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## **DEPARTMENT OF BIO MEDICAL ENGINEERING**

### **CBM351: HOSPITAL PLANNING AND MANAGEMENT NOTES**

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## **UNIT II**

### **HUMAN RESOURCE MANAGEMENT IN HOSPITAL**

Principles of HRM – Functions of HRM – Profile of HRD Manager – Human Resource Inventory – Manpower Planning. Different Departments of Hospital, Recruitment, Selection, Training Guidelines -Methods of Training – Evaluation of Training – Leadership grooming and Training, Promotion – Transfer.

#### **1. HUMAN RESOURCE MANAGEMENT**

Human resources (HR) is the department within a business that is responsible for all things worker-related. That includes recruiting, vetting, selecting, hiring, onboarding, training, promoting, paying, and firing employees and independent contractors.

HR professionals make sure that employees have everything they need to perform their day-to-day tasks and they are also responsible for creating a healthy work environment that attracts and retains qualified people.

#### **2. PRINCIPLES OF HRM**

Human resource management (HRM) integrates and emphasizes on performance appraisal, career planning, training and development, organizational development, systems development, incentives, welfare measures, etc.

The human resource management is an approach to the management of people based on the following principles:

1. Human resource management is concerned with integration by getting all the members of the organization involved so that they may work together with a sense of common purpose.
2. Human resource policies of the organization should be fair to all. They should make a major contribution to the achievement of an organization's objectives as well as provide conducive atmosphere of working to the employees so that their output is maximum.
3. Human resources are the most important assets and their thoughtful management is the key to success of an organization.
4. The culture and values of an organization effort broad influence on the organization. Therefore, organizational values and culture should be accepted and acted upon by one and all in the organization.

#### **3. FUNCTIONS OF HRM**

Human resource management is a staff function. Human resource managers advise line managers throughout the organization. Further-more, personnel requirements of the organization may vary from time to time.

The following functions of the human resource department try to keep the organization going smoothly and efficiently by supplying with the right type of personnel in the right position.

1. Policy Formulation
2. Staff Function
3. Line Function
  - a) Procurement
  - b) Development
  - c) Compensation
  - d) Integration
  - e) Maintenance
  - f) Records and Research
  - g) Personnel Information System

4. Control

5. Managerial

a) Planning

b) Organizing

c) Directing

d) Controlling

### **i. Policy Formulations**

The important functions of the human resource management is to prepare new policies and revise the existing ones in the light of the experience gained in the area of human resource management.

Human resource policy formulation must consider both the strategic plan and the external environment of the organization.

Organizations which do not formulate policies for human resource management.

### **ii. Staff Function**

Line managers come across various problems in their day-to-day management which can be solved satisfactorily with the advice of the personnel or human resource department.

These problems may relate to employee's grievances in connection with distribution of overtime work, promotion, transfer, disciplinary action, etc.

Advice given to them from time to time should be objective and legal, otherwise it will spoil human relations at work.

### **iii. Line functions**

Line functions consist of development, compensation, integration, and maintenance of the human resource of the organization to achieve the organizational goals.

Candidates are usually selected through newspapers, professional journals, employment agencies, words of mouth and campus visit to colleges and universities.

Selection involves various techniques such as short-listing the application forms, interviews, tests, reference checks, etc.

Orientation is designed to help the selected candidates fit smoothly into the organization.

Newcomers are introduced to their colleagues, acquainted with their responsibilities and informed about the organization's culture, policies and their behavioural expectations.

Training aims to increase employee's ability to contribute to organizational effectiveness. It is designed to improve their skills in the present job and to prepare them for promotion.

Performance appraisal is done to let and employee know about his performance. Low performance may prompt corrective action such as additional training or demotion, and high performance may merit a reward such as raise in salary or promotion.

The appraisal is done by the employee's supervisor, but the human resource department is responsible to establish the policies that guide performance appraisals.

Promotion and separation are other major aspects of human resource management.

### **iv. Control functions**

Two important control roles which find place in management literature are **auditing and stabilization**.

"Auditing refers to the monitoring by the human resource department of the performance of line and other staff

departments to ensure that they conform to established personnel policy, procedures and practice in various personnel areas.”

“Stabilization involves seeking approval of the human resource department by the line managers before they take any action.”

For example, granting annual increment, solving union’s grievances, taking disciplinary action against erring employees or rewarding the others, etc.

## **V. Management functions**

Human resource department performs managerial functions like planning, organizing, directing and controlling in respect of human resource department.

Though planning, managers constantly shape and reshape their organizations. They decide in what direction they want their organizations to go and accordingly, make the plans and decisions to get there.

By organizing, managers shape relationship with organizational structures and thereby lead employees into the organization’s future. To achieve the organization’s goal, it is necessary to make the organization’s structures effective, otherwise the process of preparing people to work efficiently may collapse.

A sensible strategic plan and sensible organizational structure result in the fulfilment of organizational goals. To translate these decisions into actions, managers encourage and support the people who carry out the plans and work within the structures.

The managerial effort to keep people focused on the goals of an organization involves the process of directing.

Finally, controlling helps the managers monitor the effectiveness of planning, organizing and directing and take corrective measures as needed. The process of ensuring that actual activities conform to planned activities is called controlling.

## **4. PROFILE OF HRD MANAGER**

Human resource management is one of the most important and complex responsibilities of the hospital administration where more than 65% of the average hospital’s total budget is allocated for pay roll alone.

However, on close observation of any hospitals’ board meeting, 40% of the time at these meetings is spent by the board members discussing finances, 20% buildings and equipments, 15% medical, para-medical and nursing problems, 10% services, 10% public relations and 5% miscellaneous matters including human resource management.

The human resource management in hospitals has been too often the sufferer of the tendency on the part of some hospital administrators to representative some responsibility to human resource managers with one hand and take it back with the other.

There is no denying the fact that hospital administrators more often than not burden the human resource managers with additional responsibility of looking after miscellaneous matters such as hospital transport management, housekeeping, public relations, etc., besides the main responsibility of recruitment of personnel.

However, in practice, they have neither considered them an important and integral part of the administrative team nor they have given directions to the line managers to take seriously the counselling of the human resource managers.

In the absence of above, the line managers are likely to ignore the human resource managers and may continue to make decisions about the personnel of their own.

However, if the hospital administrator makes it clear to the line managers that the advice of the human resource managers is to be taken seriously, its influence on day-to-day decisions will grow.

In short, if the hospital administrator gives due importance to the human resource manager in the hospital administration, he (human resource manager) can recommend, counsel and cooperate with the line managers, and they in

turn can actually accept his recommendations and act upon effectively to increase their efficiency.

The hospital administrator can expect from the human resource managers the production of programme which afford employees the opportunity for continued self-development and the possibility of realizing their potentialities.

Human resource managers have not been employed even in 1% of the health care institutions in India. However, wherever they have been employed, they are getting salary between fifteen to twenty thousand rupees per month on an average;

They are postgraduates or diploma holders either in personnel management or in human resource management.

Human resource managers are particularly remembered when the hospital administration is in trouble either due to strike/demonstration threat given by the employees/their unions, or a legal threat received from any other corner.

Generally, they represent the smallest department in the hospital.

- Whenever any replacement or extra person is required in any department,
- Requisition for recruitment of personnel properly approved by the hospital administrator if forwarded to the human resource department,
- Primarily responsible to notify the vacancy in the employment exchange or to place an advertisement in the newspapers.
- Conduct interviews and complete necessary formalities with regard to the appointment.

Human resource manager focusses the attention of the hospital administrator and the medical superintendent upon the social and psychological needs of the hospital. He does this by giving advice to them.

Therefore, he is to serve them as one of the organization leaders.

- He must be an active member of the top administrative team,
- Should participate in organizational planning by projecting the organization into the future,
- Evaluate the present manpower and develop programme to improve skills by conducting surveys which indicate staffing patterns in similar organizations in the region, and compare them with his own organization.

## **5. HUMAN RESOURCE INVENTORY**

Before the human resource manager can plan his programme, he should orient himself about the personnel and their jobs by conducting a human resource inventory.

Detailed information should be collected about each employee:

1. Name
2. Designation
3. Department
4. Immediate supervisor
5. Location of job
6. Dependents
7. Present address with telephone number, if any
8. Permanent address with telephone number, if any
9. Date of joining
10. Date of promotion, if any

11. Total salary and pay-scale at the time of joining

12. Total salary and pay-scale at present
13. Date of last salary increase
14. Background of family members
15. Any other information.

The data necessary to know about the personnel may be gathered from payrolls and existing employment records. The human resource inventory will provide the following important information:

1. An overall picture of the personnel situation
2. Data for making a rough analysis of the turnover of personnel
3. Information as to the number and types of jobs in existence
4. The number of employees reporting to each supervisor
5. Data for making a rough study of salary schedules
6. Seniority list of personnel
7. Hobbies of personnel

Once the personnel inventory is established, it should be revised annually. It serves as a check against existing records. It may be supplemented by such information as the employee's new address, addition in family or any other details.

The inventory will also help in the following areas:

1. Determining the areas where short-term employment is needed
2. Studying the effects of transport facilities on employment
3. Assessing the ratio of supervisors to employees.

## **5.1 Human Resource Records and Forms**

- Just as it is necessary to maintain records of outdoor and indoor patients, medico-legal cases, Finance or accounts, similarly, the proper maintenance of human resource records is essential.
- Some records are to be kept because of legal requirements; other records are for reference purposes only.
- As the number of employees grows, it becomes more and more difficult to remember all details.
- Human resource records must include not only negative records of employees, like records of absenteeism, warning, etc., but also positive records of their achievements, promotions, training, etc.
- The human resource department should keep this record up-to-date, accurate and also handy so that it can be referred to when required.

### **5.1.1 Reasons for human resource records**

There are several reasons for keeping human resource records:

1. Individual functional departments usually do not keep human resource records of their employees with them. Their records are kept in the human resource department and shared/supplied when required.
2. Government agencies frequently ask for various kinds of information from time to time. This can easily be supplied on the basis of such records.
3. Payroll is prepared from these records.
4. Training needs are determined from these records.
5. Personnel details, family details, educational qualifications, experience, present salary, etc., can be

discovered from human resource records for the purpose of deciding promotions, transfers, etc.

The efficient operation of the human resource department demands that forms to promote efficiency, be designed and put into use.

## **5.2 Categories of Forms**

Forms used in hospitals may be divided into three categories:

1. Permanent records concerned with employees' positions.
2. Forms which may become a part of the permanent records once their immediate use is over.
3. Temporary forms which are destroyed once their immediate purpose has been served.

## **5.3 Permanent Records**

Permanent records can be divided into two categories:

- i. Permanent records concerned with employees
- ii. Permanent records concerned with position

### **5.3.1 Permanent records concerned with employees**

All records concerning an individual employee throughout his employment at the hospital should be kept in a file.

This file can also be used for reference purposes after the employee has left the organization.

It has been found useful to record the following particulars:

1. Name
2. Father's name
3. Present address(sufficient space should be provided to record changes in address)
4. Permanent address
5. Telephone number, if any
6. Birth place
7. Date of birth
8. Marital status
9. Dependent(s)' name, sex, age, relationship
10. Person to notify in case of emergency, with address and telephone number, if any
11. Hobbies
12. Education
13. Experience
14. Test record if pre-employment and promotional tests are used
15. References
16. Employment record in the hospital
  - i. Date of joining
  - ii. Designation
  - iii. Department
  - iv. Pay-scale
  - v. Break-up of allotments

- vi. Date of each change along with designation, department, pay-scale and allotments
- vii. Date and reason for leaving
- 17. Unauthorized absence record
- 18. Misconduct record, date-wise
- 19. Punishment record, date-wise
- 20. Appreciation record
- 21. Special notes, if any, e.g. special health report, repeated loans taken.

### **5.3.2 Permanent Records concerned with the Position**

Permanent records concerned with the positions give the history of what has happened in the various positions throughout the hospital.

The following constitutes the permanent record concerned with the position of an employee:

- i. Job analysis. The breakdown of a job into various component parts.
- ii. Job classification. Grouping of positions having a sufficient number of common characteristics to enable them to be grouped into a unit, e.g. laboratory aid, nursing aid, pharmacy aid, etc.
- iii. Job evaluation. A system by which each position is rated on specified factors and positioned in its relationship to every other job in the hospital.
- iv. Job specification. A summary of the requirements of the job both from the point of view of tasks to be performed and the qualifications necessary to perform the tasks.
- v. Human resource planning. A thorough assessment of future staff needs is required for recruitment, training and career-planning.

### **5.4 Forms which Become Permanent Record**

These include forms which will become a part of the permanent record once their immediate use is over.

The most common ones are:

- 1. Requisition for new employee(s) and authorization for employment
- 2. Job application form
- 3. Medical fitness report
- 4. Employee probationary rating form
- 5. Employee annual rating form.

### **5.5 Temporary Forms**

These are to be destroyed after use. They consist of the following:

- 1. Introduction slips
- 2. Meal passes
- 3. Leave record(should be maintained for 3 years)
- 4. Attendance record(should be maintained for 3 years)
- 5. Permission to visit health clinic.

## **6. MANPOWER PLANNING**

Manpower planning is the prime function of the hospital human resource manager.

Manpower planning starts with the analysis of the future needs of the hospital and its objectives. It determines...



organization structure, decides what jobs have to be filled and what their requirements are.

Short-term manpower planning (two years or so ahead) is promotion planning. Long-term planning (five or ten years ahead) is the really important planning.

In manpower planning, the basic questions of objectives, organization structure and age- structure of personnel have to be considered.

Therefore, manpower planning is essential to know the present and future needs of the health workers.

### **6.1 Nature and Scope of Manpower Planning**

Manpower planning may be defined as a technique for the acquisition, development, allocation and utilization of human resources in an organization.

Manpower planning, which is at times described as manpower management, is basically concerned with having the right type of personnel for the right job at the right time.

This is done by studying three types of forecasts:

1. Economic forecast
2. Hospital's expansion forecast
3. Employee's market forecast.

Systematic manpower planning is a must for dynamic organization.

The management has to meet the challenge of various pressures, such as political, economical and technological, to ensure that the future of the hospital remains bright under all circumstances.

### **6.2 Need for Manpower Planning**

Every hospital has to do manpower planning for the following reasons:

1. Shortage of certain categories of employees.
2. Advancement of medical science and technology resulting in need for new skills and new categories of employees.
3. Changes in organization design and structure affecting manpower demand.
4. Government policies in respect to reservation of seats for SC/ST/OBC/handicapped persons/women, and others.
5. Labour laws affecting demand and supply of labour.
6. International scenario of employment, e.g. employment of nurses, doctors, para- medical personnel in USA, UK, Ireland, the gulf countries, etc.
7. Introduction of computers.

### **6.3 Benefits of Manpower Planning**

Manpower planning anticipates not only the required kind and number of employees but also the action plan for all the functions of human resource management.

The major benefits of manpower planning are that it

1. enables an organization to have the right person at the right place;
2. provides scope for advancement and development of employees through training, development, etc.
3. helps in anticipating advertisement and salary budgets;
4. predicts the need for redundancy and plan to eliminate it;
5. plans for better working conditions, fringe benefits, training needs;

6. gives an idea of the type of tests to be used and interview techniques in selection based on the level of skills, qualifications, intelligence, values, etc. of future manpower; and
7. helps improve service to patients and contributions of working personnel.

#### **6.4 Objectives of Manpower Planning**

The objectives of manpower planning are very wide and varied. The most important ones are:

1. Ensuring maximum utilization of personnel
2. Assessing future requirements of the organization
3. Determining recruitment sources
4. Anticipating from past records:
  - i. Resignations;
  - ii. Discharge simpliciter (simple discharge);
  - iii. Dismissals;
  - iv. Retirement.
5. Determining training requirements for management development and organization development.

#### **6.5 Manpower Planning Steps**

Manpower planning covers the total activity of the personnel functions such as recruitment, selection, training, career development, staff appraisal, etc.

Manpower planning involves the following steps:

- i. Scrutiny of the present personnel strength
- ii. Anticipation of manpower needs
- iii. Investigation of turnover of personnel
- iv. Planning job requirements and job descriptions.

##### **i) Scrutiny of the present personnel strength**

- The scrutiny of the present personnel strength is the corner-stone in manpower planning.
- This helps in management development, in determining training needs, and in the optimum utilization of personnel wherever they are needed most.
- An examination of present staffing can further determine the exact number of personnel required and their skill-levels.

##### **ii) Anticipation of manpower needs**

- The anticipation of the needs for manpower generally involves taking an inventory of the existing personnel who are 'in stock' today, and what can be expected to be in stock tomorrow.
- This forecast is prepared every year for the next five years.
- Its objective is to determine the number of personnel likely to be needed on account of any reason whatsoever; promotion of employees to higher posts, losses that are likely to occur through resignations, discharge simpliciter, dismissals, retirements, etc.

##### **iii) Investigation of Turnover of Personnel**

Labour turnover, means the rate of change in the number of employees, i.e. the number of employees leaving

and joining an organization during a certain period.

A study of labour turnover is helpful in manpower planning.

A high turnover is a warning to the hospital authorities that something is wrong with the personnel policies and practices of the hospital. It may be due to wrong selection, placement, low salary, poor working conditions, lack of promotional avenues, etc.

A high rate of turnover not only costs in terms of money but also harms the reputation of a hospital, lowers the team-spirit of the remaining employees and reduces the quality of patient-care.

Some of the important factors which result in employees quitting their jobs are:

1. Low salary
2. Better prospects in other hospitals
3. Poor working conditions
4. Transport problem
5. Housing problem
6. Marriage in case of female employees
7. Health grounds
8. Family circumstances
9. Further studies
10. Maltreatment by superiors
11. Unfriendly relations with colleagues
12. The attraction of going back to one's native place
13. The attraction of going to a foreign country.

The exit-interview is a useful tool to study labour turnover. When an employee is leaving, he is generally willing to be candid and may share his bitter experiences. The organization's weak spots are revealed, which can ultimately help reduce turnover and in building the morale of the remaining employees in the hospital.

The exit interview form should be filled up by the human resource department. Any responsible person of the human resource department should conduct the exit-interview of an outgoing employee on the last day of his leaving. He should report his findings to the human resource manager and chief executive of the hospital for taking corrective measures so that other employees may not leave the hospital for the same reasons.

The exit-form should also be filled by the concerned department head. While filling up this form, the department head need not interview the employee who is leaving.

The Head of the human resource department should objectively analyze the information received through the exit-interview conducted by the human resource department and the information given by the concerned department head through the exit-form. He should then forward his observations and recommendations to the head of the hospital so that corrective measures may be taken to reduce the turnover.

**Exit-interview form filled by HRD**

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Name and Address of the Hospital  
EXIT-FORM  
(To be filled up by the concerned Department Head)

Name of employee: .....

Designation: .....

Department: .....

Date of joining: .....

Date of leaving: .....

Reason for leaving: .....

Knowledge and skill of profession/occupation: .....

Quality of work: .....

Quantity of work: .....

Ability to work with others: .....

Dependability: .....

Health: .....

Emotional stability: .....

Appearance and grooming: .....

Re-employability: .....

Other comments, if any: .....

.....

Date: .....

(Signature of the Department Head)

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## Exit-Form filled by Department Head

### iv) Planning Job Requirements and Job Descriptions

Manpower planning consists of studying job requirements and preparing job descriptions. The requirements of each and every job must be thoroughly studied through job analysis.

**Job analysis** – job analysis is the process of examining a job to identify its component parts and the circumstances in which it is performed. It is necessary to be familiar with this technique because its application is quite wide and extends

Name and Address of the Hospital EXIT-INTERVIEW FORM (To be filled up by the head of the human resource department)			
Name: ..... Designation: ..... Department: .....			
Employment: Permanent/Temporary/Leave vacancy/Casual/Apprentice .....			
Pay-scale at the time of joining: .....			
Total Salary: Rs. .... /p.m.			
Pay-scale at the time of leaving: .....			
Total Salary: Rs .... /p.m.			
Date of joining: ..... Date of leaving: .....			
Age: ..... Sex: .....			
Marital status: Single/Married/Separated/Divorced/Widow(er)			
Why did you join this hospital? .....			
Why are you leaving this hospital? If it is for any of the reasons listed below, please tick as many alternatives as appropriate. If it is for some other reasons, please state.			
<i>Personal Reasons</i>	<i>Economic Reasons</i>	<i>Involuntary</i>	<i>Others</i>
Health grounds	Better pay in another hospital: Name .....	Advised to resign	Poor working conditions
Getting married	Better prospects in another hospital: Name .....	Terminated	Distance and transport problem
Family circumstances		Retrenched	
Further studies	Starting own practice	Any other reason	Housing problem
Maltreatment by superiors:	Any other reason		
Name .....			
Unfriendly relations with colleagues:			
Name .....			
Going to native place/abroad			
Voluntary retirement			
If not, can you give reasons for this decision?			
.....			
.....			
Please give your suggestions for further improvement of this hospital			
.....			
.....			
Date: .....		Signature of the employee	
How far does the head of the department agree with the comments of the employee?			
.....			
.....			
Signature of the Head of the human resource department			
Direction of the Head of the hospital, if any			
.....			
.....			
Signature of the Head of the institution			

across the whole range of staff management functions.

- a. *Recruitment* – it aims at filling jobs by recruitment, transfer or promotion.
- b. *Training* – it is intended to decide the contents of the programme.
- c. *Salary* – it is designed for finding the correct grading of individual posts.
- d. *Safety* – it is meant for identifying job hazards.

e. *Annual performance appraisal* – it evaluates the performance of employees annually.

The mechanics of carrying out this work of job analysis are demanding on the resources of both the functional management who prepare the job analysis and the line management who analyzes it.

The steps in conducting job analysis are as follows:

1. The analysis should commence with a fairly brief statement of initial requirements such as aptitude, educational qualification, training and experience.
2. The next main item should be a description of the responsibilities under broad headings such as physical effort (amount of physical effort required for moving, lifting, duration, etc.), mental effort (the degree of intelligence needed); and responsibilities (for controlling staff, material, equipment, cash, etc.).
3. Environment and conditions of service are to be considered and analyzed, such as physical surrounding (indoor, outdoor, temperature, humidity, noise, etc.), accident hazards, shift duties, prospects of advancement, occupational illness, etc.
4. The constraints, difficulties and pressure of the job should also be brought out.

**Job description** - Job description is a broad statement of the purpose, scope, duties and responsibilities of a particular job. This is a resultant of the job analysis. It provides the detailed factual information required by candidates and selectors alike in order to obtain a through knowledge of the requirements of a job.

To avoid confusion and misunderstanding, a job description should be prepared jointly by the human resource department and the concerned department head.

A broad format for job description is follows:

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Name and Address of the Hospital  
JOB DESCRIPTION

Job title: ..... Department: .....

Accountable to\*: ..... Pay scale: .....

(\*Here mention the job title of the individual responsible for the supervision of the job holder, e.g. matron in case of staff nurse, electrical engineer in case of an electrician, etc.)

Job summary: .....

.....

Job duties: 1.  
2.  
3.  
4.  
5. Any other duty assigned by the Department Head.

Qualification: .....

Experience: .....

Efforts: .....

Working conditions: .....

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The job description should be reviewed from time to time, particularly at the time of annual appraisal, because the job itself changes due to advancement in technology, laws, requirements, etc.

**Job specification** – a job specification can be defined as a list of various qualities which the person doing the job should possess. It is prepared by analyzing the job description. The job description is translated in terms of qualifications required and personality requirements.

These requirements can be grouped under the heads:

1. *Mental requirements* which include intelligence needed, and educational and professional qualifications.
2. *Physical requirements* which include age, height, health and eyesight, etc.
3. *Skills requirements* such as dexterity required for doing a job, communication, human relations and leadership skills.
4. *Responsibility requirements* in relation to machines, equipment, fellow workers, work schedules, etc.
5. *Experience requirements* to do the job efficiently.
6. *Working conditions requirements* such as physical surroundings.

The requirements vary from job to job. Due importance should be given to each requirement depending upon the circumstances of each job. However, undue importance should not be given to any one requirement at the cost of the other.

A well-laid-out job specification will enable the management to identify the right man needed to do the required job efficiently.

It should be noted that if a man is not found fit for a particular job, he need not be necessarily unfit for all other jobs. At the time of selection, due care and caution should be taken to avoid selection of the wrong person.

**Human resource requirements in hospitals** – Before the requirement and selection of personnel can be undertaken, the requirements for human resources must be analyzed in terms of number of personnel needed for each type of job.

According to a report of the commission on University Education in Hospital Administration, a ratio of 2 employees per bed has been prescribed. This ratio is applicable to general hospitals where patients with all types of diseases are treated.

The term ‘employee’ means any person who works in any capacity in a hospital, e.g. doctors, nurses, pharmacists, medical laboratory technicians, X-ray technicians, physiotherapists, dieticians, medical social workers, supervisors, skilled/semi- skilled/unskilled employees, etc.

According to a recommendation by the World Health Organization, a population of one thousand people needs at least one qualified doctor and every qualified doctor in turn requires eight skilled paramedical and nursing professionals.

Thus, according to this recommendation, India which has crossed the one million population mark, requires approximately 12 lakh doctors and 96 lakh paramedical and nursing personnel to build the right kind of medical infrastructure.

Unfortunately, the country today has approximately 4 lakh doctors and equal number of paramedical and nursing personnel. Thus, India still requires more than 75 lakh such personnel to bring stability to its medical and paramedical infrastructure, especially if we keep in mind the upcoming concept of medical tourism.

### **6.5.1 Stay in Interview**

Stay in interview for Human Resource managers has become an indispensable tool to retain their workforce by making them feel appreciated and motivated. Contrary to exit interview, stay in interview is conducted to understand the reasons why employees wish to continue working for the organization.

It is all about their work, the environment, the practices and the behavior of the supervisors managers that appeal to them and motivate them to stay on.

Stay in interview is held to understand the issues an employee may be facing. So, the Human Resource manager should get feedback from time to time by conducting stay in interviews.

The concept of stay in interview is a positive approach. It focuses on what is going right rather than what is going wrong.

Stay in interviews can be conducted periodically by the immediate supervisor with the help of an assistant of human resource department. They should bring the information collected from the employees in the knowledge of the concerned department head of the employee as well as the human resource manager and try to utilize the information in the best interest of the hospital.

### 6.5.2 Doctor-to-Beds Ratio

According to the Medical Council of India, the doctor-to-beds ratio should be 1:5, but this ratio is applicable only to those hospitals which are attached to medical colleges and where the doctors are required to participate in teaching programmes of the medical colleges.

This ratio depends upon the type of hospital, such as maternity, paediatric, infectious diseases, referral, general, etc.

However, it can be recommend that the doctors-to-beds ration should be 1:10 in general hospitals.

### 6.5.3 Nurse-to-Beds Ratio

The nurse-to-beds ratio should be 1:3, according to the Indian Nursing Council.

The Council has further prescribed that for every 100 beds and to cover a 24-hour period, there should be 4 ward sisters and 30 staff nurses and for fractions of 100, the staff should increase in the proportion of ward sister to 25 beds and 1 staff nurse to 3 beds.

When the bed strength is between 150 and 400, in addition to the nursing superintendent, there should be an assistant nursing superintendent, and when the bed strength is 401 to 700 and for every 300 beds in excess of 700, there should be an additional nursing superintendent.

The nurse-to-beds ratio also depends upon the kind of ward. The recommended nurse- to-beds ratios for the various kinds of wards in a hospital are given in Table.

<i>Ward</i>	<i>Nurse</i>	<i>Beds</i>	<i>Remarks</i>
Medicine	1	3	
Surgery	1	3	
Casualty	1	2	
ICU	1	1	
CCU	1	1	
Pediatrics	1	4	If mothers are allowed to stay with the patients.
	1	2	If mothers are not allowed to stay with the patients
Gastroenterology	1	3	
OB & Gynae	1	3	
Labour Room	1	3	(Per OT table)
Operation Theatre	2	1	
Orthopaedics	1	3	
Well baby nursery	1	3	
Special nursery	1	1	
Dialysis	1	1	
Neurology	1	3	
Psychiatry	1	3	
Dermatology	1	3	
Cardiothoracis Surgery	1	1	
ENT	1	3	
Eye	1	3	
Neuro Surgery	1	3	
Oncology	1	3	
Plastic Surgery	1	3	
Urology	1	3	
Post Operative Room	1	1	

A nurse is to perform different procedures and functions at different time, such as on admission of a patient, discharge of a patient and care during the stay of a patient in the morning, afternoon, evening and at night.

### Patient's care at the time of admission



- Nurse welcome a patients with smile
- Remove bed cover
- Make him feel comfortable,
- arranges for fresh drinking water,
- checks his weight, temperature and blood pressure,
- enquires about the history of illness, orientates the patients to his surrounding (Such as use of the call bell, bed pan, light, fan etc.)

### **Morning care of the patients**

This care is given to the patients in the morning by the day shift nurses.

- She visit the patients in his room, greets him,
- gives a sponge bath,
- change his clothes,
- rubs talcum powder,
- change bed sheets and pillow covers,
- check temperature, Blood Pressure,
- administers morning medicines.

### **Afternoon care of the patients**

Care given day shift staff after he has had his lunch, comb the patient hair, check temperature, BP, administers afternoon medicines, prepares him for evening tea.

### **Evening care of the patients**

This is the care given to the patient by the P.M. shift nurse.

- She takes report about the patients from the morning shift staff,
- check temperature, BP,
- administers evening medicines,
- places the patients in a comfortable position for sleep,
- wishes the patients a peaceful and comfortable night sleep,
- switches off the rom lights and switches on the night lamp if required.

### **Pre –morning care of the patients**

(Between 5am-7am by the night nurse)

- provide bed pan, collect urine and stool specimens if required,
- assists the patients in brushing his teeth,
- washes his face,
- Straightens the bed sheet and makes the patients comfortable,
- If patients has any problem at night she contacts the doctor on call,
- makes entries in the nurse note-sheets about the general condition of the patient finally reports to the day shift nurse before going off duty.

### **Care at the time of discharge**

Prepare for the patients to return home.

The whole aim of hospitalization is to try to help an individual recover speedily so that he may again take his place in society. If this is not possible, he should be prepared to continue his treatment at home.

When the doctor decides to discharge a patient's nurse informs the patient's family member so that they make the necessary arrangement.

Send the chart of billing, explain discharge policy to patients and relatives, hands over the bills to the patients relatives, collect home medicines from the pharmacy from the patient's request the doctor to prepare the discharge summary.

Receiving pay bill-give discharge summary sign it the inform admission office, dietary department, explain follow up policy, enter the patient's name and accurate time in discharge census.

## **7. RECRUITMENT AND TRAINING**

### **7.1 DIFFERENT DEPARTMENTS OF HOSPITAL**

#### **7.1.1 X-ray Department**

The main function of this department is to assist clinicians in the diagnosis of diseases through radiography, ultra sonography, computerized axial tomography, magnetic resonance imaging, etc.

While deciding the number of employees in an x-ray department, the following tasks should be taken into consideration:

1. Reception of patients
2. Recording the history of a patient, as concerned with x-ray
3. Prepare necessary paper, the slip to be pasted on the x-ray request entry in the register
4. Taking film from stock, putting the same in the x-ray cassette
5. Explaining to the patients about x-ray procedure and taking the x-ray
6. Processing film
7. Sorting film
8. Reporting to the radiologist
9. Typing of report
10. Charting report or dispatching report

One senior X-ray supervisor is required for 7 X-ray technicians, to supervise and execute radiographic work, to maintain efficiency and high quality of work.

Also required are one receptionist-cum-typist to take care of reception, clerical and typing work and also one X-ray aide to fetch up to 25 patients from the wards during the day.

#### **7.2 Physiotherapy Department**

The main objectives of physical therapy is as follows:

1. To minimize physical disability through exercises
2. To assist each patient so that he may reach maximum functional level
3. To contribute to the comfort and well-being of the patient
4. To re-train him in activities of daily living
5. To accelerate the patient's recovery and decrease his length of stay in the hospital.

The main function of this department are to rehabilitate or activate various limbs/parts of human body which...

might have become inactive due to accident/disease/ageing process etc. The department is generally directed and supervised by a chief physiotherapist. He is assisted by a number of physiotherapists depending upon the work load. One or more receptionists for receiving patients, their scheduling and clerical duties.

Therefore, the following are the main functions of the physiotherapy department:

1. To speed up recovery of patients
2. To prevent and minimize residual physical disabilities
3. To restore physical functions of the body
4. To make an individual return to his optimum way of living

In designing the physical therapy department, hospital planners should pay attention to six major functional areas.

They are:

1. Treatment area consisting of cubicles
2. Gymnasium
3. Hydrotherapy area
4. Space for office where clerical and administrative work can be carried out
5. Sufficient changing rooms
6. Sufficient number of toilets

The department is generally directed and supervised by a Chief Physiotherapist.

One physiotherapist can treat about 25 patients in a day during his 8 hours duty. Before giving treatment to patients, he has to do some preparatory work:

1. Examination of the patients
2. Entry into register:
  - Name, age, sex
    - Present history of illness
    - Past history of illness
    - Family history if any
    - Diagnosis
3. Aim of treatment
4. Planning of treatment
5. Progress report

One Chief Physiotherapist is required for 7 physiotherapists to supervise their working and to maintain a high standard.

### **7.3 Medical Laboratory**

The primary function of medical laboratory is to perform laboratory tests in the eight main fields of hematology, parasitology, urinalysis, histopathology, serology, biochemistry, bacteriology, cytology, etc. to assist medical staff in making or confirming diagnosis.

In all hospitals, a pathologist is in charge of the laboratory. At the middle level there is a chief laboratory technician who looks after the section heads of various sections of the laboratory.

Each section head has a number of laboratory technicians, laboratory aides and bottle washers, but secretarial staff can be common for all the section.

One medical laboratory technician can do approximately 35 tests per day. If he does less than 35 tests, it means that his performance is below average. If he does more than 35 tests, the accuracy of his results should be questioned.

In one day, one technician can do: 45 hematology tests; or 50 urine analysis tests; or 50 parasitology tests; or 20 blood-bank tests; or 40 serology tests; or 30 biochemistry tests; or 20 histopathology tests.

Also required are one section head over 7 laboratory technicians, clerical staff and bottle-washers, keeping in view the workload and technology used in the department.

#### **7.4 Pharmacy**

To run the pharmacy of a hospital, the head of the hospital requires qualified pharmacists, organization structure, cooperation of the medical and nursing staff of the hospital.

The number of pharmacists to be employed in a hospital depends upon the policy of the hospital.

It has been observed that one pharmacist can dispense medicines to 150 patients per day. One pharmacist can dispose of one prescription of a patient, whether an out or an in- patient in approximately 2 minutes.

Thus, one pharmacist who works 8 hours a day can take care of 100 out-patients as well as 50 in-patients.

If the number of pharmacists in a hospital exceeds 7, the Chief Pharmacist should employ one senior pharmacist to assist him in supervision so that the efficiency of the department may be maintained.

#### **7.5 Laundry**

The following lists show the space and equipment required in a hospital laundry:

1. Clean cloth processing area
2. Drying area
3. Folding area
4. Pressing area
5. Material storage area
6. Laundry supervisor area
7. Laundry personnel's rest room
8. Solution preparation and storage room
9. Boiler area

List of equipment for laundry:

1. Washing machines
2. Hydro extractors
3. Iron for pressing clothes
4. Dryers
5. Sewing machines
6. Boiler

The number of personnel required in the laundry department depends upon the frequency of changing cloths in the wards, the quality of cloths, as well as upon its laundry equipment.

However, one laundry operator can wash the cloths of 25 to 30 beds and one laundry orderly can assist in washing the cloths of 50 to 60 beds.

One shift supervisor, one laundry mechanic and one laundry clerk are required in each shift. Some staffing norms based on the workload being followed at various hospitals are:

One washerman can take care of	: 150 to 200 kg cloths per day. Each
operation in Operation theatre	: 7 to 8 kg of soiled cloths Each
delivery in Labour Room	: 7 to 8 kg of soiled cloths Each ward
patient	: 5 to 6 kg of bed cloths

## **7.6 Food Service**

The food service department receives a substantial amount of supplies. Therefore, it requires large enough area for handling supplies.

The storekeeper of the food service department should also be present so that he can check the quantity and quality of the supplies.

The food service department in most of the hospitals is divided into:

- i. Supply receiving area
- ii. dry storage area
- iii. refrigerated storage area
- iv. cooking area:
  - a) for vegetarian cooking
  - b) for non-vegetarian cooking
  - c) for western cooking
  - d) for special diet cooking
- v. for employees cooking
- vi. patients serving rooms
- vii. food service manager office
- viii. dietician office
- ix. dishwashing area
- x. peeling of vegetables area
- xi. visitor's canteen
- xii. pot washing area

It is difficult to generalize on the size of staff required in the food-service department of a hospital.

The staff strength depends upon the number of medicated diets required, the education programme, research work, and the type of equipment used in the department.

However, one dietary staff member is required for approximately 15 to 20 patients. Generally, in the food-service department of a hospital, the dietician, food storekeeper, cook, cook helpers, bearer and dish washer work in close co-ordination.

One dietician can look after upto 200 beds. If the bed strength exceeds 200 beds, another dietician should be appointed.

One cook, one cook helper, one bearer and one dishwasher are sufficient to prepare and serve meals for 20 patients/staff members.

## **7.7 Sanitation and Housekeeping**

The housekeeping department deals with hospital hygiene. The sanitation in-charge should know the simple facts about bacteriology. He should also be able to train his employees in cleaning techniques.

The following functions are carried out by personnel of the housekeeping department:

1. They sweep and mop floors, dust furniture, clean walls, windows and bathrooms.
2. They scrub and wax floors.
3. They collect garbage and dump it near the burning site.
4. They prevent spread of infection.

A sweeper should be allocated a work-area of 1,200 to 1,500 square feet keeping in view the work policies of the institution, the degree of cleanliness required, and the electrical cleaning equipment used.

One supervisor to supervise 10 sweepers is recommended. For a 300-bed hospital, there should be one sanitation incharge, four supervisors and 40 sweepers (30 sweepers for the daily requirement and 10 sweepers as leave reserve).

## **7.8 Security**

The security of any hospital is becoming more and more problematic. The visitors may violates the rules and regulations of the hospital.

Similarly, employees of the hospital try to break hospital discipline.

The security personnel of a hospital have a dual role to play that of watching and controlling both visitors and the staff.

Keeping in view the rising trend of thefts and the tendency of visitors to violate the rules and regulations, it is necessary to engage sufficient security force.

The staff strength required depends upon several factors;

- The area of the hospital,
- The location of the hospital (city, town, village),
- The construction of the hospital building

However, the norm is that one security guard is required for every 10 beds of a hospital and one security supervisor is required in every shift to take decisions on the spot in case of any untoward incident such as theft, fight between the hospital staff and the public or amongst the hospital employees.

## **7.9 Central Sterilization and Supply Department**

The primary activities of the department are sterilizing, storing and distributing the dressings, instrument packs, gloves, catheters, sterile cloths packs, treatment trays, etc.

The main objectives of the central sterilization and supply department are:

1. To prevent infection by sterilizing equipment and materials
2. To sterilize equipments and materials
3. To achieve higher efficiency in the areas where sterilized equipment and materials are used
4. To reduce the length of stay of patients by providing proper sterilized equipment
5. To reduce the cost of maintenance of the hospital.

Mostly the functions of the central sterilization and supply department are:

1. Receiving the used equipment and materials
2. Deciding whether any of the equipment and materials are required to be discarded
3. To disinfect prior to sterilization

4. Assembling equipment sets, cloths packs and treatment trays
5. Packing equipment sets, cloths packs and treatment trays
6. Sterilizing
7. Labelling and dating
8. Storing equipment packs, cloths packs and treatment trays
9. Issuing

Generally, in the central sterilization and supply department, there is a supervisor who may be a nurse and the remaining staff consists of technicians and aides who are trained on the job.

One person in the central sterile supply department can take care of 25 to 30 beds. This excludes the supervisory staff but includes a 30 percent leave reserve.

### **7.10 ECG Department**

The staffing norms for ECG technicians depend upon the type of hospital, size of the hospital and number of patients visiting the Outpatient department.

The staffing norms for ECG technicians can be formulated on the basis of number of ECGs taken in one shift (lasting 8 hours).

One ECG technician can take about 20 ECGs in one shift.

### **7.11 Admitting Department**

The functions of the admitting department generally consist of giving information, admitting, transfer and discharge of patients.

At the time of admission, the admission desk collects data during the admission process. Once the admission formalities are over, one person from the admitting department accompanies the patient to the ward and hands over the admitting papers of the patient to the ward incharge concerned.

The main functions of the admitting department are:

1. Admission of patients, transfer from one place to another because of the condition of patients and discharge of patients from the hospital.
2. Collecting information from patients at the time of admission.
3. Generating appropriate patient's records to pass on to the department concerned
4. Collecting advance from patients at the time of admission as per the policy of the hospital, if any.
5. Booking patients for planned surgeries and deliveries on the basis of written instructions by the doctors concerned.
6. Maintaining a bed index showing current occupy of beds ward wise in order to assign beds for other patients.
7. Arranging some one to take the patient and his family members to the patient's room where he has been allotted a bed.
8. Providing information about the hospital and its doctors to patients.

### **7.12 Medical Records Department**

The medical records department maintains records and document relating to patient care. Its main functions are filing, indexing and retrieving medical records by

- i. Developing a procedure for the proper flow or records,

- ii. Developing a statistical reporting systems
- iii. Preparing births, deaths and communicable diseases reports
- iv. Preparing statistical reports in relation to admission, discharge, coding all diagnosis.

### 7.13 Public Relations Department

The major responsibilities of the Public Relations Officer are:

1. To keep good relations with all kinds of media personnel.
2. To develop communication material such as website of the hospital.
3. To bring the virus of the public to the knowledge of the management.
4. To tell beforehand the impact of any change in the hospital policy.
5. To improve communication between the public and the management.
6. To organize camps for blood donation, fund raising, etc.

## 8. RECRUITMENT

Recruitment is a process of finding and attracting the potential resources for filling up the vacant positions in an organization.

Recruitment process is a process of identifying the jobs vacancy, analyzing the job requirements, reviewing applications, screening, shortlisting and selecting the right candidate.

### Job requisition

Once a department head knows that there is a vacancy, he fills up a job-requisition slip and submits it to the human resource department for necessary action.

Job requisitions are intended to give the human resource manager enough information about the job.

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#### Name and Address of the Hospital JOB-REQUISITION FORM

To

The Human Resource Manager

Please arrange to fill ..... post/posts of ..... for my department within ..... days. Job specifications are given below:

1. Post ..... Permanent/Temporary/Leave vacancy
2. If temporary/leave vacancy, its duration .....
3. Age .....
4. Sex .....
5. Qualification .....
6. Experience .....
7. Working schedule .....
8. Special skills required .....
9. Budget provision .....
10. Any special requirement .....

Date .....

Signature of the Department Head

#### Instructions

1. Be sure about the nature of the post mentioned at S. No. 1.
  2. While filling particulars from S. No. 2 to 8, please go through the job description of the concerned job.
  3. Before submitting this form to the human resource department, please take the approval of the head of the institution.
-



## Sources of recruitment

The moment the human resource department gets a job requisition slip from any department, it starts looking for prospective candidates using various sources of recruitment.

The following sources are well established but their effectiveness varies in different situations and different parts of the country.

1. Existing employees
2. Door applicants
3. Government employment exchange
4. Private employment exchange
5. Newspapers
6. Professional journals
7. From other hospitals
8. Unsolicited applicants
9. Campus interviews in teaching institutions
10. Internal circulars for vacancies
11. Referral from:
  - a. Employees;
  - b. Ex-employees;
  - c. Political leaders;
  - d. Government officials;
  - e. Religious bodies.
12. Re-employment
13. Through contacts
14. Walking interviews
15. Job websites
16. Placement agencies
17. Social networking

Though the human resource department of a hospital generally tries to utilize one or more sources of recruitment as mentioned above, a few human resource managers give some weightage to the referred candidates of their own hospital's employees.

The latest source of recruitment which is catching up the market these days is social networking. The very concept of social networking for the purpose of recruitment is that every one knows some one.

The specifications of the vacancy should be circulated in writing to all the recruitment sources and particularly to the government Employment Exchange.

To

The Employment Exchange Officer  
ABC Road  
XYZ Place

1. Type of worker required (designation) .....
2. Description of duties .....
3. Qualifications required
  - (i) Essential .....
  - (ii) Desirable .....
4. Experience required
  - (i) Essential .....
  - (ii) Desirable .....
5. Age limit, if any .....
6. Whether women eligible .....
7. Number of worker/workers required .....
8. Probable duration of post .....
9. Pay scale .....
10. Allowances .....
11. Particulars regarding interview
  - (i) Date of interview .....
  - (ii) Time of interview .....
  - (iii) Place of interview .....
12. Probable date by which the vacancy will be filled .....
13. Reservation for any community .....
14. Willingness to consider applicants from other exchanges in case local candidates are not available .....
15. Admissibility of travelling allowance to candidates reporting for interview .....
16. Provision for food and accommodation .....
17. Other items of information .....

Date .....

Signature of the Employer  
Stamp of the Hospital

## 8.1 Recruitment Policy

The hospital authorities should frame a recruitment policy for the guidance of the human resource department.

The management should clearly spell out the objectives and major principles they intend to pursue while recruiting employees.

They should also lay down a promotion policy.

### 8.1.1 Considerations for framing recruitment policy

The following points should be kept in mind for the recruitment and selection of employees:

1. Internal vs. external recruitment
  - i. Recruitments can be classified into two main types: internal and external.
  - ii. Internal recruitment implies the promotion and transfer of employees within an organization to fill a vacancy.
  - iii. External recruitment implies recruitment of an employee from outside the organization.
2. Appointment of relatives of employees
  - i. The relatives or friends recommended by employees are accepted as a reliable source of recruitment.
  - ii. Where there is confidence and respect between an employer and his staff, it is unlikely that employees will put forward the names of such persons who would let them down.

- i. The candidate to be selected should neither be under-qualified nor over-qualified.
- ii. If he is under-qualified, he will not be able to do his work efficiently.
- iii. On the other hand, if he is over-qualified, he would soon become frustrated and ultimately leave the hospital.
- iv. Hence the candidate to be selected should be suitably and adequately qualified.

#### 4. Exit interview

- i. Exit interviews are considered essential to get a feedback regarding the hospital's policies.
- ii. In fact, the exit-interview is a very useful tool to study labour turnover
- iii. Weak spots in the organization's policy are revealed which help in reducing turnover and building the morale of the remaining employees in the hospital.

### 8.1.2 Advertising the post/vacancy

Where it is not possible to fill the vacancy through other sources of recruitment, vacancies have to be advertised in newspapers and professional journals.

### 8.1.3 Objects of advertising a post

A post is advertised to

- a. Attract suitable persons;
- b. Get adequate number of applicants;
- c. Discourage unsuitable persons from applying;
- d. Project a good image of the hospital.

### 8.1.4 Considerations to be kept in mind while advertising

While advertising, the following points should be kept in mind:

1. The advertisement should be designed in such a way that it induces the interest of potential candidates.
2. The media of advertisement should be selected carefully.
3. As far as possible the advertisement should be a display advertisement. A classified advertisement usually fails to attract the right persons.
4. Repeated advertisement for the same post should be avoided because it gives the impression that the hospital is one where employees do not wish to stay long.
5. Give background information about your hospital in a couple of sentences such as a mission hospital, private hospital, public hospital, charitable hospital, etc.

## 9. SELECTION

The selection process starts when applications are received and screened in the human resource department. The human resource manager goes through the applications to identify potential candidates for interview.

The job application form is one of the most important tools in the selection process. When drafted properly, it can supply enough information about a candidate. In this way, the number of persons who have applied can be reduced to a manageable size for interview.

### 9.1 Job application form

The job application forms of different organizations are quite similar. They need to know the applicant's name, father's name, present and permanent address, sex, age, religion, weight, height, physical deformity, if any, educational qualification, experience and participation in extra-curricular activities.

While preparing the job-application form, the following points should be kept in mind:

1. The form should be large enough to provide enough space for writing the desired information.
2. The application form should be printed on good paper.
3. The wording used on the form should not be unclear.
4. Items included in the form should be designed to extract only the required information.
5. It is desirable to include some questions about the previous employers of the candidate to find out his stability at work.
6. One blank page should be attached with every job-application information and the candidate should be asked to write why he is applying for the post.
7. At the end of the form, there should be a place for his signature. The signature should follow two statements:
  - i. I have no objection if any enquiry is made from my past or present employer.
  - ii. I hereby certify that all the information given by me in the form is correct and complete to the best of my knowledge and belief.

A job-application form serves three main purposes:

- a. It enables hospital authorities to weed out unsuitable candidates.
- b. It acts as a frame of reference for the interview
- c. It forms the basis for the personnel record file of the successful candidates. One model job-

application form has been given as follows:

Name and Address of the Hospital HUMAN RESOURCE DEPARTMENT—PERSONAL INFORMATION FORM				
Post applied for .....				
Name .....				
Address .....				
Present .....				
Permanent .....				
Father's/Husband's Name ..... His Occupation .....				
Citizenship ..... Religion ..... Sex .....				
Age ..... Date of Birth ..... Physical Deformity, if any .....				
Marital Status: Single      Married      Divorced      Separated      Widow(er)				
Hobbies .....				
Name and address of relation to be notified in case of emergency .....				
Education: (Including technical/professional qualification, if any)				
Degree/Certificate Diploma awarded	Institution Board/University	Year	Division	Subjects

Do you know typing? Yes/No. If yes, what is your typing speed .....

Do you possess working knowledge of computer? Yes/No.

References (Not relations and employers)

- |                   |                   |
|-------------------|-------------------|
| 1. Name .....     | 2. Name .....     |
| Designation ..... | Designation ..... |
| Address .....     | Address .....     |

Are any of your relatives employed in this hospital? Yes/No. If yes,

Name ..... Relationship .....

Have you had any major illness, operation or accident in the past. If yes, give details .....

Service Experience (Start with the last employment)

1. Name and address of the employer .....  
From ..... To ..... Your position .....  
Description of duties .....  
Salary and grade ..... Fringe benefits, if any .....  
Reason for leaving ..... Refer to whom? .....
2. Name and address of the employer .....  
From ..... To ..... Your position .....  
Description of duties .....  
Salary and grade ..... Fringe benefits, if any .....  
Reason for leaving ..... Refer to whom? .....
3. Name and address of the employer .....  
From ..... To ..... Your position .....  
Description of duties .....  
Salary and grade ..... Fringe benefits, if any .....  
Reason for leaving ..... Refer to whom? .....

What type of Nursing do you prefer most? OT/Public Health/OPD/Medical/Surgical/  
Paediatrics/OrthopaedicOb. & Gyn.  
(For nurses only)

Are you currently a member of any professional organization? Yes/No.

If yes, name: .....

Have you any objection to our making enquiries from your

- (a) Past employers: Yes/No  
(b) Present employer: Yes/No

Minimum salary expected .....

Minimum time required for joining .....

Have you ever applied earlier? If so, with what result .....

Have you ever been convicted by a Court of Law .....

I hereby certify that the statement made by me in answer to the foregoing questions is true, complete and correct to the best of my knowledge and belief. I understand that any misrepresentation or material omission made in the personal information form or any other document requested by the hospital authorities renders a staff member/workman of (*name of the hospital*) liable to termination or dismissal.

Date .....

Signature of the Applicant

The human resource manager does not select anyone. His job is to screen and recommend the potential applicants to the department head.

The final decision must rest with the department head.

## 9.2 Steps in selection

The steps which constitute the employee selection process are the following:

- i. Interview by human resource department
- ii. Pre-employment tests – written/oral/practical
- iii. Interview by department head
- iv. Decision of administrator to accept or reject
- v. Medical examination
- vi. Check of references
- vii. Issue of appointment letter.

## i) Interviewing

Interviewing is the main method of appraising an applicant's suitability for a post. Interviews are often conducted to assess the suitability of candidates.

The employment interview can be divided into four parts;

- a. Warm-up stage,
- b. Drawing-out stage,
- c. Information stage,
- d. Forming-an-opinion stage

The employment interview is aimed at obtaining certain basic information. It is normally conducted by the human resource manager and the concerned department head.

The candidate is asked about his education, job experience, minimum salary acceptable, etc. sometimes, he is asked why he is applying for job in that hospital or why he is leaving his present job.

### Phone interview

These days, human resource manager interview outstation and out of country applicants on phone. The interviewer and the interviewee do not meet face to face.

Instead, they talk on telephone and the interviewer interviews the interviewee, the result of which determines whether the candidate can be invited to meet the human resource manager or not.

### Main objectives of an interview

The main objectives of an interview are:

1. For the employer to obtain all the information about the candidate to decide about his suitability for the post;
2. To give the candidate a complete picture of the job as well as of the organization;
3. To demonstrate fairness to all candidates.

### The interview letter

When calling a candidate for an interview, the time, date and place must be specifically mentioned. Other conditions such as requirements of passport size photograph, certificates, and testimonials, etc. should also be mentioned. The model interview letter is as follows:

---

Name and Address of the Hospital  
INTERVIEW LETTER

Address .....  
.....  
.....

Date .....

Dear .....,  
With reference to your application dated ..... for the post of ....., I am pleased to call you for an interview at ..... on ..... in the human resource department.  
You are required to fill up the enclosed job-application form and bring it with you at the time of the interview.  
You will be/will not be paid travelling allowance to report here for the interview.  
Please bring your original certificates and testimonials with you. We look forward to seeing you.

Your sincerely,  
(Human Resource Manager)

Encl: 1

### Preparation before the interview

There are several points to be taken care of before the interview.

1. Plan carefully before interview.
2. Inform the receptionist so that candidates called for the interview are correctly directed to the place of interview.
3. Make sure that the waiting arrangements are satisfactory.
4. Explain the process of selection to the candidates about the hospital.
5. Ensure that all candidates feel at ease before and during interview.
6. Have a plan of questions so that assessment is comprehensive.

#### **During interview**

Encourage the candidates to talk frankly. Privacy during the interview is essential.

A written appraisal of the candidates should be made by the interviewer after the interview.

#### **Interviewing functions of the Human Resource Manager**

There is always some confusion about the responsibilities of the department head and of the human resource manager.

It can be clarified by stating that the human resource manager helps the department head in the selection of the candidates who meet the job requirements.

The department head, on the contrary, is able to visualize the applicant as a part of his own department and will question him more specifically as to his adaptability to the position to be filled. The responsibilities of the human resource manager are:

1. To screen the application of the candidate;
2. To give information about:
  - (i) General nature of work,
  - (ii) Hours of work,
  - (iii) Pay-scale, allowances and starting total salary,
  - (iv) Fringe benefits,
  - (v) Leave policy, and
  - (vi) Brief information about the background of the hospital;
3. To discover any differences in the expectations of the hospital and the candidate.

#### **Concluding the interview**

Once the interviewer has secured a clear idea of the applicant's basic strengths and limitations, he should bring the interview to a close with a brief summary of what has been discussed and give indications to the applicant of the next step. At the end of the interview, the interviewer should fill up his evaluation form/recommendation sheet.

#### **ii) Pre-employment tests**

For certain categories of posts, there is need for testing the professional capability of the candidates because there are several characteristics which cannot be properly assessed either during the interview or investigating the background of the candidates.

These tests can broadly be divided into four types:

- a) Tests of general ability – intelligence tests
- b) Tests of specific abilities – aptitude tests

c) Tests of achievement – trade tests

d) Personality tests – tests of emotional stability, interest, values, traits, etc.

#### **a) Tests of general ability**

These tests can give a useful indication of a candidate's mental ability. It has been observed that for various professions, there is an optimum level of I.Q.

While selecting individuals for a particular job, the human resource manager should ensure that he selects individuals who have I.Q.s within the required optimum range.

#### **b) Tests of aptitude**

Aptitude tests measure whether an individual has the capacity or hidden ability to learn a new job, if given adequate training.

These tests measure skills and abilities that have the potential for later development in the person tested.

#### **c) Tests of achievement**

Tests of achievement measure the present level of experience that a person has achieved. In hospitals, these tests can be used for typists, stenographers, laboratory technicians, radiographers, etc. These tests can also be used at the end of training programmes to evaluate the level of experience.

#### **d) Personality tests**

Personality tests are used to evaluate certain personality characteristics.

These tests are used in selecting candidates for sales jobs, supervisory jobs, management trainees, etc., because certain personality characteristics are essential to succeed in such jobs

#### **iii) Interview by department head**

The responsibilities of the department head are:

1. To review the job-application form to check relevant data on experience;
2. To evaluate the professional ability of the candidate;
3. To give a detailed picture of the job requirement to the applicant;
4. To advise the human resource manager if he thinks that the previous training or experience or both of the applicant justifies a higher starting salary.

#### **iv) Decision of administrator to accept or reject**

In some hospitals, the selection committee consists of one person each from the human resource department head/supervisor of the concerned department and representative of the head of the hospital.

After interviewing all the candidates, the selection committee submits its recommendations for approval to the head of the hospital, who is generally the hiring and firing authority.

Different hospitals adopt different policies according to their own convenience for the selection of their employees. However, final approval of selection or rejection of the candidates rests with the head of the institution.

#### **v) Medical examination**

The medical examination of a potential employee is a help both to the employee and to the management. The selection of the right type of employee who can give his best and be most happy requires a through knowledge of his physical capacities and handicaps.

This necessitates a complete medical examination by a doctor who understands the job requirements. Therefore, no employee should be placed on the job unless he has been declared medically fit by a qualified medical officer.

The purpose of the medical examination is threefold:



1. It is for the protection of the applicant himself to know whether that job will suit him or not from the medical point of view.
2. It is for the protection of the other employees so that they are not at risk of any communicable or other disease which the prospective employee may have.
3. It is for the protection of the employer as well, so that he may avoid selecting a medically unfit person.

#### **vi) Check of references**

The references provided by the applicant should be cross checked to find out his past performance and to obtain relevant information from his past employer and others who have knowledge of his professional ability.

Reference forms are generally checked by the employees of the human resource department who have comparatively little knowledge about the applicant.

The reference letters should be brief and should require as little writing as possible by the person to whom it is sent.

#### **Model letter for sending to persons whose names have been given by applicants**

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Name and Address of the Hospital

#### **REFERENCE LETTER**

(To check antecedents from a person whose name has been given by the candidate)

Address

.....  
.....  
.....

Dear Sir/Madam,

Mr./Mrs./Miss ..... has applied for a position of ..... in our hospital. In his/her application, he/she has mentioned your reference. We would appreciate it very much if you please comment on Mr./Mrs./Miss .....’s character, dependability, integrity and provide any other information that you may wish to pass on to us.

Please be assured that any communication received from you will be treated as strictly confidential.

Yours sincerely,

Human Resource Manager

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## vii) Issue of appointment letter

The next step is to send an offer of appointment to the selected candidate. The model offer letter is as follows:

<hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> <div style="text-align: center;">Name and Address of the Hospital OFFER LETTER</div>	
Address ..... ..... .....	Date: .....
Dear .....,	
With reference to your application dated .....and the subsequent interview held on ....., I have been directed by the Administrator/Medical Superintendent of our hospital to offer you the post of ..... in the pay scale of Rs..... at Rs..... P.M. as basic pay, Rs. .... P.M. as dearness allowance, Rs..... P.M. as house rent allowance and Rs..... P.M. as city compensatory allowance. (Mention any other allowance, if any). Total Rs..... P.M.	
You will be on probation for ..... months/year. This offer is subject to your medical fitness declared by the medical officer of our hospital.	
If this offer is acceptable to you, please report for the medical examination at ..... a.m. on ..... in our hospital.	
<div style="text-align: right;">Yours sincerely, (Personnel Manager)</div> <hr style="border: 0; border-top: 1px solid black; margin-top: 10px;"/>	

## 10. TRAINING GUIDELINES

Training may be defined as systematized tailor-made exercise to suit the needs of a particular organization for developing certain attitudes, skills and abilities in employees irrespective of their functional levels.

While designing any training programme, the following guidelines should be kept in mind:

1. Training opportunities should be given to all employees irrespective of their age, sex, rank, etc.
2. Training programmes should be based on job analysis.
3. Training opportunities should be provided throughout the employees' stay in the organization in order to meet technological changes.
4. Apart from meeting immediate demands, all employees should be encouraged to take courses which are likely to improve their respects for more highly skilled employment.
5. A systematic means of assessment should be used while selecting employees for training.

## 11. METHODS OF TRAINING

The type of employee training depends upon a number of factors such as skills called for in jobs to be filled, qualifications of candidates applying for jobs and the kinds of operating problems confronted by the organization.

The most important type of training has always been and will always be training on the job. The experience of actually doing something on the job makes a lasting impression that other types of training cannot provide.

Training on the job to train new employees can be successful when it is done in an effective manner.

It is, therefore, necessary to ensure that supervisors are themselves trained and motivated to be good trainers.

The following outline can help in giving on-the-job training effectively:

1. Prepare the employee for training on the job. State the job and find out what he already knows about it.
2. Illustrate and show one important step at a time. Instruct clearly and patiently.
3. Let him do the job. Correct his errors. Make sure he understands. Continue correcting his errors until he can do the job confidently.
4. Choose a 'buddy' to whom he can go for help.

### 5. Check frequently. Let him feel free to ask questions.

For training on the job to be effective, the trainer must take time to see that learning really occurs and is in the best interest of the trainees, patients and hospital.

There are four main types of training. These are provided by the management according to their requirements.

#### **Entry training**

It refers to the initial training provided to employees at the time of joining the hospital.

#### **Job training**

It is provided to the employees with the object of increasing their knowledge about their jobs, and also to enhance their efficiency. It enables employees to know the correct method of handling the machines and materials at their jobs.

Skills are taught through a mixture of demonstration, explanation and practice. The teaching must be geared to the job.

There must be continual process of correction of errors made, and checking that the trainee understands what is taking place.

#### **Training for promotion**

It is provided in some organizations to fill higher posts from among the existing employees. This gives encouragement to employees to work harder.

#### **Refresher training**

It is arranged through short-term courses for the old employees of the latest development in their fields.

## **12. EVALUATION OF TRAINING**

When large sums of money are spent on training programmes, it is necessary to evaluate their effectiveness.

A constant check needs to be kept on whether the objectives and contents of training programmes are consistent with the aims and current needs of the hospital, and whether the objectives are being achieved economically.

The following points should be kept in mind:

1. A comprehensive evaluation and assessment of training plans as related to the defined needs should be undertaken.
2. Measures must be evolved to evaluate the effectiveness with the methods, procedures, training-aids and materials are used by the training instructors.
3. There should be some effective means by which the progress of the trainees during the training programme may be assessed and evaluated.
4. Finally, the achievements of those who have received training must be followed- up over a period of time to assess whether performance has improved.

## **13. LEADERSHIP GROOMING AND TRAINING**

No organization can do without a superleader who can recognize the 'skill-set' of everyone, sharpen these skills, and mould him into the next leader.

A superleader's brief is to spot and liberate the leader in every employee. And, this liberation cannot happen overnight.

It is often the result of a continuous effort at developing individual capacity of every employee till they realise their optimum potential to act in a responsible manner.

Effective leaders invest in developing people's skills and competencies. Surveys have shown that organization's which spend more than average amount of money on employee training, achieve higher levels of commitment, better customer service and employee alignment with company vision and values.

Another responsibility of a superleader is to create an effective learning environment. This is characterized by a climate of trust and openness which leads to greater willingness to communicate about feelings and problems and a positive tendency for change.

Learning is also about making mistakes. In any work environment, there is **learning curve**. Performance generally goes down before it goes up.

Superleaders are thus great learners who regard all mistakes as **learning opportunities**. They foster this attitude among their associates also by encouraging them to break old patterns of thinking, come out of their boxes, question routines and challenge assumptions.

One leading company introduced a suggestion system that rewarded thinkers of original ideas. The response from the employees was prompt and instantaneous.

The system began to change established mindsets. Employees began to think more in terms of how to improve their productivity rather than remain distributed by others mistakes.

The President of a well-known company pursues a very open-ended communication strategy with his subordinates.

Instead of interacting only with a small set of key executives, he routinely summons big employee groups to his office and openly shares his vision for the company with them.

Sometimes, the employees come up with their own suggestions on better alternatives. The employees are more committed to the company plan than even the boss himself.

## **14. PROMOTION**

The promotion policy is one of the most controversial issues in every organization. The management usually favours promotion on the basis of merits, and the unions oppose it by saying that managements resort to favouritism.

The unions generally favour promotions on the basis of seniority. It is hence essential to examine this issue and arrive at a friendly solution.

### **14.1 Nature and Scope of Promotion**

A change for better prospects from one job to another job is considered by the employee as a 'promotion'.

The factors which are considered by employees as implying promotions are:

- a) An increase in salary;
- b) An increase in job prestige;
- c) An upward movement in the hierarchy of jobs;
- d) Additional supervisory responsibility; and
- e) A better future.

The presence of any or all of these factors is considered as promotion by the employees.

#### **14.1.1 Seniority versus Merits**

There has been a great deal of controversy over the relative values of seniority and merit in any system of promotion. Seniority is a fact, merit is only a guess.

Seniority will always remain a factor to be considered, but there would be much greater opportunity for efficient personnel, irrespective of their seniority, to move up speedily if merit is used as the basis for promotions.

It is often said that at least for the lower ranks, seniority alone should be the criterion for promotion.

One cannot agree with this. The quality of work is as important in the lower ranks as in the higher.

### **14.2 Promotion Policy**

Trade unions think in terms of their members as a whole and are constantly suspicious of favouritism on the part of the management. They frequently argue that they should have some say in promotions, but the industrial courts have hitherto held that promotion is a management function.

However, in practice, both seniority and ability criteria should be taken into consideration; but in order to allay the suspicious of the trade unions, there should be a written promotion policy which should be clearly understood by all.

Promotion policy may include the following:

1. **Charts and diagrams** showing job relationships and a ladder of promotion should be prepared. These charts and diagrams clearly distinguish each job and connect various jobs by lines and arrows showing the channels to promotion. These lines and arrows are always based on an analysis of job duties.
2. There should be some **define system for making a waiting list** after identification and selection of those candidates who are to be promoted as and when vacancies occur.
3. All vacancies within the organization should be **notified** so that all potential candidates may compete.
4. The following **eight factors** must be the basis for promotion:
  - i. Outstanding service in terms of quality as well as quantity
  - ii. Above-average achievement in patient care and/or public relations
  - iii. Experience
  - iv. Seniority
  - v. Initiative
  - vi. Recognition by employees as a leader
  - vii. Particular knowledge and experience necessary for a vacancy
  - viii. Record of loyalty and co-operation.
5. Though the department heads may initiate promotion of an employee, the final approval should lie with top management because a department head can think only of the repercussions of the promotion in his department.
6. All promotions should be for a **trial period**. In case the promoted person is not found capable of handling the job, he may be reverted to his original job.
7. In cases of promotion, the human resource department should carefully **follow the progress** of the promoted employee.

#### **14.2.1 Advantages of a sound promotion policy**

- a. It provides an incentive to work more and show interest in their work.
- b. It develops loyalty amongst the employees, because a sound promotion policy assures them of their promotion, if they are found fit.
- c. It increases job satisfaction among the employees.
- d. It generates greater motivation in competent employees, as they do not have to depend on seniority for their advancement.
- e. A sound promotion policy keeps competent employees and provides them enough opportunities to rise further.
- f. It generally results in increased productivity as promotions will be based on an evaluation of the employee's performance.

g. Finally, it increases the effectiveness of an organization.

### **14.2.2 Solution to promotion problems**

Difficult human relations problems can arise in promotion cases. These problems may be reduced to the minimum if extra care and the following principles are observed:

1. In promoting an employee to a higher post, his salary should be at least one step above his present salary.
2. Specific job specifications will enable an employee to realize whether or not his qualifications are equal to those called for.
3. There should be a well-defined plan for informing prospective employees of impending vacancies.
4. The organization chart and promotion charts should be made so that employees may know the various avenues for their promotion.
5. The promotion policy should be made known to each and every employee in the organization.
6. Management should prepare and practice promotion policy sincerely.

## **15. TRANSFER**

Transfer is used to place employees in positions where they may get greater job satisfaction and contribute their best efforts to the organization.

Transfer involves some rather delicate issues which should be tackled gently. No department head wants to lose a good employee.

### **15.1 Types of Transfer**

A transfer implies a lateral movement of an employee in the hierarchy of positions of the same or similar status, from one department to another.

Transfer may be initiated by the management or by the employees.

The management may initiate a transfer to place an employee at such a place where he can be better utilized from its point of view.

Similarly, an employee may request a transfer to a place where he can find more avenues of promotion, or for some personnel reasons. There are several types of transfers:

#### **i. Production transfers**

These are made from one department where the personnel requirements are declining to another department where more personnel are required.

This type of transfer is made to avoid dismissal in one department and also to avoid employment of persons from outside in another department.

#### **ii. Replacement transfers**

In replacement transfers, a long-service employee is transferred to a similar job in another department where he replaces an employee with shorter service.

The object of these transfers is to retain, as far as possible, an efficient and trained employee and to discharge the junior-most employee.

#### **iii. Versatility transfers**

These are made for the purpose of providing the management with a flexible group of employees.

This type of transfer may be used as preparation for production or replacement transfers.

Such transfers help the management in preparing an army of all-rounders who can be conveniently