



## INODAYA Hospitals - Kakinada

Documentation code:

INH/HRM.Doc.No:10

### Policy on Disciplinary Procedures and Grievance handling

Prepared date: 11/11/2025

Reference: HRM.8. NABH Standards – 6<sup>th</sup> Edition

Issue Date:11/11/2025

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### HRM 8: POLICY ON DISCIPLINARY PROCEDURE

#### 1.0 POLICY:

Unsatisfactory job performance, misconduct, habitual lateness, absenteeism, failure to comply with INODAYA Hospital policies and procedures or any other breaches of employer/employee relationship may result in disciplinary action. INODAYA Hospital policy is that disciplinary action against employees should:

- be undertaken only in cases where good reason and clear evidence exist;
- be appropriate to the nature of the offence;
- be demonstrably fair and consistent with previous action in similar circumstances;
- take place only when employees are aware of the standards that are expected of them or the rules with which they are required to conform;
- allow employees the right to be accompanied by a colleague of their own choice;
- allow employees the right to answer charges against them; and
- Allow employees the right to appeal against any disciplinary action.

#### 2.0 PURPOSE:

The Hospital's policy is to ensure fair and effective arrangements exist for dealing with disciplinary matters and that as far as possible common standards are observed for all employees. The procedure covers unsatisfactory conduct at work and unsatisfactory work performance if this is willful or caused by carelessness. A separate procedure applies to cases of capability. This Disciplinary Code aims to:

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- Promote efficient and safe performance of work;
- Maintain good employee relations within the Hospital;
- Help and encourage staff to achieve and maintain the appropriate standards of conduct that the Hospital expects of its entire staff.

### 3.0 SCOPE:

This procedure applies to all employees of the Hospital (including those serving a period of probation) with the exception of those staff covered by virtue of their terms and conditions of employment.

### 4.0 RESPONSIBILITY:

HR Manager, Managing Director ,CEO, Medical director.

### 5.0 DISTRIBUTION:

All the staff of the Hospital.

### 6.0 PROCESS DETAILS:

#### 6.1 DESCRIPTION OF THE PROCESS:

Depending upon the circumstances, employees may be subject to the following reprimand or disciplinary actions:

#### 6.1.1. Coaching or Counseling

If an employee falls below the normal or acceptable requirements as specified in the Human Resources Manual, coaching and counseling by his supervisor should take place as soon as practicable to prevent the situation from deteriorating to a more serious one, or becoming a habit.

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The supervisor or the Head of Division/Department should, first of all, find out what causes such behaviors, and assist the employee to rectify the shortcomings.

#### 6.1.2. Verbal Warning

If no improvement is made by the employee after coaching and counseling, a verbal warning must be given to him. The areas for improvement and the consequences of failure to make improvement within a specified period of time should be clearly explained to the employee.

The warning should be recorded in a memo, acknowledged by the Head of Division/Department and a copy of which should be sent to the HR Manger. A verbal warning should be given to employee in the first instance of a minor offence.

#### 6.1.3. Written Warning

If there is no improvement after the verbal warning has been given, a written warning must be given to the employee. He may be accompanied by a colleague of his own choice when attending the meeting.

The written warning should state the following:

- the nature of the offence with reference to **INODAYA Hospital** policy, instruction or procedure which prohibits it;
- any past warning or action taken for similar violations;
- the details on disciplinary action being taken;
- the expectations or improvements required of the employee; and
- The future disciplinary action which will be taken against the employee if the offence is repeated within a specified period of time.

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Depending on the situation, the warning may be given by the Head of Division/Department or his designated officer together with a representative from the Human Resource Department, if required. The warning letter must be explained clearly to the employee. He will be requested to acknowledge his understanding of the warning letter should circumstances warrant. A copy of the written warning should be sent to the Human Resource Department for retention in the employee's personal file.

Improvement by an employee after disciplinary action should be noted in the employee's personal file. The Head of Division/Department or supervisor must constantly monitor the performance of the employee to ensure that he/she maintains a satisfactory performance over a specified period.

A written warning should be given to the employee in the first instance of a more serious offence or after repeated minor offences.

#### 6.1.4. Suspension of Employment

INODAYA Hospital may suspend the employment of an employee for a period not exceeding 14 days for investigation of any serious offence that could lead to summary dismissal. However, where the investigation is of a criminal nature and proper criminal proceedings cannot be concluded within 14 days, the suspension may be extended till the conclusion of the criminal proceedings.

During the suspension period, the employee will be paid salary as normal and will be given an opportunity to state his case. During the hearing of the case, he may be accompanied by a colleague if he so wishes. In exceptional cases, suspension without pay may be warranted but this decision can only be made with the approval of the Head of Division/Department and Head of Human Resources Department.

#### 6.1.5. Dismissal

An employee will be dismissed after verbal and written warnings have been given and if no improvement is made. Details of the policy for Dismissal are provided in the Section of Termination. The Head of Division/Department should obtain a Personnel Movement/Contract Renewal/Salary Revision Form, complete and forward it to the Human Resource Department. The Human resource

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Department will forward the same to medical Director; He will confirm the termination of employment whether by notice/payment in lieu or without notice/payment in lieu and work out the required compensation in compliance with the Employment Ordinance.

#### 6.1.6 Appeal

An employee may appeal against suspension, dismissal with notice or summary dismissal to the Head of Human resource Department within seven days after the disciplinary action is taken. The meeting to hear the appeal should be attended by a member of the management who is more senior to the one who initiated the disciplinary action, the employee making the appeal and a colleague of his own choice if he so wishes. No disciplinary action will be taken until the outcome of the appeal is known. Subsequent meeting(s) with the parties concerned will be held until a decision is reached. The management will deliver the decision to the employee and confirm it in writing. This represents the final decision of INODAYA Hospital.

#### REFERENCES:

- CCA Rules – Civil Conduct Adhoc Rules

## POLICY ON GRIEVANCE HANDLING MECHANISM

#### 1.0 POLICY:

Grievance redressal procedure shall be explained to the employees during the hospital orientation programmes so that they can address their grievances to their supervisors / Section Heads / HOD / Senior Management.

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The redressal procedure shall address the grievance and with help and advice of the supervisor / section head / HOD / Senior Management attempts to redress the grievance and sort out the problems at all levels.

Appropriate actions shall be taken to redress the grievance by the HOD and Senior Management. Counseling sessions shall be scheduled, with the individual and all attempts shall be made to ensure that there is a redressal of the grievance to everyone's satisfaction.

#### 2.0 PURPOSE:

Maintaining quality of work life for its employees is an important concern for the any organisation. The grievance handling procedure of the organisation can affect the harmonious environment of the organisation. The grievances of the employees are related to the contract, work rule or regulation, policy or procedure, health and safety regulation, past practice, changing the cultural norms unilaterally, individual victimization, wage, bonus, etc.

- a) The purpose of this policy and procedure is to provide a complaint and Grievance handling framework for the complainants as well as complaint Recipients, *and*;
- b) To provide guidelines on how to lodge a complaint or grievance and how that Complaint or grievance will be dealt with.

#### 3.0 DEFINITION:

**Grievance:** Grievance would only mean a grievance relating to any employee arising out of the implementation of the policies/rules or decisions of the organization. It can include matters relating to leave, increment, acting arrangements, non-extension of benefits under rules, etc., of an individual nature.

#### 4.0 SCOPE:

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This policy and procedure sets out the essential elements for the management of complaints from inception to final outcome.

#### 5.0 RESPONSIBILITY:

HOD/Supervisor, HR Manager and CEO.

#### 6.0 DISTRIBUTION:

All the employees of the Hospital.

#### 7.0 PROCESS DETAILS:

##### 1. GRIEVANCE LIST MIGHT INCLUDE ISSUES SUCH AS:

- **Delayed care or treatment:** If a patient feels they didn't receive timely care.
- **Poor communication:** If there were issues with staff communication, such as not being informed about treatment plans or delays.
- **Unprofessional behavior:** Complaints about rude or unprofessional behavior by staff members.
- **Inadequate facilities or services:** Issues related to hospital conditions, equipment, or amenities.
- **Billing and insurance problems:** Disputes over charges, payments, or insurance coverage.
- **Medical errors:** If a patient believes that a mistake was made during diagnosis or treatment.

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## 2. Workplace Conditions

- **Safety concerns:** Employees might feel that the hospital environment is unsafe, such as issues with outdated or malfunctioning equipment, lack of proper protective gear, or poor sanitation.
- **Overcrowded workspaces:** Hospitals can sometimes experience overcrowding, which can lead to stress, exhaustion, and confusion in certain departments.
- **Inadequate staffing levels:** If a hospital is understaffed, employees might experience burnout or feel that they are unable to provide quality care to patients.

## 2. Management Issues

- **Unfair treatment or favoritism:** Employees may feel they are being treated unfairly, or that there is favoritism in promotions, assignments, or opportunities.
- **Poor leadership:** Grievances may arise when staff feel that management is not supportive, doesn't communicate well, or fails to resolve problems effectively.
- **Lack of recognition or support:** Healthcare workers, especially in high-stress environments like hospitals, may feel that their hard work isn't being appreciated or acknowledged by management.

## 3. Workplace Harassment or Discrimination

- **Bullying or harassment:** If an employee feels that they are being bullied or harassed by colleagues, supervisors, or patients, this can be grounds for a grievance.
- **Discrimination:** Grievances can also arise from perceived discrimination based on gender, race, religion, sexual orientation, disability, or other protected characteristics.
- **Inappropriate behavior:** Inappropriate comments, actions, or behavior that violates hospital policies or codes of conduct can lead to grievances.

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#### 4. Compensation and Benefits Issues

- **Unfair pay:** Employees might feel their pay doesn't match their responsibilities or that pay raises, bonuses, or overtime aren't distributed fairly.
- **Benefits issues:** Concerns about health insurance, retirement benefits, paid time off, or other employee benefits can also lead to grievances.

#### 5. Job Responsibilities

- **Unclear job expectations:** If employees feel unclear about their job role, tasks, or expectations, they might raise a grievance.
- **Increased workload:** Grievances may occur if employees are assigned excessive tasks that they believe are outside the scope of their job description.
- **Lack of career growth:** If employees feel there is no room for advancement or professional development, they may voice their dissatisfaction.

#### 6. Workplace Policies

- **Unfair policies:** Employees might raise grievances if they believe that hospital policies are unjust, unclear, or inconsistent. This could involve scheduling policies, dress codes, or time-off policies.
- **Changes in terms of employment:** If a hospital suddenly changes policies regarding contracts, work hours, or benefits, it might lead to grievances from employees who feel those changes are unfair or unreasonable.

#### 7.1 DESCRIPTION OF THE PROCESS:

The INODAYA Hospital Complaints Handling and Grievance Procedure has three stages:

##### Stage 1: Complaints Handling

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The first step is to contact his HOD for the issue. All complaints and grievances will be registered on Register. It will be used as a means of monitoring the complaint progress. The employee is advised of the processes and timeframe within which a response will be received. All attempts will be made to resolve complaints quickly and efficiently, without the need for formal application.

### Stage 2: Grievance Procedure

A formal review request may be lodged through the Grievance Procedure if a employee is not satisfied with HOD decision or is unhappy with the resolution of a complaint. The grievance will be assessed by the Grievance handling committee and the complainant will receive written notification outlining the results of the investigation.

### Stage 3: Unresolved Grievances

If the internal Grievance Procedure mechanism proves unsatisfactory for the employee, then the matter can be referred to the Legal Counsel and/or the Courts (where appropriate).

### Procedure for handling grievances:

- i. Any employee desirous of redress of any complaint or grievance arising out of his employment, including those relating to unfair treatment or wrongful exaction on the part of the superior, shall submit his complaint or grievance to the Head of Department or put the Employees Feedback box which is opened every Monday by the Personnel Department or put it in writing in the Employee Feedback Box, which is opened every Monday by the personnel office.
- ii. In case the employee concerned is not satisfied with the decision of the Head of Department, he may submit his complaint/grievance in writing to the Grievance Committee which will consist of two members elected from the Joint Departmental Committee members and two members nominated out of ex-officio members of the Joint Departmental Committee except the Director. The Grievance Committee shall be chaired by another ex-officio member of the Joint Departmental Committee except the Director.

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- iii. Failing a satisfactory solution by the Grievance Committee within 10 days, the employee concerned may go and appeal to the Director. In case no appeal is made, the decision of the Chairman of the Grievance Committee and in case an appeal has been made, the decision of the Director shall be final and binding.
- iv. **DELEGATION OF POWER:** The Managing Director may, by general or special order, direct that any power exercisable by him under these rules shall, subject to such conditions, if any, as may be specified in the order, be exercisable also by such order or authority as may be specified in the order.

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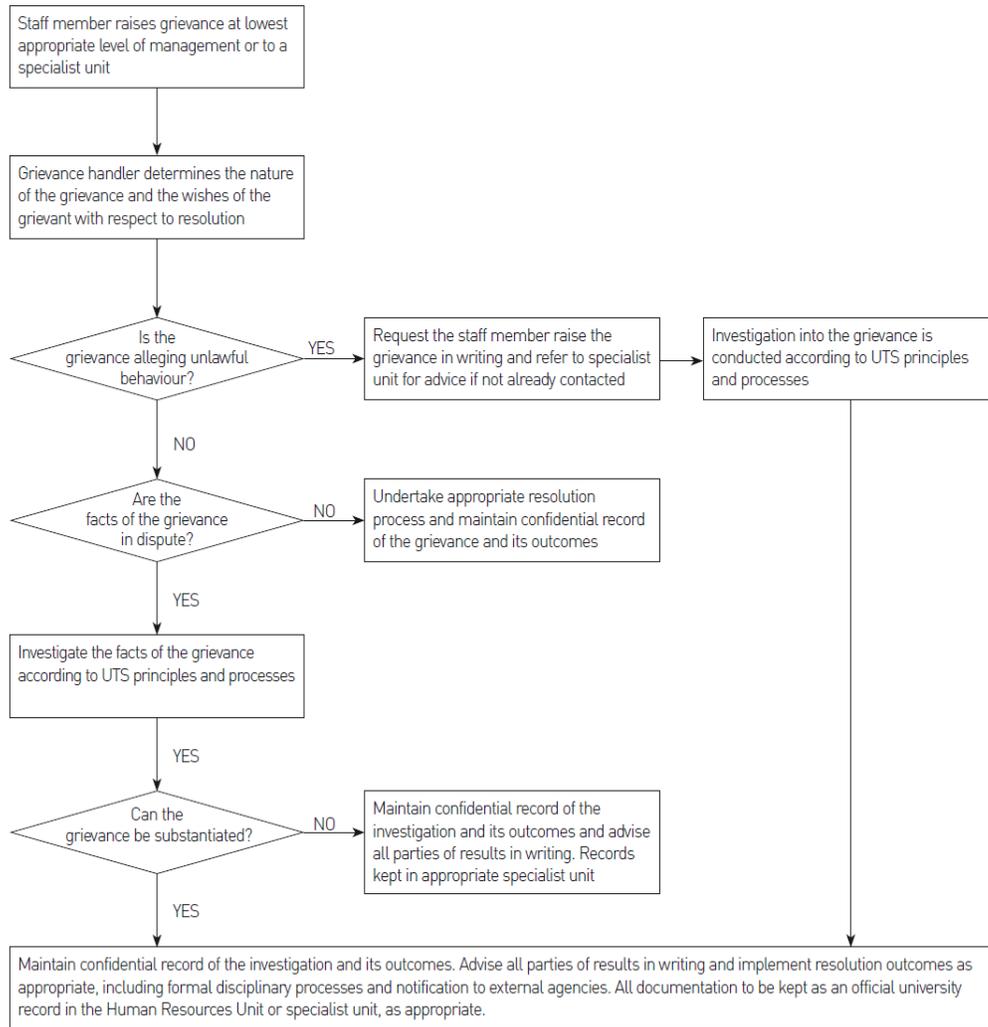
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