

Study to Identify the Measures to Reduce the Higher Attrition Rate and Streamlining the Hiring Process

By

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TO WHOMSOEVER MAY CONCERN

This is to certify that **Ms. Ankita Sharma** student of MBA hospital and health management from The IIHMR University, Jaipur has undergone internship training at Apollo Health and Lifestyle Limited, Hyderabad from February 16th 2016 to April 30th 2016.

The candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific, and analytical. The internship is in fulfillment of the course requirements.

I wish her all success in all future endeavors.



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TO WHOM IT MAY CONCERN

I write to confirm that **Ms. Ankita Sharma** was placed at **Apollo Health and Lifestyle Limited** for her project. She worked on the project entitled **"Streamlining the HR process"** at Apollo Diagnostics, Hyderabad from 15.02.2016 to 30.04.2016. She has been innovative in developing the concepts and working structure for the project, and sincere in her attempt to complete the task with attention to detail. She has also made a brief report about current process and standard process of the industry.

Place:

Hyderabad

Date:

30/4/16

Signature of the External Guide

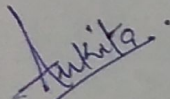
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All the
Best

THE IHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled "A Study to identify the measures to reduce higher attrition rate and streamlining the hiring process at Apollo diagnostics submitted by Ankita Sharma Enrollment No. 0128 under the supervision of Prof. Barun Kanjilal for award of Postgraduate Diploma in Hospital and Health of the University carried out during the period from February 16th to April 30th embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.


Signature

Acknowledgement

This project report is the result of three months of training whereby I have been accompanied and supported by many people. It is a pleasant aspect that I now have the opportunity to express my gratitude for all of them.

Firstly, I would also like to thank **Mr. Binu D. Nair** (HEAD HR) without whose permission I would not get this golden opportunity to do my dissertation from AHLL, Hyderabad.

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Ms. Ankita Sharma

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ABSTRACT

TITLE: A Study to identify the measures to reduce higher attrition rate and streamlining the hiring process at Apollo diagnostics

AUTHOR: Ankita Sharma

BACKGROUND Attrition is reduction in number of employees through retirement, resignation or death. Attrition rate is the shrinkage in size or number of employees. Hiring process involves the recruitment and selection process. The purpose of the study is to identify the measures to reduce higher attrition rate and streamlining the hiring process at Apollo diagnostics.

OBJECTIVES To identify factors responsible for attrition and measures to reduce higher attrition rate at Apollo diagnostics. To understand the existing hiring process and prepare standard hiring process for Apollo diagnostics. To prepare joining booklet layout for new employees at Apollo diagnostics.

METHODOLOGY Study was conducted at Apollo diagnostics, Hyderabad for the period of 3 months and study type used was descriptive cross-sectional study and observational study. The study was conducted in following ways: For the study of attrition rate - Primary data- 34 ex-employees were telephonically interviewed to analyze the reason of attrition through unstructured interview. Secondary data- Exit feedback data was taken from HR records. Comparison of primary and secondary data was done to identify the reason of attrition. To streamline the hiring process – 23 employees were interviewed to find out their views on the present hiring process being followed at Apollo diagnostics.

FINDINGS In secondary data, there were many employees who left the job without any information (Absconding). After the collection of primary data it was observed that absconded employees said the reason was better opportunity. Others those who filled the form, have given the same reason in telephonic interview. This concludes that the exit feedback form was effectively used at the company. It also concludes that 55% employees gave resignation because of better opportunity. The requisition is raised through mail, which has incomplete information about the manpower. HR takes long time to get appropriate manpower, which in turn increase the turnaround time. The other finding is the turnaround time of hiring process is

not followed as per Apollo health and lifestyle limited. It was observed that requisition is not raised as per the policy. The sources used to recruit the employees are less that again leads to increase the turnaround time. According to employees there is delay in hiring process. There is no induction program for new employees.

SUGGESTIONS Review and counseling meetings should be there with staff, before they take step to leave the company.MRF should be uploaded on portal and can be accessed by all departments, hiring personnel and HR. Requisition should be raised 40 days before the launch of the PCC. Preparation of stickers having mail ids where candidate can apply should stick on PCC to get data bank of candidates for improving source of recruitment. Also, tie ups with MLT institutes would help in getting phlebotomist and technicians. Pay roll system, attendance management should be software based processes. As induction program is not possible, joining booklet should be prepared consist of all the details and ESI, PF forms dummy.

Abbreviations/ Acronyms:

AHLL	Apollo health and lifestyle limited
HO	Head office
HR	Human resource
MRF	Manpower requisition form
CV	Curriculum vitae
HOD	Head of department
ESIC	Employee state insurance corporation
PF	Provident fund
JD	Job description
JS	Job specification
TAT	Turnaround time
PCC	Patient care centre

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Dissertation

A study to identify the measures to reduce higher attrition rate and streamlining the hiring process at Apollo diagnostics

EXECUTIVE SUMMARY

This study was done to identify the reason of high attrition rate at Apollo diagnostics. In the span of one year, Apollo diagnostics has faced high attrition rate. It is a perennial issue in the organization as the attrition rate is more than 6-8% per annum in the span of one year, Apollo diagnostics has faced high attrition rate. This affects the smooth flow of process and ultimately affects the business of the organisation.

After collecting relevant information from secondary data, telephonic interview of ex-employees was taken. The goal of study was to understand the reason behind leaving the organisation and retaliate with secondary data. The key findings showed that employees are leaving the organisation due to better opportunity or family problem.

This research report also provides the analysis of the effectiveness of the existing hiring process system being used at Apollo diagnostics and the findings of different views of the employees in connection with hiring process in the organization. The finding showed that there are many factors related to the implementation of hiring process. Those factors are the process itself, the appropriate technical support, setting up and performing standard methods, coordination of other departments, and the most important is the support from the top management.

As the business is in initial phase, maximum requirements are raised for the upcoming laboratories and centers. In addition to this, replacement is required as and when any employee resigns from job. Manpower requisition form is present but is never used and requirement is raised through mails only.

Ideally, according to Apollo Health Lifestyle Limited 40 days should be the turnaround time of hiring an employee. So requisition should be raised before 40 days of launch. But sometimes the date of launch is altered, and this information does not reach to HR due to communication gap. In this situation, if the launch is pre-pone then HR is asked to get the manpower on urgent basis and if it's post-pone then how to handle the hired manpower. There is lack of proper channeling between respective departments and HR department.

1. INTRODUCTION

Background of research study

Attrition is reduction in number of employees through retirement, resignation or death. Employee attrition is a situation faced by an organization or employer when new employees joined leaves the organization to join other organization when he gets offers. Attrition rate is the shrinkage in size or number of employees. This report provides the insights of reasons of employee leaving the organisation and identification of measures to reduce the higher attrition rate.

The study is also about to streamline the hiring process and to check attrition rate at Apollo diagnostics. Hiring process involves the recruitment and selection process. According to Edwin B. Flippo, "Recruitment is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization."¹ Kempner writes, "Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidates."¹ Personnel recruitment is the process of identifying qualified candidates and getting them to apply for jobs with an organization. Personnel-recruitment processes include developing job announcements, placing ads, defining key qualifications for applicants, and screening out unqualified applicants.²

Personnel selection is the systematic process of hiring and promoting personnel. Personnel-selection systems employ evidence-based practices to determine the most qualified candidates: interviews, personality inventories, psychomotor and physical ability tests, and work samples.²

2. Review of literature

According to the 2009 Salary.com Annual Employee Satisfaction Survey, nearly one in three U.S. workers (32 percent) ranked a good work-life balance as the most important factor affecting their decision to remain at a job, whereas, only 23 percent of workers rated pay as the top reason to stay. In contrast, 45 percent of employees who participated stated that inadequate professional development opportunities would be one of the top factors in their leaving.⁴

One of the major factors associated with recruitment and selection is requisition form. A requisition is forwarded to the human resources department for handling by the recruiter. The recruiter then places job postings based on the requisition and discussions with the hiring manager or department supervisor. A long-form job requisition that includes the job description is essential for creating an accurate job posting. A job requisition typically includes the job title, department, fill date, and the requisite skills and qualifications for the job. The job requisition codifies the requirements of the job and ensures that recruiters fill the position to the satisfaction of the hiring manager.⁵

Attrition is a situation which employer face when employee left the organization due to job dissatisfaction, new opportunity in the market, retirement & natural cause (death/illness).³

Attrition is a major issue for all companies. Each year, companies face losses because of operational issues caused by attrition. Though, the companies have policies in place to prevent high impact on operations like service agreements and notice period, there is always a pressure on talent acquisition to fill the gap at the earliest. Therefore to stay a step ahead, talent acquisition department needs to anticipate hiring requirement due to attrition. Also, they need to understand the various types of attrition:

1. **Fresher Attrition:** In most of the organizations, fresher or entry level recruits have a service agreement for certain duration before which if they chose to leave the organization, they need to fulfill certain conditions. So generally the attrition at entry level is lower compared to overall numbers. However, entry level recruitment is entirely different from that of experienced professionals, hence, the organizations need to carefully plan on the hiring numbers. Since most of the entry level hiring is done on campus, flexibility of any time hiring is low.

2. **Critical Resource Attrition:** Critical resource attrition is high impact attrition since it is not only difficult to find good candidates but also difficult to meet their expectations. Certain high skilled roles require exhaustive training and certifications, which is often time and effort consuming. The replacement not only takes longer time to be identified but also takes considerable time to get trained.
3. **Infant Attrition:** Infant attrition is not only an issue for the organization, but also as a direct efficiency measure of talent acquisition itself. It is the percentage of new hires that leave within one year.
4. **Major Causes of Attrition:** Most of the organizations have a well-defined exit process which aims at understanding why people leave. Despite a well structured process it is often difficult to draw clear picture because people often do not like to disclose why they wish to leave the organization. However, some of the common reasons for attrition in various industry are as follows:
 - a. Compensation
 - b. Role
 - c. Location Preference
 - d. On Site (Overseas)
 - e. HR Policies affecting the career (Promotion, probation, performance appraisals, organizational culture, etc)
 - f. Work related issues (Shifts, overtime, project facilities)
 - g. Personal (Health, family, etc)

Understanding the major reasons of attrition, the talent acquisition department can not only anticipate requirement but can also raise the efficiency of recruitment by understanding reasons for infant attrition. For example, if compensation is a major issue, they can look at working on compensation structure or amount to satisfy the new hire better.

3. Purpose of the study

Aim – The aim of this study is to identify the measures to reduce higher attrition rate and streamlining the hiring process at Apollo diagnostics

Objectives

1. To identify the factors responsible for attrition and measures to reduce higher attrition rate at Apollo diagnostics.
2. To understand the existing hiring process and prepare standard hiring process for Apollo diagnostics.
3. To prepare joining booklet layout for new employees to improve the hiring process at Apollo diagnostics.

4. RESEARCH METHODOLOGY

Study Setting – Apollo diagnostics, head office, Hyderabad

Study Type – Descriptive cross- sectional study and observational study

Methodology – The Study was done by two methods:

For the study of attrition rate - Primary data- 34 ex- employees were selected by random sampling and telephonically interviewed to analyze the reason of attrition through unstructured interview which had questions like why did they left the job, where are they currently working, does that company serves better, do they want to join the company again in future. Secondary data- Exit feedback form data was taken from HR records. Comparison of primary and secondary data was done to identify the reason of attrition.

To streamline the hiring process – 23 employees were interviewed to find out their views on the present hiring process being followed at Apollo diagnostics.

5. ANALYSIS OF DATA and FINDINGS

This study was majorly focused on attrition rate of organisation, factors responsible for it and how it can be reduced for which primary and secondary data was collected and studied. In addition to this, to understand the existing hiring process at Apollo diagnostics some questions were asked from employees (Refer annexure-1). In this section pie charts are used as instrument to show the findings and analysis.

Attrition at Apollo diagnostics

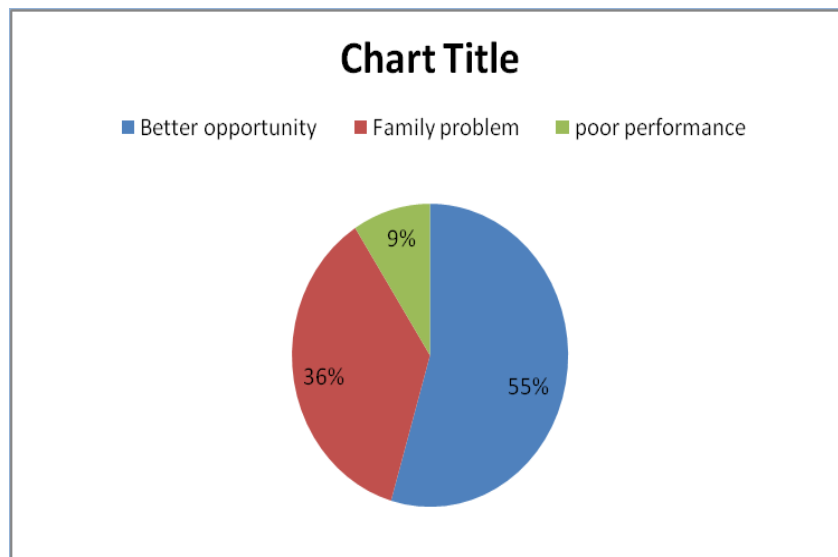
In the span of one year, Apollo diagnostics has faced high attrition rate. It is a perennial issue in the organization. As the attrition rate is more than 6-8% per annum in the span of one year, Apollo diagnostics has faced high attrition rate.

Types of attrition-

- Voluntary
- Involuntary

Reason of attrition at Apollo diagnostics was identified by taking interviews of ex- employees and comparing it with secondary data. The result showed three types of response i.e. better opportunity to the employee, family problem with employees that lead them to leave the job which were voluntary and last is poor performance which was involuntary. As observed in fig. 5.1 the maximum number of employee leave the company due to better opportunity i.e. 55%. This implies that there is need to revise the salary and benefits of employee to retain the quality employees of organisation.

Fig: 5.1- Reason of attrition



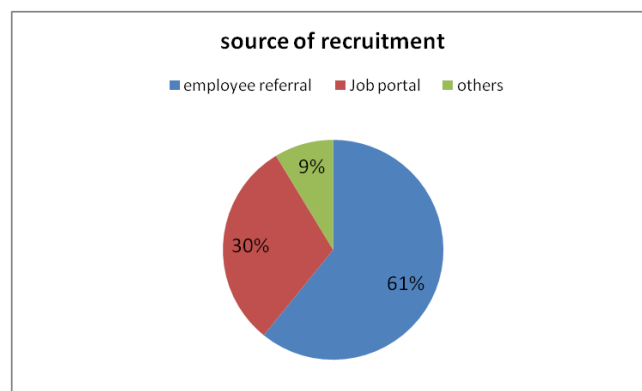
TO UNDERSTAND EXISTING PROCESS:

23 employees were interviewed to find out their views on the present hiring process being followed at Apollo diagnostics. Following are the questions and the analysis:

1. Source of recruitment used in organisation

Majorly used source for recruitment of candidates is employee referral and job portals. (Refer-fig-5.2). Sixty one percent employees said they were recruited through employee referral. This shows that source of recruitment in Apollo diagnostics is through employee referral and job portals. Analysis shows the limited approach to recruit quality candidates.

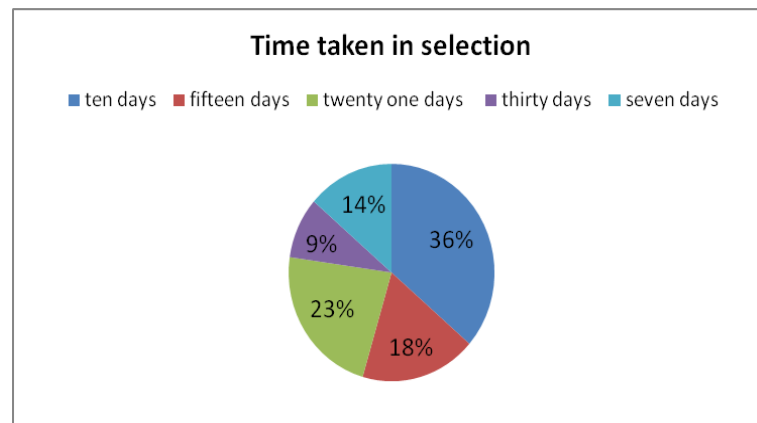
Fig: 5.2- Source of recruitment



2. Time taken to complete the selection process

This analysis was done to understand the pattern of hiring. It can be observed in fig- 5.3 that some hiring is done in 30 days while some took just 10 days. This variation occurs due to limited source of recruitment as described in fig- 5.2 and lack of staff in HR department; all the HR processes are handled by single personnel. This leads to delay in process of hiring thus time varies.

Fig: 5.3 – Time taken in selection process



But according to Apollo Health and Lifestyle Limited, format of turnaround time should be followed to recruit a candidate.

To know the manpower requirement and turnaround time to hire that manpower:

55 Patient care centers (PCC) are supposed to launch in financial year 16-17

At each PCC, manpower required is two phlebotomists:

- For PCC
- For home collection

Therefore, $55 \times 2 = 110$ phlebotomists are required.

Analysis

Secondary data – Manpower datasheet of financial year 2015-16 was analyzed to know the average turnaround time to hire a phlebotomist (Refer- fig 5.4).

Fig 5.4 - manpower datasheet of FY 2015-16

A	B	C	F	G	H
Sl .N	Active Emp.Code	Active Employee Name	Date of Req	Date of Joini	TAT
115	AHLL03270	Surja Hari Jamatia	15-Aug-15	5-Sep-15	21
123	AHLL03231	Gopi K	20-Aug-15	28-Aug-15	8
124	AHLL03233	Nasreen Sultana	20-Aug-15	28-Aug-15	8
125	AHLL03230	Prashanth Kumar M	20-Aug-15	28-Aug-15	8
128	AHLL03282	Deepa V	15-Jul-15	24-Aug-15	40
135	AHLL03295	Yanabothula Chinthamma	5-Aug-15	23-Aug-15	18
136	AHLL03281	Rabia Begam	15-Jul-15	21-Aug-15	37
139	AHLL03214	Deepa N	25-Jul-15	13-Aug-15	19
147	AHLL03127	SHARATH B	1-Jul-15	17-Jul-15	16
167	AHLL03142	MUTUM MONTESHORI	1-Jul-15	6-Jul-15	5
666	AHLL03729	HAJARATHALI MULLA	18-Nov-15	11-Jan-16	54
697	AHLL03635	GANESHA M	15-Dec-15	2-Jan-16	18
698	AHLL03612	R RAJESH BABU	12-Dec-15	30-Dec-15	18
699	AHLL03688	Dattatray Bapurao More	9-Dec-15	1-Jan-16	23
701	AHLL03633	HARISH K D	15-Dec-15	2-Jan-16	18
714	AHLL03634	HARISH P K	15-Dec-15	2-Jan-16	18
716	AHLL03644	MALLIKARJUN M ILIGER	18-Nov-15	4-Jan-16	68
741	AHLL03742	ANITHA C R	25-Dec-15	5-Feb-16	42
743	AHLL03636	ASFA TAZEEN	30-Dec-15	4-Jan-16	5
751	AHLL03617	BSHAPAGULA GNANESHWARI	7-Dec-15	4-Jan-16	28
752	AHLL03737	RAJESHWARA RAO K L	2-Dec-15	27-Jan-16	56

It was observed that on an average 25 days were taken to hire phlebotomist.

In addition to this, 1 month should be taken as notice period in case of phlebotomist.

Total:

25 + 30 = 45 days

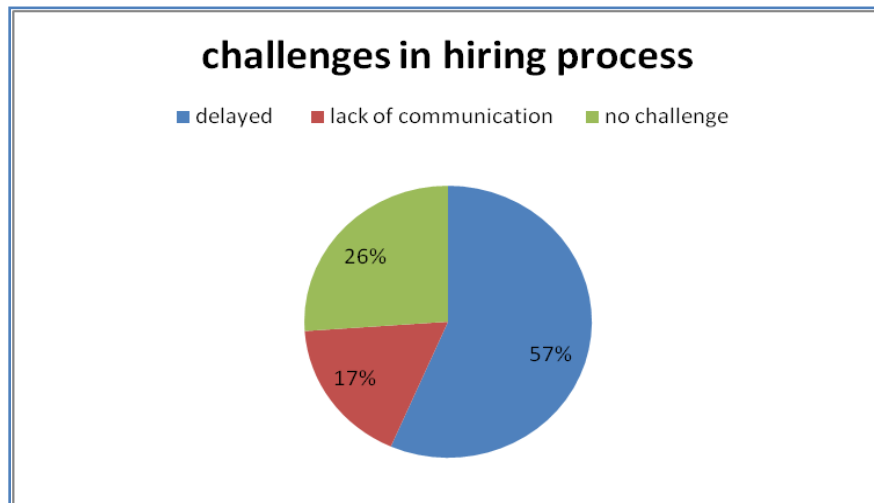
But according to AHLL, ideal TAT is 40 days.

Hence, it can be concluded that TAT is not followed as per policy and the requisitions were not raised on time.

3. Challenges in hiring process

This question was asked to find the major drawback in hiring process from employees perspective. Various challenges were shared during the interview like delay in process which means employees had to wait for long time for the response from HR department for example they are selected or not, their offer letter later their appointment letter, confirmation letter. This creates a feeling of insecurity to the candidates or for later case employees. Similarly, lack of communication between candidates/ employee and HR department others said they face no challenges during their recruitment process. According to the analysis, maximum number of employees said that the hiring process is delayed. (Refer fig 5.5)

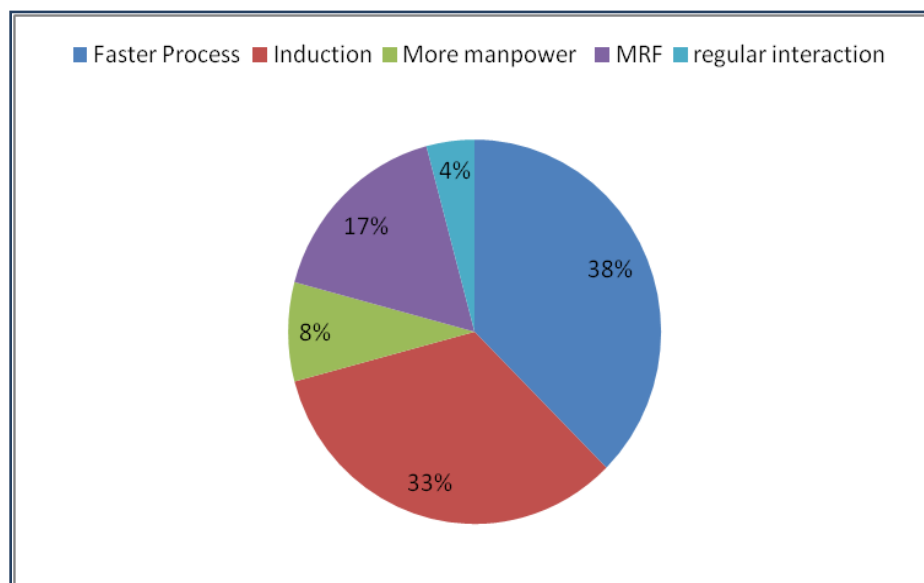
Fig: 5.5- Challenges in hiring process



4. Suggestions for improvement in hiring process

According to data analysis, 38% suggest improve the pace of process. 33% suggest that there should be induction program while 17% said there should be MRF and rest of the employees said there is requirement of more manpower (Refer 5.6)

Fig: 5.6- Suggestions for HR department

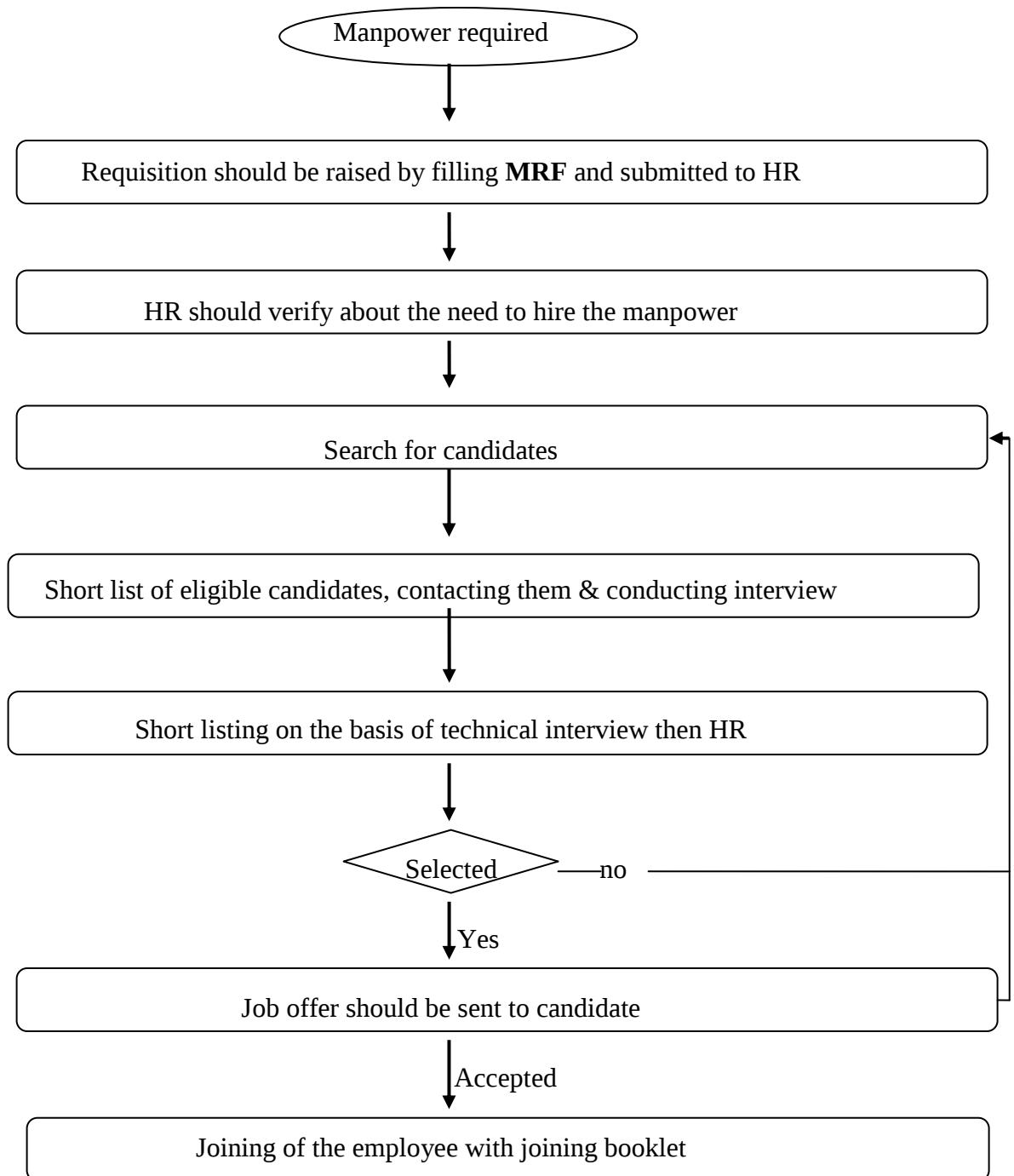


6. Standard Process of hiring

Standard hiring process layout was prepared on the basis of findings (Refer fig- 6.1):

1. The employees who are involved in interviewing prospective employees make their recommendations to the hiring manager who makes the final decision, in conjunction with Human Resources staff, about the candidate to hire.
2. The salary and benefits package were decided upon earlier in the recruitment process, often as early as the determination of the need for a position.
3. Search of prospective candidate should be done through various sources like employee referral; portals also tie ups with institutes. Proper job descriptions should be shared with candidates so that there is no point of confusion in job role. To avoid repetition of job description making for each role. Standard job descriptions were prepared. (Refer annexure- 2)
4. With the help of HR, informal communication about compensation occurs between the HR and the selected candidate.
5. When salary range and benefits have been discussed and understood during the interview process, this step can progress smoothly.
6. In this scenario, the prospective employee may accept the job offer or make a counter offer that usually asks for a higher salary, potentially expanded benefits, and additional perks that were not in the job offer letter. Senior candidates for higher level jobs are also likely to ask that the terms of severance, if the relationship fails to work out, are spelled out in the employment contract. The more senior the position, the more likely the candidate is to negotiate. The negotiation can last several weeks as a senior candidate with reason - will generally ask an attorney to review the employment contract.
7. When all goes well, the result of the job offer process is an employee who joins your company and looking forward to making contributions, getting to know co-workers, and forging a relationship that will last for years.
8. At this step, induction or joining booklet should be given to each employee.

FIG 6.1: STANDARD HIRING PROCESS



Documents for standard process:

- I. Manpower requisition form- uploaded on portal –MRF is a form that is filled by department head or concerned person requesting for additional manpower/ replacement.

It must contain:

1. Position details:
2. Position name
3. Department
4. Division
5. Date by which personnel required for join
6. Job description
7. Job specification

- II. **Job descriptions** – for all major posts (Refer annexure-2)

In this, manager mention about task of vacant job.

Writing job descriptions is an important step in planning your staffing programs. They form the foundation for many important processes such as job postings, recruitment, and selection, setting expectations, compensation, training and performance management. Job descriptions should give a brief overview of the role, how it relates to your company vision, list of key responsibilities, requirements and qualifications.

1. Job descriptions assist in making sure your staff duties align with your company vision
2. They allow you to make informed hiring decisions by developing recruiting strategies that clearly outline to applicants their role and responsibilities
3. When conducting interviews, job descriptions should form the foundation for the development of interview questions
4. Job descriptions can also be used to determine areas in need of training and development when expectations or requirements are not being met
5. Having clear job descriptions also allows for a basis on which to develop compensation plans that ensure jobs are being compensated in ways that reflect their levels of responsibility and qualification in the organization

6. Finally, when used as a means to communicate expectations, job descriptions can also be used as a basis for performance management. For the employee, having a clear job description allows them to understand the responsibilities and duties that are required and expected of them.
- III. **Assessment form** – At the time of a job interview, the hiring manager will fill out some kind of job interview assessment in order to have all the relevant information about the applicant in any easy to digest manner. This assessment is used by the interviewer in to mark down thoughts and opinions about each and every candidate so that he or she can refer back to it later in the day and remember what each interviewee brought to the table. It can be incredibly useful for remembering which candidate was which, especially if an interviewer has spoken with numerous people throughout the day.⁶
- IV. **Offer letter** - An **offer letter** (also called as **Letter** of Intent) is a document (soft/hard) given by any company to a Person interviewed by them. Company is extending an **offer** to a person to join them.⁷

V. Joining formalities Documentation

For Receiving

1. Appointment letter
2. Joining booklet- Process and system that exist in that organizations
3. Bank account opening form
4. Med claim insurance form
5. ID cards

For Submission

1. Educational certificates
2. Work experience certificates: Relieving letter/service certificate, Salary slips/ No due certificate/salary revision letter/ Appraisal letter.
3. DOB certificate
4. Photo ID proof

5. Address proof
6. PF nomination & declaration form
7. ESI nomination & declaration
8. Other requirements- Employee background verification, appointment letter for date of joining details, designation, department, reporting manager also the CTC at the time of joining.

7. PREPARATION OF LAYOUT FOR TRAINING AND DEVELOPMENT MODULE (JOINING BOOKLET):

As discussed earlier, no induction program takes place at Apollo diagnostics, thus to improve the process and ease the joining of the employee there was a need to prepare a joining booklet which comprise of all important details:

1. Orientation training for new employees
2. Teaching business and management skills for new hires or promotions
3. Training in effective people skills (very important)
4. Specific training for technical and professional skills

It involves

- a. Culture (Company background)
- b. Values
- c. Vision/Mission
- d. Policies

DEPARTMENTAL, JOB-SPECIFIC ORIENTATION

Fundamentals

1. Explain hours of work/shift
2. Pay Days
3. Grooming & dress code
4. Vacation time
5. Sick leave
6. Breaks
7. Explain training procedures & expectations
8. Explain performance evaluation

Welcome your new employees

1. Warm welcome
2. Introduce the new employee to all key staff
3. Introduce the new employee to everyone with whom the new hire will be working over the course of a shift
4. Illustrate the "big picture," how each position relates to the others on the team

5. Demonstrate how the team relates to other departments or areas of the operation.

Company policies and standards

1. Review your policy on Internet and telephone usage on company time
2. Smoking policy
3. Discipline
4. Theft
5. Absenteeism
6. Harassment and bullying free workplace
7. Upgrades and on-the-job training
8. Overtime practice
9. Personal use of equipment and supplies
10. Promotions and job postings
11. Informal and formal grievance procedures
12. Training

Workplace security, safety and emergency procedures

1. How to call for help
2. Fire procedures
3. Personal safety procedures
4. Reporting accidents
5. First aid room/resources
6. Personal protective equipment

Complete all paperwork

1. Have new hire sign up for company's benefit programs
2. Have new hire complete all payroll forms
3. Explain when, how and what they get paid

Set job and company expectations

1. Probationary period and performance-appraisal time
2. Review the job description, pointing out what's expected in regards to:
 - a. Major duties and responsibilities
 - b. Performance standards
 - c. Staff meetings
 - d. Workload

- e. Training

- f. Pay particular attention to sharing your customer service philosophy

Begin the training program

- a. On the first day, provide preliminary technical training

- b. After that regular technical and soft skills training programs should be there.

8. Findings:

1. In secondary data, there were many employees who left the job without any information (Absconding). After the collection of primary data it was observed that absconded employees said the reason was better opportunity. Others those who filled the form, have given the same reason in telephonic interview. This concludes that the exit feedback form was effectively used at the company. It also concludes that 55% employees gave resignation because of better opportunity.
2. The requisition is raised through mail, which has incomplete information about the manpower. HR takes long time to get appropriate manpower, which in turn increase the TAT.
3. The other finding is the turnaround time of hiring process is not followed as per AHLL. It was observed that requisition is not raised as per the policy.
4. The sources used to recruit the employees are less that again leads to increase the turnaround time.
5. According to employees there is delay in hiring process.
6. There is no induction program for new employees.

9. Recommendation

1. Management needs to consider aspects like perks, benefits and communication. Employee engagement activities. Company can look into various options like good rewards, bonding program, flexible working hours. Career succession/ Promotions. Review and counseling meetings should be there with staff, before they take step to leave the company. Employee recognition awards that are a direct hit with the business every month:
 - a. Outstanding performer.
 - b. Employee of the month.
 - c. Applause award.
2. MRF should be uploaded on portal and can be accessed by all departments, hiring personnel and HR.
3. Requisition should be raised 40 days before the launch of the PCC.
4. Preparation of stickers having mail ids where candidate can apply should stick on PCC to get data bank of candidates for improving source of recruitment. Also, tie ups with MLT institutes would help in getting phlebotomist and technicians.
5. Pay roll system, attendance management should be software based processes. This will save time and process can be done faster.
6. As induction program is not possible, joining booklet should be prepared consist of all the details and ESI, PF forms dummy.

10. Reference

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3. <http://www.whatishumanresource.com/attrition>
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5. <http://work.chron.com/importance-job-requisition-8145.html>
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11. ANNEXURE

Annexure-1

Recruitment and Selection Process Survey

Q.1 which method of recruitment was used at the time of your recruitment?

- Employee Referral
- Advertisement in local/ national paper
- Recruitment consultants
- Job portals (ex- Naukri.com, etc)

Q.2 How much time was taken in selection process?

Q.3 What are the challenges you faced at the time of recruitment and selection process?

Q.4 Do you have any suggestion for recruitment and selection process?

Annexure-2(I)

JOB TITLE	
DESIGNATION	Sr. Technician – Clinical Pathology
YEARS OF EXPERIENCE	4-6
BAND	
LOCATION	
CTC	
DIVISION	Diagnostics
POSITION TYPE	Technical
GENDER	Male/Female
TRAVEL REQUIRED	NO

Key Responsibilities

- Checking on the working conditions of instruments in the lab.
- Run samples of quality controls for IQC and EQAS.
- Verifying Equipment Documentation checklist maintained for quality Initiative.
- Verifying other documents and registers maintained for quality initiative.
- Monitoring the technicians in their daily routine testing.
- Authentication of daily reports.
- Guiding the technician in improving their work quality.
- Working on abnormal cases and reporting.
- Impart training to the newly recruited staff on QPS and SOP's.
- Authorize indent of stock from stores.

Desired Profile

- A Science Degree is preferable.
- Minimum 3-6 years' experience in IVD of Lab Diagnostics industry in sales and marketing.
- Maximum age limit of 36.
- Preferable male

REPORTING MANAGER	AGM – HLM
SUBORDINATES	Apollo Diagnostics Retail and HLM team
PEERS	NIL

Annexure 2(II)

JOB TITLE	
DESIGNA TION	Lab Manager
YEARS OF EXPERIE NCE	3-5
BAND	B
LOCATIO N	Lab
CTC	
DIVISION	Diagnostic
POSITIO N TYPE	Technical
GENDER	Male/ Female
TRAVEL REQUIRE D	No

Key Responsibilities

- Provides medical laboratory diagnostic and therapeutic information, products, and services by establishing specimen preparation procedures; developing and implementing analytical procedures; evaluating laboratory information; consulting with pathologists; reporting results according to protocols mandated by the hospital and public health department.
- Maintains medical laboratory equipment performance by establishing quality standards; developing operations, quality, and troubleshooting procedures; ensuring staff compliance; certifying instrument performance; arranging equipment replacement, service, and repair.
- Maintains medical laboratory supplies inventory by checking stock to determine inventory level; anticipating needed supplies; placing and expediting orders for supplies; verifying receipt of supplies.
- Maintains medical laboratory productivity by monitoring workload of functional areas; identifying peak and slack periods; making operational or staffing adjustment.

- Maintains quality results by participating in the laboratory quality assurance program; consulting with pathologists; performing proficiency surveys; reviewing quality control and quality assurance programs; making adjustments in policy and procedures; generating reports; maintaining records.
- Maintains medical laboratory information system by identifying information needs and problems; recommending improvements; establishing priorities; testing; writing user manuals; training employees; maintaining security and confidentiality.
- Implements new programs, tests, methods, instrumentation, and procedures by investigating alternatives; preparing proposals; developing and performing parallel testing; monitoring progress.
- Maintains medical laboratory staff by recruiting, selecting, orienting, and training employees.
- Completes operational requirements by scheduling and assigning employees; following up on work results.
- Maintains medical laboratory staff results by counseling and disciplining employees; planning, monitoring, and appraising job results.
- Complies with state and professional continuing education licensure requirements by providing in-service programs; monitoring outcomes.
- Resolves problems by consulting with pathologists, other laboratory managers, technical coordinators, laboratory directors, and other health care professionals; attending committee meetings.
- Bills for services by completing requests for service; monitoring billed units; providing the billing office with service codes.
- Provides administrative support for the laboratory by acting as manager on call.
- Contributes to team effort by accomplishing related results as needed.

Desired Profile

- A Science Degree is preferable.
- Minimum 3-6 years' experience in IVD of Lab Diagnostics industry in sales and marketing.
- Maximum age limit of 36.
- Preferable male

REPORTING MANAGER AGM – HLM

SUBORDINATES Apollo Diagnostics Retail and HLM team

PEERS NIL

Annexure- 2(III)

JOB TITLE	
DESIGN ATION	Lab Manager
YEARS OF EXPERI ENCE	3-5
BAND	B
LOCATI ON	Lab
CTC	
DIVISIO N	Diagnostic
POSITIO N TYPE	Technical
GENDE R	Male/ Female
TRAVEL REQUIR ED	No
Key Responsibilities	
• Provides medical laboratory diagnostic and therapeutic information, products, and services by establishing specimen preparation procedures; developing and implementing analytical procedures; evaluating laboratory information; consulting with pathologists; reporting results according to protocols mandated by the hospital and public health department. • Maintains medical laboratory equipment performance by establishing quality standards; developing operations, quality, and troubleshooting procedures; ensuring staff compliance; certifying instrument performance; arranging equipment replacement, service, and repair. • Maintains medical laboratory supplies inventory by checking stock to determine inventory level; anticipating needed supplies; placing and expediting orders for supplies; verifying receipt of supplies. • Maintains medical laboratory productivity by monitoring workload of functional areas; identifying peak and slack periods; making operational or staffing adjustment.	

- Maintains quality results by participating in the laboratory quality assurance program; consulting with pathologists; performing proficiency surveys; reviewing quality control and quality assurance programs; making adjustments in policy and procedures; generating reports; maintaining records.
- Maintains medical laboratory information system by identifying information needs and problems; recommending improvements; establishing priorities; testing; writing user manuals; training employees; maintaining security and confidentiality.
- Implements new programs, tests, methods, instrumentation, and procedures by investigating alternatives; preparing proposals; developing and performing parallel testing; monitoring progress.
- Maintains medical laboratory staff by recruiting, selecting, orienting, and training employees.
- Completes operational requirements by scheduling and assigning employees; following up on work results.
- Maintains medical laboratory staff results by counseling and disciplining employees; planning, monitoring, and appraising job results.
- Complies with state and professional continuing education licensure requirements by providing in-service programs; monitoring outcomes.
- Resolves problems by consulting with pathologists, other laboratory managers, technical coordinators, laboratory directors, and other health care professionals; attending committee meetings.
- Bills for services by completing requests for service; monitoring billed units; providing the billing office with service codes.
- Provides administrative support for the laboratory by acting as manager on call.
- Contributes to team effort by accomplishing related results as needed.

Desired Profile

- A Science Degree is preferable.
- Minimum 3-6 years' experience in IVD of Lab Diagnostics industry in sales and marketing.
- Maximum age limit of 36.
- Preferable male

REPORTING MANAGER AGM – HLM

SUBORDINATES Apollo Diagnostics Retail and HLM team

PEERS NIL

Annexure-2(IV)

JOB TITLE	
DESIGNATION	Sr. Technician
YEARS OF EXPERIENCE	3-5
BAND	A
LOCATION	Lab
CTC	
DIVISION	Diagnostic
POSITION TYPE	Technical
GENDER	Preferably Male
TRAVEL REQUIRED	Yes
Key Responsibilities	
• Review and ensure that corrective action is implemented when non-conformances are found. • Identify all tests performed and ensure enrolment and participation in external proficiency testing for each test. • Ensure a process is in place to resolve customer complaints regarding pre-analytical analytical and post-analytical issues. • Ensure that bio chemistry departments have a process to identify and evaluate the relationship of patient information to patient test results. Ensure the process is in place, up to date, distributed and that all personnel are in compliance. • Ensure complete tracking of revised reports in compliance with the SOP and ensure effective corrective action. • Analysis of clinical sample interpretation and verification of reports. • Responsible for maintained documentation for NABL audit. • Managed daily operations updated resolved problems and prepared reports.	

- Evaluation of laboratory personnel in coordination with the various departments.
- Review of SOPs, Calibration data, validation protocols for various kits etc. And scheduling and organizing various customer related projects.
- Identifying the non-conformances, planning and scheduling the corrective actions and preventive actions.
- NABL authorised signature.
- Supervisor of logbook entries and technical data records.
- Evaluation and tracking of technical staff on a regular basis as per compliance of requirements.
- Managed daily operations updated resolved problems and prepared reports.
- Responsible for review and quality of reports.
- Responsible for checking the quality of reagents.
- Reporting for the concerned operation head and Lab head.

Apart From the above the position holds such responsibilities that are assigned in due course.

Desired Profile

- A Science Degree is preferable.
- Minimum 3-6 years' experience in IVD of Lab Diagnostics industry in sales and marketing.
- Maximum age limit of 36.
- Preferable male

REPORTING MANAGER AGM – HLM	
SUBORDINATES Apollo Diagnostics Retail and HLM team	
PEERS NIL	

Annexure- 3

Apollo Health and Lifestyle Limited



EXIT FEEDBACK FORM

Name:	Reporting To:
Employee Code:	Date of Relieving:
Role:	Department:

Section a: to be filled by Employee

Please Tick () your reason for leaving our Organization. Please provide details wherever possible.

Reasons	Tick ()	Reasons	Tick ()
Compensation		Lucrative Job Offer	
Work Hours		Location of Residence	
Stringent Work Process		Family Reason	
Role Ambiguity		Further Studies	
Stress/Pressure on the Job		No Recognition	
Quality of Supervision		Conflict with Team Members	
Culture not Conductive			
Any Other			

Specify the incidence you faced for the reason you ticked

Section b: to be filled by Reporting Manager

What do you feel are the major reasons for the employee's departure in our Organisation?

Do you have any views/suggestions to prevent any such departure in the future?
