

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

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ABOUT ORGANISATION

✦ APOLLO GROUP

Counted among Asia's leading healthcare providers today, Apollo Hospitals Group has scripted one of the most magnificent stories of success that India has seen. Born as a 150-bed hospital in 1983, the Group has blossomed into a global health care system by itself, with an expanding footprint in the Country and overseas. The Group's futuristic vision has ensured that it continues to be in a position of strength at every touch point of the healthcare delivery chain.

✘ **VISION**

For the next phase of development is to ‘Touch a Billion Lives.’

✘ **MISSION**

Our mission is to bring healthcare of International standards within the reach of every individual. We are committed to the achievement and maintenance of excellence in education, research and healthcare for the benefit of humanity.

Apollo also pioneered the sensibility of Tender Loving Care (TLC) which continues to inspire hope, warmth and a sense of ease in patients and their families.

- ✘ Apollo Health and Lifestyle Limited (AHLL) is an Apollo Group initiative to take healthcare services from the hospitals settings closer to home within neighborhood locations in order to serve the community better.
- ✘ **Apollo Clinic** was introduced with the vision of servicing local communities and making world-class healthcare for day-to-day needs accessible with a presence in neighborhoods.
- ✘ **Apollo Sugar** provides end-to-end care and management of Diabetes and related complications.
- ✘ **Apollo Cradle** was the first to introduce the concept of an exclusive, standalone healthcare center for women and pediatric care.
- ✘ **Apollo Spectra** provides world-class surgical care that is accessible and at an affordable cost.
- ✘ **Apollo Diagnostics** provides a full spectrum of high precision diagnostic services based on which Apollo's healthcare practitioners design and deliver the most appropriate treatment plan to reduce patient's mortality and morbidity levels

APOLLO DIAGNOSTICS

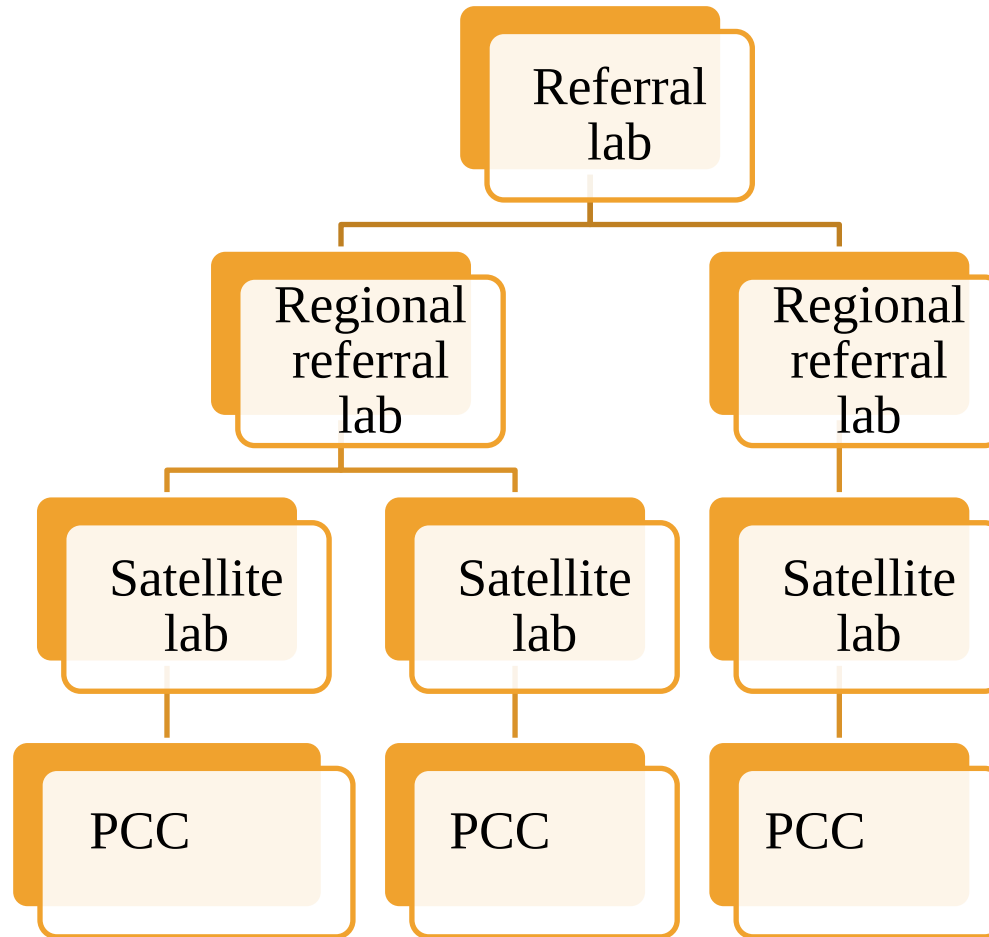
- ✖ Apollo Diagnostics, a service fully dedicated to providing diagnostics for all age groups.
- ✖ The diagnostic services provide Apollo's healthcare practitioners with information about the presence, severity and cause of diseases in patients.
- ✖ A team of expert pathology technologist and state-of-the-art diagnostic equipment, guided by Apollo's 30-year legacy of excellence, ensure the quality and accuracy of test results.
- ✖ With years of experience, Apollo diagnostics has been providing domestic and international patients with superior- quality and patient-focused medical care.
- ✖ Quality healthcare will always be among their top concerns.

APOLLO DIAGNOSTICS

✕ Services Provided

1. Biochemistry
2. Clinical pathology
3. Cytopathology
4. Hematology
5. Histopathology
6. Immunology
7. Microbiology
8. Molecular genetics
9. Molecular diagnostics
10. Serology

LABS HIERARCHY



EXISTING COCO

Hyderabad



- Habsiguda
- Kalyan Nagar
- L B Nagar
- Tarnaka
- JP Nagar
- Manikonda
- Navodaya Colony
- Sriram Nagar
- Moula-Ali
- Padmaraonagar
- West Marredpalli

EXISTING COCO

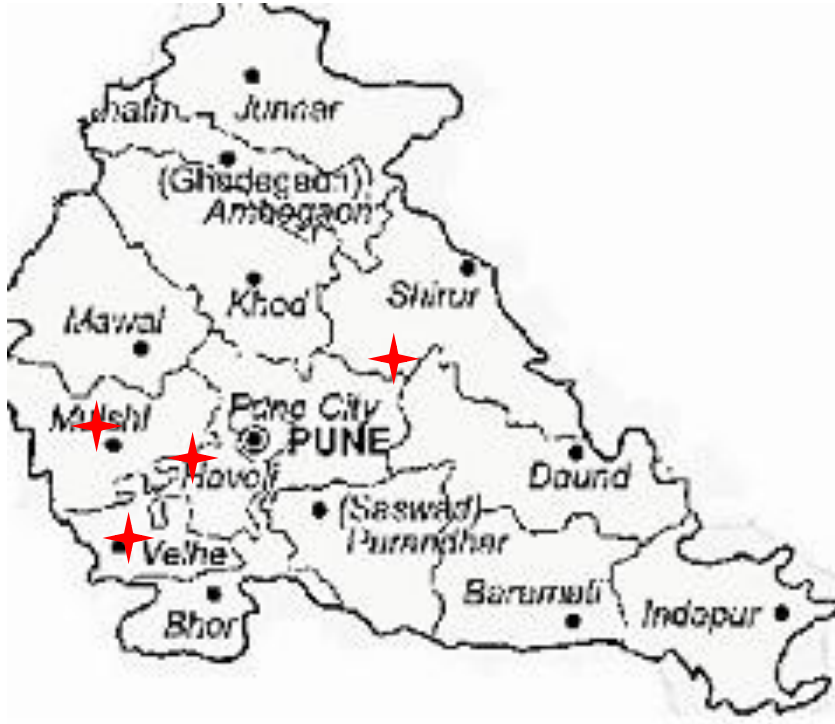
Bangalore



- Rajajinagar
- Malleshwaram
- RR Nagar
- RT Nagar
- Jainagar
- Vijaynagar
- Sahakarnagar
- Uttrahali
- Girinagar

EXISTING COCO

Pune



- Vishal Nagar
- Karve Nagar
- Dhayari
- Bavdhan

EXISTING COCO

Chennai



- Besant Nagar
- Mogappair
- Valasaravakkam
- Madipakkam
- Ayananvaram
- Mylapore

REGIONAL LAB AND SATELLITE LAB



- ★ GGH Lab
- ★ Deepam Lab
- ★ Deva Lab
- ★ Shankara Lab
- ★ Mysore Lab
- ★ Vijayawada Lab
- ★ Vimannagar lab
- ★ Kondapur lab
- ★ Koramangala lab
- ★ Thagyarajavnagar lab
- ★ HLM Lab
- ★ Regional lab
- ★ Satellite Lab

EXECUTIVE SUMMARY

- ✘ This research report 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 findings shows 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.
- ✘ This report also provides the insights of reasons of employee leaving the organisation and identification of measures to reduce the higher attrition rate.

INTRODUCTION

Background of the research study:

- ✘ **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

PURPOSE OF THE STUDY

✖ Aim

A study 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 at Apollo diagnostics

RESEARCH METHODOLOGY

- ✖ **Study Setting** – Apollo diagnostics, head office, Hyderabad
 - ✖ **Study Type** – Descriptive cross sectional study and observational study
 - ✖ **Study Duration**- 15- February-2016 to 30- April- 2016
 - ✖ **Methodology** – 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 form data was taken from HR records.
- Comparison of primary and secondary data was done to identify the reason of attrition.

RESEARCH METHODOLOGY

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

ATTRITION RATE 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

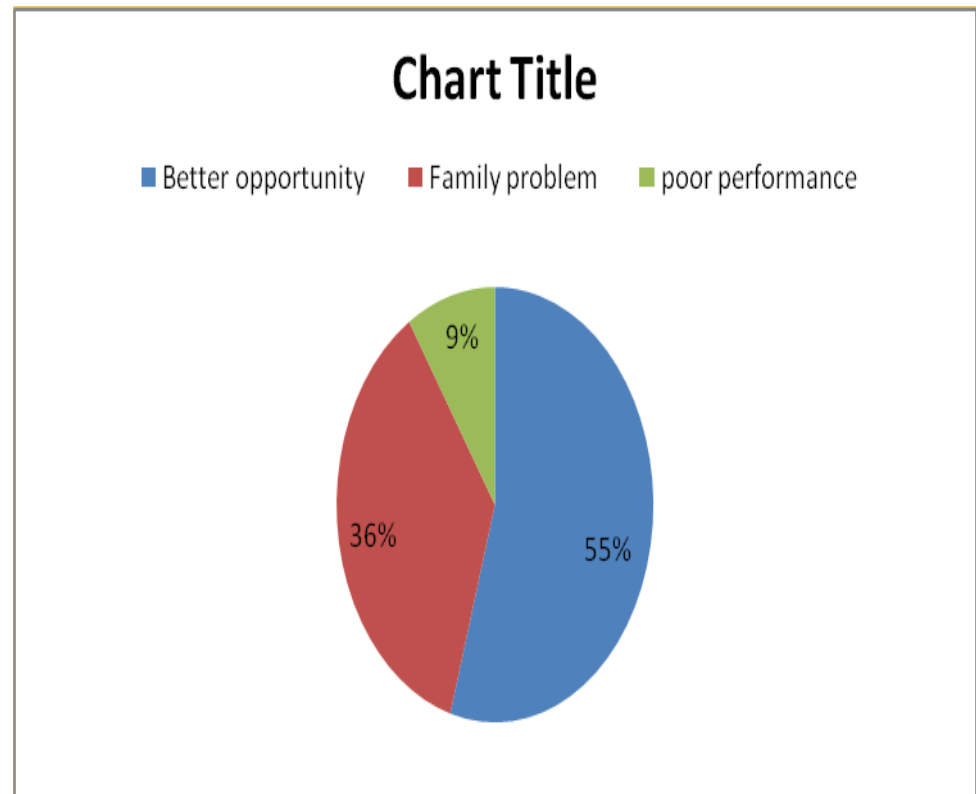
✘ **Expected reasons of attrition-**

- Financial reason/ better opportunity
- Family/personal problem
- others

ATTRITION RATE ANALYSIS

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It was observed that maximum number of employee leave the company due to better opportunity.



ATTRITION RATE ANALYSIS

✕ Findings and Conclusion

- In secondary data, there were many employees who left the job without any information (Absconding)
- After the collection of primary data it was observed:
- Absconded employees said the reason was better opportunity
- Others 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.

ATTRITION RATE ANALYSIS

✗ **Suggestions and Recommendations**

- Company can look into various options like good rewards, bonding program, flexible working hours.
- Management also needs to consider aspects like perks, benefits and communication.
- Employee engagement activities.
- Employee recognition awards that are a direct hit with the business every month:
 1. Outstanding performer.
 2. Employee of the month.
 3. Applause award.
- ✗ Career succession/ Promotions
- ✗ Technical training should be provided to all the staff for employee engagement activities. First of all, training calendars should be prepared.
- ✗ Review and counseling meetings should be there with staff, before they take step to leave the company.

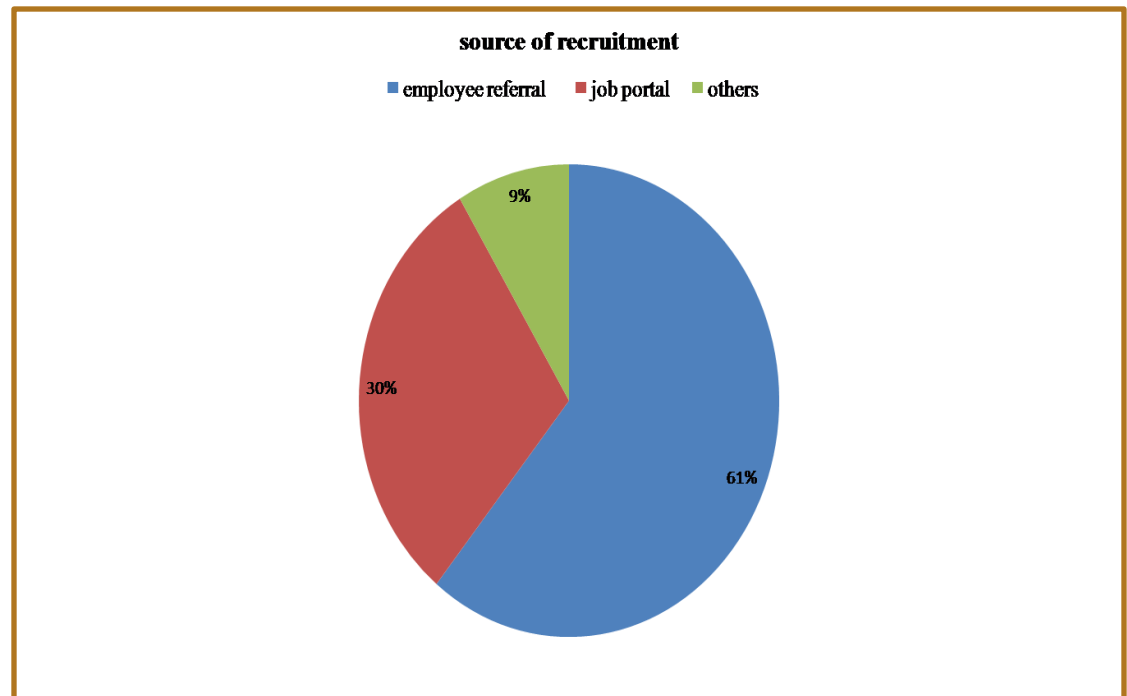
HIRING PROCESS ANALYSIS

TO UNDERSTAND EXISTING PROCESS:

✕ Interview was conducted and following is the analysis:

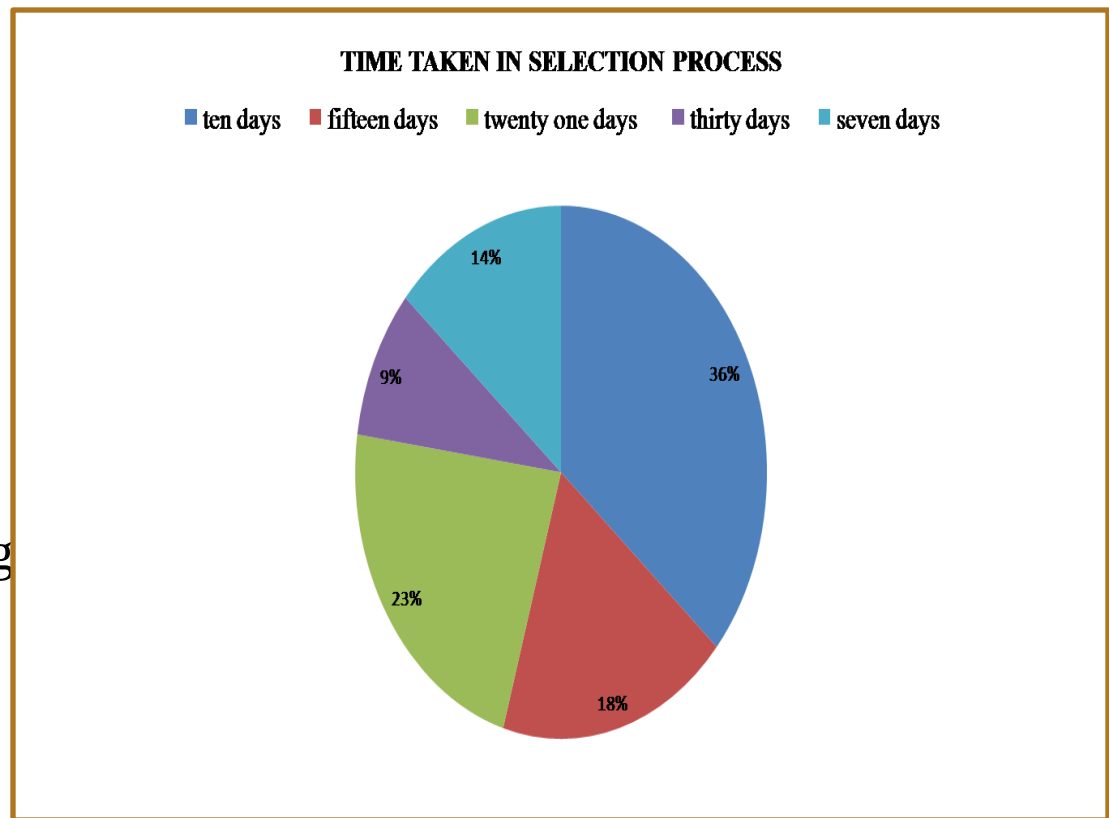
1. Source of recruitment used in organisation

Majorly used source for recruitment of candidates is employee referral and job portals.



2. Time taken to complete the selection process

This analysis was done to understand the pattern of hiring. It was observed that some hiring are done in 30 days while some took just 10 days.



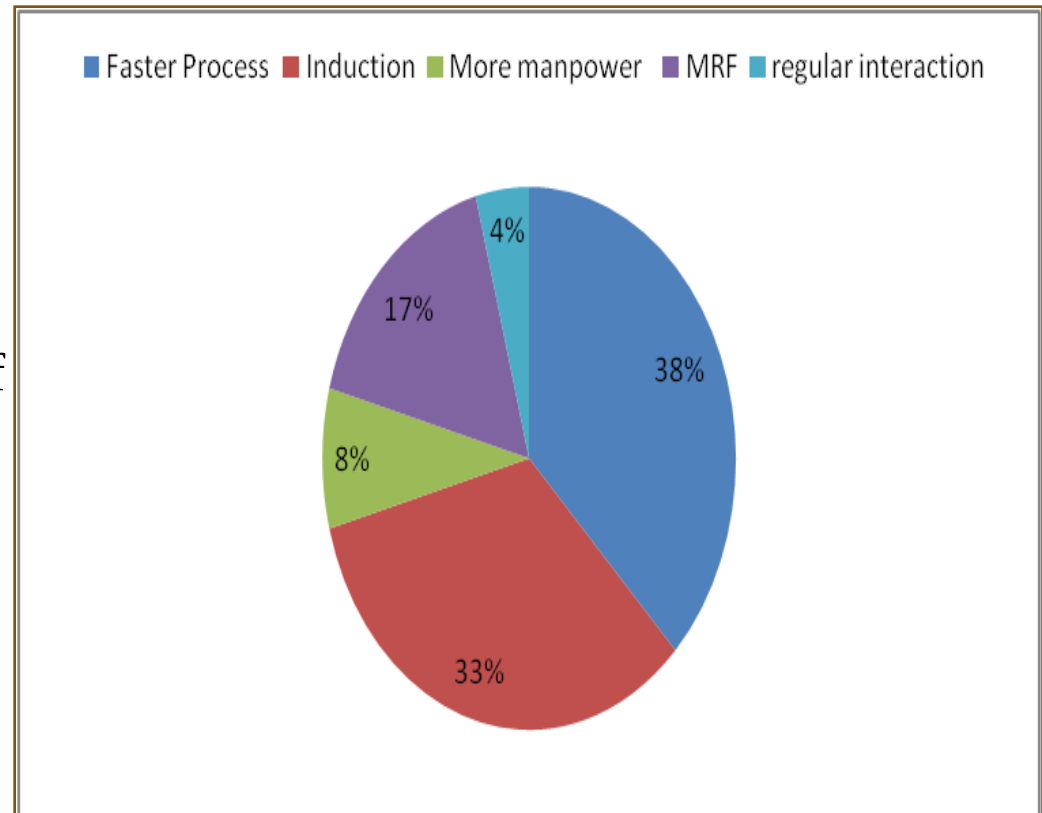
3. Challenges in hiring process

According to the analysis, maximum employees said that hiring process is delayed.(57%)



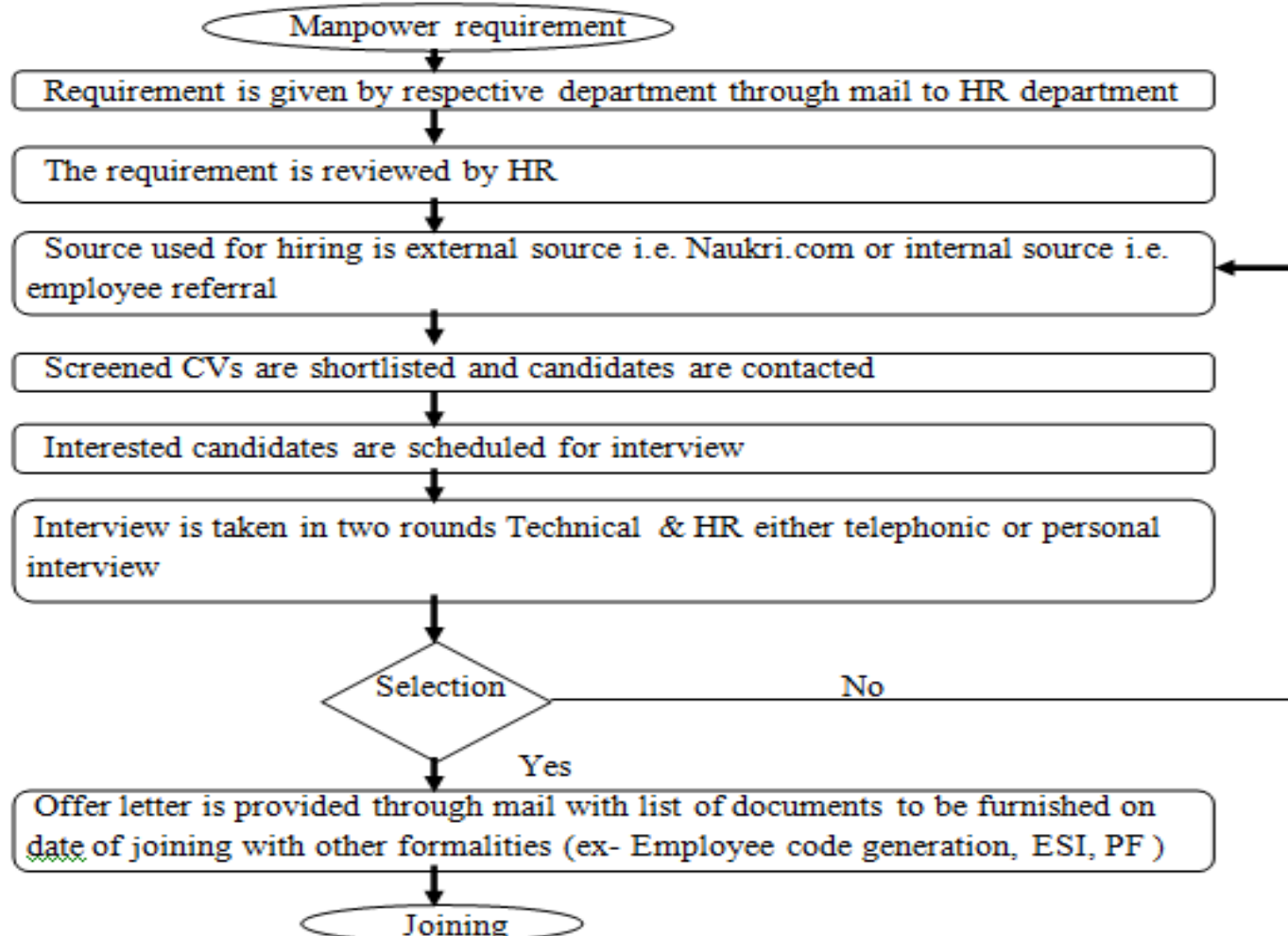
4. Suggestions for improvement in hiring process

According to data analysis,
38% suggest improve the pace of process
33% suggest that their should be induction program



EXISTING HIRING PROCESS

FIG 1: EXISTING HIRING PROCESS



MANPOWER PLANNING OF FY16-17

- ✖ 55 Patient care centers (PCC) are supposed to launch in financial year 16-17
- ✖ At each PCC, two phlebotomists are required. One for the center and other for the home collection.
- ✖ Therefore, $55 \times 2 = 110$ phlebotomists are required.

Analysis

Secondary data – Manpower datasheet of financial year 2015-16 was analysed to know the average turnaround time to hire a phlebotomist.

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.

ANALYSIS

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

FINDINGS AND CONCLUSION

- ✘ 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.
- ✘ The other finding is tThe turnaround time of hiring process is not followed as per AHLL. It was observed that requisition is not raised as per the policy.
- ✘ hat sources used to recruit the employees are less, that again leads to increase the turn around time.
- ✘ According to employees there is delay in hiring process.
- ✘ There is no induction program for new employees.

RECOMMENDATIONS

- ✘ MRF should be uploaded on portal and can be accessed by all departments, hiring personnel and HR.
- ✘ 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.
- ✘ Requisition should be raised 40 days before the launch of the PCC.

JOINING BOOKLET LAYOUT

DEPARTMENTAL, JOB-SPECIFIC ORIENTATION

Fundamentals

- ✕ Explain hours of work/shift
- ✕ Pay Days
- ✕ Grooming & dress code
- ✕ Vacation time
- ✕ Sick leave
- ✕ Breaks
- ✕ Explain training procedures & expectations
- ✕ Explain performance evaluation
- ✕ Employee Handbook

CONTINUED..

Company policies and standards

- ✖ Review your policy on Internet and telephone usage on company time
- ✖ Smoking policy
- ✖ Discipline
- ✖ Theft
- ✖ Absenteeism
- ✖ Harassment and bullying free workplace
- ✖ Upgrades and on-the-job training
- ✖ Overtime practice
- ✖ Personal use of equipment and supplies
- ✖ Promotions and job postings
- ✖ Informal and formal grievance procedures
- ✖ Training

CONTINUED..

Complete all paperwork

Dummy of each form placed in the joining booklet to ease of filling the formalities

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

*Thank
you*

