended for THREE MONTHS at a time and not more than TWO TIMES.
- 12.8 In case probationer is not confirmed even after the second extension of probation period, shall be issued a written communication on removal from the services. A reasonable time, maximum of SEVEN DAYS shall be allowed in regard to removal.
- 12.9 In absence of written communication in regard to the confirmation after SIX MONTHS probation period, the concerned probationer shall automatically be confirmed.

### **13. Personal file:**

- The HR department shall maintain a personal file of each employee with records relating to his employment, which will include, but not limited to the following:
  - a. Employees qualification
  - b. Health status
  - c. In service training
  - d. Other training records
  - e. Disciplinary checks, if any
  - f. The arrangement will be in compliance to the checklist.
- Only the photocopies will be kept in the personal file
- All the original certificates will be given a serial number (file number) and are stored in the locker which will be with Manager HR

- **Updating personal data**

- i. Employees must regularly update (yearly once) the HR for any change in personal records such as Changes in address, telephone number, marital status, number of dependents or changes in next of kin and/or beneficiaries of PF, ESI etc.
- ii. All training certificates and Academic accomplishments if any, certificates photo copies to be submitted to HR by the concerned staff for updating the personal file. All update requests must be supported by valid documents.

#### **14. Identity cards:**

- 1.1 All the employees will be given identity cards within 15 days of joining
- 1.2 The employees must wear the ID cards in hospital premises.
- 1.3 Temporary ID card will be given to the staff till the permanent card is issued.
- 1.4 Every employee shall carry ID card all the time during working hours.
- 1.5 Employees shall produce their ID Card at any point of time on demand by the authorities.
- 1.6 In case any employee loses /misplaced his or her Personal Identity Card, shall need to inform the HR dept., and a new card shall be issued. Actual cost of the card shall be recovered from the individual.
- 1.7 When the employee gets relieved from services of the organization shall return the Personal Identity Card to HR.
- 1.8 All staff to abide the service rules formulated regarding the ID cards.

#### **15. Induction and orientation:**

- 1.1 All the new joinees will be given general induction and orientation by HR department within 15 days of joining.
- 1.2 All the new joinees will be given Department induction by the concerned HOD on all SOPs common to the concerned department and specific SOPs as per the job description of the staff
- 1.3 It shall be mandatory for new joinees to attend Induction Program.

#### **Procedure:**

#### **General induction:**

Induction Inputs provided to the new joiners shall be:

- About the hospital (organization Profile).
  - Vision, Mission & Values.
  - Organization structure and introduction with Key role authorities.
  - HR and other related Policies.
  - Hospital wide policies.
  - Staff safety and occupational safety.
  - Organizational Culture.
- 
- ✓ The Inputs during Induction shall be provided through power point presentations, discussions and sharing of experiences.
  - ✓ Employee hand book will be given to the staff after the induction.
  - ✓ On the day of induction free lunch will be provided to the staff attending the induction.
  - ✓ Orientation of the hospital will be done in which the staff will be introduced to the hospital staff and later will be taken to the concerned department.
  - ✓ One of the executives from HR department shall accompany the New joiner while site Induction.
  - ✓ HR department will conduct post evaluation after general induction and upload it in the HR module.

**Department induction:**

- ✓ All the new joiners will be given Department induction by the concerned HOD on all SOPs common to the concerned department and **specific SOPs** as per the job description of the staff
- ✓ Post training evaluation to be conducted at the end of each training sessions and HOD will provide the details to HRD
- ✓ The entire induction details to be documented in the Department Induction record.

The staff to be evaluated based on the performance of the staff at the end of department induction under the following category

- 📌 Staff able to do the assigned job without supervision:

- ✚ Such staff to be allotted the job and the date of allotment to be documented in the Department Induction record
- ✚ Staff able to do assigned job under supervision
- ✚ Such staff to be retrained on the SOPs and reevaluated. The date of reevaluation to be mentioned on the Department Induction record.
- ✚ Staff not suitable for the Job:
- ✚ Such staff performance to be informed to HR and HR department takes necessary actions
- ✚ The department Induction record to be duly signed by the HOD and to be sent to HR department within one month of staff joining date.
- ✚ The received Department Induction record of the staff to be filed in the staff personal files by HR department.
- ✚ HR department is responsible to ensure that all the new joiners are given general induction and department induction within one month of joining in the organization.

## **16. Health Check Up:**

All staff will undergo a pre-employment health check up and an annual health check during the period of service.

### **Procedure:**

Pre-employment/ annual health check of all the staff comprise of the following- Investigations

- ❖ CBP
- ❖ Random blood sample (RBS)
- ❖ HIV, HCV & Hbs Ag
- ❖ CUE

- ❖ General examination by the physician /designated consultant.
  - ❖ Optional investigations based on physician recommendation will be provided by the hospital and any other test should be borne by the employee. The optional investigations are ECG and Chest X-ray
- 1.1 List of staff who are involved in patient care is to be maintained by HR department.
  - 1.2 For these staff, screening for exposure pre-prophylaxis for Hepatitis B is provided by the hospital during the pre-employment check-up for the staff who are directly involved in the patient care.
  - 1.3 Whoever joins the organization is sent for pre employment health check up which includes Hemogram and random blood sample (RBS) investigations as part of general examination.
  - 1.4 The reports of the investigations are collected by the HR department personnel
  - 1.5 The particular candidate with his investigation reports are send to physician /designated consultant for general examination.
  - 1.6 If in the general examination of the candidate, the physician /designated consultant find the need of optional tests (ECG and Chest X-Ray) to be done for that particular candidate, he will recommend the HR department to send that particular candidate for those tests which are required.
  - 1.7 After the recommended tests are done, the reports and the candidate are sent to the physician /designated consultant for review.
  - 1.8 physician /designated consultant after reviewing the reports and examination of the candidate recommends whether that particular candidate is fit for joining the organization or not.
  - 1.9 Those who got all the doses of Hepatitis vaccine with in 5 yrs need not be vaccinated again.
  - 1.10 For those who require the vaccination as per the physician recommendation, it is provided by the organization and the list of the employees with the dose number and the date of vaccination given are to be maintained by HR department and inform the hospital infection control nurse.
  - 1.11 The staff member will be informed by the HR department about the date on which he has to take the vaccination doses.
  - 1.12 Even after informing the staff member about the vaccination doses he /she has to take and that particular staff member misses the dose and got interruption in the cycle of vaccination he should be re screened and if required he should be given vaccination starting from zero dose and that particular staff should pay self for the cycle.
  - 1.13 Annual health check up is done to all the employees. Annual health heck of the doctors is voluntary. Any test as requested by the doctor will be conducted free of cost.

- 1.14 HR department maintains the list of employees with the date of pre-employment health check up and the date of annual health check up done.
- 1.15 HR informs the staff about the date on which the particular staff should go for annual health check up.
- 1.16 The same process is to be followed for annual health check up as the pre employment health check up

## **17. CREDENTIALING:**

**Purpose:** Credentialing of all the staff to be checked and verified.

Verifying the credentials of staff, includes consultants, registrars, nursing staff as well as the other medical personnel, if and as found necessary.

### **Process:**

- 1.1 In Inodaya Hospital, after a medical professional (including doctors and nurses) has been recruited, they are provided with a credentialing form, depending upon their educational qualifications. The credentialing form among other information includes the registration, trainings, specialized certificate courses that the medical professional had undergone.
- 1.2 The HR department then does the verification of the data submitted through various protocols like checking the certificates submitted, communication with the national / State Medical Council and the like.
- 1.3 The Managing Director/ Medical Director, with discussion with the concerned authorities approves the same.
- 1.4 The approved document is thereafter maintained in the concerned personnel files.

## **18. Privileging of the staff:**

Clinical privileges shall be granted to each licensed independent practitioner as permitted by law and the hospital to practice independently, to provide medical or other patient care services within the scope of the individual's training experience, demonstrated current competence, judgment character, and capability

### **Procedure:**

The clinical staff will be given the privileging form in these accessions:

- New joinee.
- New course/ academic accomplishments.
- Underwent relevant trainings.

- 📌 The staff needs to tick the YES/ NO columns appropriately for which he is privileged and not
- 📌 The HOD of the concerned staff will check the credentials of the staff and accordingly will privilege the staff with Grant, Granted with Supervision, Denied the privilege in that parameter.
- 📌 After that the Managing Director/ Medical Director approves the privileges and the privileging form will be issued to the staff to perform the privileged services.

#### **19. RECORDING OF ATTENDANCE:**

- 1.1 Recording of attendance shall be compulsory every time any employee enters or leaves the relevant premises.
- 1.2 Hospital is having the electronic attendance recording system at the staff entrance.
- 1.3 Staff has to give thumb impression while coming to duty and leaving the hospital after working hours.
- 1.4 Also a monthly attendance register is kept in the HR department which should be signed by the staff before goes to concerned departments for duty.
- 1.5 The attendance of the staff will be retrieved from the biometric machine and will be analyzed by the HRD.
- 1.6 If HOD requires the data, the data will be given on request.
- 1.7 The service rule regarding the attendance will be followed to deal with any disparities.

#### **20. Uniform and dress code:**

- 📌 Staff should wear the uniform prescribed to the pertaining department while on duty
- 📌 **Dress code for male staff** : Shirts, trousers with shoes and in shirt with clean shave. Jeans, T shirts and sandals are not allowed .

✚ **Dress code for female staff:** Sarees, salwar kameez (with sleeves) and sandals/ formal shoes.

Other accessories should be such that it gives professional outlook for the place and to the individual. Jeans and T shirts are not allowed.

✚ Those who are having the specified uniform should wear for all working days. Not wearing the formal dress and specified uniform will be treated as misconduct.

✚ All uniforms and liveries, shoes, tools, ;manuals, etc., provided by the Indoaya Hospitals- to the employee shall be used exclusively for the purpose and discharge of official duties and no account are to be used for private purposes or while off duty

## 21. Leaves

Leave is a privilege and not a right. In every calendar year i.e., from 1st January to 31st December, employees on the regular base are entitled to

1. Casual Leave (CL)
2. Sick Leave (SL)
3. Compensatory Off (C Off)

- All Permanent Employees are eligible for 12 casual leaves and 12 sick leaves during the calendar year, which may vary depending on the joining date of an employee. Any Un-availed said Leaves will lapse at the end of the calendar year. There is no carry forward of leaves to the next year.
- The employees on Probation are eligible only for casual leave from the date of joining on a pro-rata basis (one CL per month) during the period of probation. Thereafter on confirmation he/she will be entitled to SL.
- Trainees / Interns are applicable to avail only CL till they complete their training / Internship. However, they are eligible for weekly offs and paid holidays.
- The holidays or weekly offs falling in between Casual leave period will not be treated as leave
- The holidays or weekly offs falling in between Sick leave period will be treated as leave
- For sick leaves more than 2 days, medical certificate and reports have to be submitted as required, where there will be verification if required else it will be considered as Loss of pay.

- Sick leave may be taken for personal illness, emergency, disability, or for a family care leave purpose
- An employee called upon to work on a weekly off /paid holiday or attending to work of the organisation, depending upon the exigencies of work, he/she shall be entitled to COff for having worked on such weekly off / paid holiday.
- In case if an employee has applied for leave and he/she does not have the leave balance then the excess leave days shall be considered as LEAVE WITHOUT PAY (LOP).

### **Rules for availing CL/SL/C off**

The leave and attendance system has been designed to ensure that employees have adequate time to relax and at the same time apply discipline to the whole process so that fellow team members are not affected adversely

- ❖ Any employee who deserves to obtain casual leave for 1-2 days shall submit his/her leave application to the Department head at least 5 days in advance, whereas for more than 2 days leave application has to be submitted 10 days in advance before the date on which the leave shall commence.
- ❖ Long Leave (more than 10 days) is meant to be availed on a planned basis in the interest of smooth and uninterrupted working of the department and you are therefore advised to consult with and get approval of your reporting head at least 1 month prior on your vacation planning exercise.
- ❖ The department head will scrutinize the application submitted and shall grant leave taking into consideration the exigencies of work. A copy of the approval needs to be submitted to HR for updating records.
- ❖ Any request for extension of leave has to be supported by application in writing sufficiently in advance to the department head.
- ❖ Employees, who are unable to attend work due to illness, have an obligation to contact their manager/HOD two hour before their scheduled start time on the first day of absence, giving an indication of the probable length of absence and the reason.

- ❖ Any extension of leave on account of sickness or accident has to be notified and supported by a medical certificate by a competent authority
  - ❖ Compensatory off's should be taken with at least 3 days prior intimation to the reporting officer and it shall avail with in a period of 30 (thirty) days from the date he/she has worked on the weekly off /paid holiday.
  - ❖ Not more than 2 Compensatory OFFs can be availed at a stretch. Compensatory off cannot be clubbed with the CL or SL.
  - ❖ When extra duties are done a letter should be provided with authorized person signature to avail a C Off.
  - ❖ No SL or CL shall be availed by an employee during the period of notice to the company of his intention to leave the services.
  - ❖ Apart from these leaves every employee is eligible to avail public holidays for each calendar year and the list of holidays will be finalized and circulated to employees in the last week of December month of that particular calendar year.
  - ❖ The department manager / Incharge is the authority to sanction leave. But for planned long leaves it is mandatory to get approval from Director.
  - ❖ Employees who report absent without sufficient cause will attract the Leave without Pay principle and face disciplinary action. In the event of long illness/leave beyond entitlement the decision for leave without pay or leave with pay will be subject to approval by the Director.
- Any leave (CL, SL, Coff) should be intimated to HR department by submitting a leave form after approval from the authorized person

## **22. PERFORMANCE APPRAISAL**

### **Introduction:**

performance appraisal system is a platform for an employee to upgrade the opportunity in terms of learning & development and rewards/ recognition wherein the Head of Department, the employee and the Institutional head would be involved in the appraisal of the employee. The annual appraisal of the performance/achievements of individual employees against the job specifications provided to them during the year will be done for all categories of full time employees.

### **Objectives:**

- ❖ Assess the achievement and/ or failures of the employees against their levels of responsibility and accountability.
- ❖ Analyze the strengths and weaknesses of the employees and enable the weaknesses be overcome through training and counseling, and award the persons strengths.
- ❖ Encourage career development through encouraging the employee's to go in for further up-gradation of skills and promotion related training.

### **Scope:**

- ❖ Increments will be done annually for every employee. It will be done twice in a year – once in October and once in April. Annual increments will be given either in October or April - for every employee, whose successful completion of one year falls near to that month. So, every employee will have appraisal once in an year basing on successful completion of his/her one year employment.

### **Assessment Criteria:**

- ❖ The Performance Assessment formats (i.e. Appraisal forms) comprise of two key sections:
  - 1. Key Responsibilities (the “What”) requisite to be performed in the job
  - 2. Key Competencies (the“How”) that are relevant to different job categories
- ❖ The Performance Assessment is a balanced evaluation of both “Key Responsibilities” & “Competencies” on a four point rating scale
- ❖ The Final Assessment is to result in one of the four ratings enlisted below which are to confirm to a normal distribution for respective departments or units & hence the entire organization:
  - 📌 **OUTSTANDING** – Nearing perfection / exceptionally high contribution to business.
  - 📌 **GOOD** – Performance above expectations / contributes significantly as an individual performer.
  - 📌 **SATISFACTORY** – Performance meets expectations.
  - 📌 **NEEDS IMPROVEMENT** –Performance below the expected level but could improve.

### **Process of The Appraisal System:**

- ❖ The HR department would fill in the details of the respective employees and hand over the forms to the Supervisor or HOD
- ❖ The supervisor or HOD would provide form to the respective employee for his/her self-appraisal
- ❖ The Supervisor or HOD of the respective employee would fill the requisite columns in the appraisal form
- ❖ The HOD would show them, appraisal given to the respective employee and have a healthy discussion and the same is to be noted in the appraisal form by the HOD/ Supervisor.
- ❖ The final recommendations are made in the presence of the employee and the same is sent to the Head
- ❖ This is sent to the Director for final comments & Approvals
- ❖ Performance Appraisal Forms of eligible employees is being filed and maintained separately in HR department.

### **23. Grievance Handling**

**Purpose:** As an employee empowering measure, any employee grievance should be attended and effort should be made to nip it in the bud itself.

It is applicable to all employees of Inodaya Hospitals who are on rolls of the hospital. **General Features**

1. Any employee who has a genuine grievance must communicate the same to his/her superior.
2. If the grievance is about the superior himself/ herself, the employee can elevate the grievance to the Head of the department or to the Head-HR
3. If the grievance is lodged, due attention must be given to the problem and earnest effort must be made to solve it within the shortest possible time.
4. If the grievance is sensitive in nature i.e. Even if the immediate superior cannot solve it, it has to be escalated upwards.
5. The grievance should be dealt with in the presence of representatives from Human Resources function, concerned individual and the immediate supervisor.
6. The meetings regarding the grievance must have minutes and must be interpreted accordingly.

7. While all efforts are taken to resolve the grievance in the earliest possible time, if possible, a fixed time frame must be communicated to the aggrieved employee. The said grievance must be resolved within the time mentioned.

8. During the intermittent period, the employee must not discuss the grievance with any of his/her colleagues (Sub-ordinates or superiors) and try gaining support for the cause.

9. The final action must be clearly communicated by the superiors and implemented by the Human Resources function. A copy of all the transactions, minutes, final outcome, must be filed in the personal file of the employee for future reference.

10. If employee is not satisfied with the reply of their superiors and has not got a reply within the stipulated time, he/she may submit his grievance in writing to the grievance council within 10 days of receipt/due date of receipt of reply from the Manager. At this stage, the grievance shall be addressed to the Grievance Committee.

11. The Grievance Committee shall go through the grievance in detail & give their recommendation within 10 days they receive the representation. If the aggrieved employee decides to present his case personally before the Grievance Committee, the Grievance Committee shall give him an opportunity to do so.

12 The decision of the grievance council shall be communicated in writing by the CEO to the aggrieved employee as early as possible (within 15 days of the receipt of orders) & shall be final.

13. All the responses should be in writing.

14. Grievance Committee Members

- Chairperson - CEO
- Convenor - General Manager
- Member - Manager – HR
- Member - HOD
- Member - Operations Manager
- Member - Nursing Superintendent
- Member - ICU Nurse Incharge
- Member - Housekeeping Incharge

## 24. Employee Discipline

**Purpose:** To bring in a sense of discipline, a policy is framed keeping in the mind the consequences suffered by the Organization as a result of employee behaviour.

**Scope:** This policy is applicable to all employees of Inodaya Hospitals who are on the rolls.

### General Features:

- 1.1 All employees are expected to maintain proper discipline and dignity of office and shall deal with all matters with dignified behaviour.
- 1.2 All employees are expected to maintain high standard of efficiency and integrity.
- 1.3 Employees are required to maintain professional and business related discipline with the clients, customers/patients and others whom they meet on a day to day basis.
- 1.4 Inodaya Hospitals strongly believes in a clean and transparent work environment and urges
- 1.5 employees to maintain the same. Any incidents of bribe/kickbacks etc., for favours of any kind will be strongly dealt with the punishment may include termination from service.
- 1.6 Whenever an incident of misbehaviour comes to the notice of any employee, a written note must reach HR immediately. On the basis of the note, HR may initiate the process of inquiry through a show cause notice.
- 1.7 Employees are required to co-operate with the management during pending of the inquiry
- 1.8 proceedings.
- 1.9 Employees must maintain decency and decorum while dealing with the Customers, Patients, Subordinates, Peers, Consultants, and Visitors. Strict professionalism must be maintained at all times.
- 1.10 Indecent behaviour, late arrival, arguments would amount to misbehaviour and the employee
- 1.11 dealt with accordingly.

### Escalation for Redressal:

- ❖ Level 1 ( Department HOD )
- ❖ Level 2 ( Head HR )
- ❖ Level 3 ( Management )

## **25. SEPARATIONS**

### Applicability:

The policy is applicable to all employees who are leaving the organization.

- 1.1 The HOD should inform the HR regarding the decision of any employee's resignation or reason of absconding.
- 1.2 For all the employees after resignation acceptance by HOD & HR, the notice period is One month (may change from case to case) which is mandatory. For Department heads two months notice period is mandatory.
- 1.3 Employees without serving notice period if leaving the organization, their Full & final settlement will not be accepted.
- 1.4 Employees giving 24 hrs resignations will not be acceptable. Only for the genuine reasons and for specific cases, with management and HOD's approval it will be accepted.
- 1.5 Knowledge transfer and handing over to the new colleague or existing staff is must.
- 1.6 On the last working day of employee, No dues clearance and Exit interview is must.
- 1.7 On any reason if the employee withdraws the resignation, then Managements & HODs decision is preferred.
- 1.8 The full and final settlement of the employee will be credited on management approval.
- 1.9 Experience and relieving letter will be provided to the employees who are leaving with one month notice and also served minimum period of one year in the organization.

1.10 Employees leaving before one year are eligible only for relieving letter.

1.11 Employees leaving within six months are not eligible for any letters.