

DISSERTATION REPORT ON THE STUDY OF RECRUITMENT PROCESS AND TO IMPROVISE THE CURRENT RECRUITMENT PRACTICES.

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Organization: Fortis Hospitals, Shalimar
Bagh, Delhi

DEFINITION:

- According to **Edwin Flippo**, "Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization."

Need for recruitment:

- The need for recruitment may be due to the following reasons / situation:
- Vacancies due to promotions, transfer, retirement, termination, permanent disability, death and labour turnover.
- Creation of new vacancies due to the growth, expansion and diversification of business activities of an enterprise. In addition, new vacancies are possible due to job specification.

Purpose and importance of Recruitment:

- Determine the present and future requirements of the organization on conjunction with its personnel-planning and job analysis activities.
- Help increase the success rate of the selection process by reducing the number of visibly under qualified or overqualified job applicants.
- Begin identifying and preparing potential job applicants who will be appropriate candidates.
- Increase organizational and individual effectiveness in the short term and long term.
- Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants.
- Recruitment is a positive function in which publicity is given to the jobs available in the organization and interested candidates are encouraged to submit applications for the purpose of selection.
- Recruitment represents the first contact that a company makes with potential employees. It is through recruitment that many individuals will come to know a company, and eventually decided whether they wish to work for it. A well-planned and well-managed recruiting effort will result in high quality applicants, whereas, a haphazard and piecemeal efforts will result in mediocre ones.

Recruitment Policies followed at Fortis Hospitals, SHBG

A. MANPOWER BUDGETING :The process of manpower planning and budgeting begins in the month of Dec/Jan of every year and is completed by the end of march.

- The Talent Acquisition team/ Unit HR takes additional manpower requirements from the subsequent financial year from the functional Head by Dec/Jan. while giving the manpower requirements functional heads should also give details of band, salary and expected month of joining. The additional manpower requirements are based on the business plans and should be accompanied with proper justification.
- The additional manpower requirements obtained from various functions/unit are consolidated in the manpower budget format and presented for approval as per GAM.
- The approved manpower numbers are communicated to respective function heads/units and the forms the manpower budget for the next financial year.

B. RECRUITMENT : The process of recruitment is initiated, with the under mentioned guidelines:

- For all requirements, Staff Requisition Form (SRF) has to be filled and submitted to HR along with the approved Job Description by the function/ initiating manager. The job description will be in the format predecided. Depending on the business needs the SRF and JD may be changed/ modified. The change/ modification will be communicated accordingly.
- After receiving SRF, HR starts the sourcing process. The decision of using the source of recruitment rests with the HR hiring SPOC (under described parameters of requirement) except for positions mandated to be sourced through IJP or any other source.
- Sources of recruitment: considering the parameters of requirements viz., resource availability, urgency of requirement, cost (budget), and feasibility, any of the following sources can be adopted. The sources are classified in two categories:

Internal Sources:

- Internal Job Posting: All executive positions upto band 3 for which vacancy arise may be routed through the IJP process however for all mandatory positions as specified in the IJP policy, it is essential to route the vacancy through IJP.
- Employee Referral
- In case suitable internal candidate is not identified through IJP, we will start exploring the external sources.

External Sources:

- Job Portal
- Advertisement
- Recruitment Consultants Approved by Corporate HR
- Fortis Healthcare Limited Website.

C. LEAD TIME/TAT: The turnaround time or TAT as it is commonly referred is defined as the time from which the HR receives, completely filled SRF to the time the position is closed by offering the letter of intent. All recruitments to be made within the time frame mentioned hereunder:

POSITIONS	LEAD TIME
All band 1 and below positions	30 days
All band 2 positions	45 days
All band 3 positions	60 days
All band 4 positions	90 days

D. SELECTION PROCESS: The selection process starts with receiving the applications/ Resume from the candidates/ sources. The shortlisted applications/ resume are called for interviews. The band wise panel is as follows:

POSITIONS	Interview Members/ Panel
All band 1 and below positions	Sub Function Head + Function Head+location HR
All band 2 positions	Sub Function Head+ Function Head + Location HR
All band 3 positions	Sub Function Head + Function Head +HR/HO HR + COO (For all operations role) + CEO
All band 4 positions	Sub Function Head + Function Head +HR/HO HR + COO (for all Operations Role) + CEO

E. ISSUE OF LETTER OF INTENT: Post the selection and subsequent salary discussion/ negotiation, the letter of intent (LOI) is issued to the finalized candidate.

- **Pre-Employment Medical Tests:** All individual who have been issued a LOI will undergo a “Pre Employment Medical test” which will normally consist of the following tests. Additional tests may be advised for employees based on their job requirements. The list of the medical tests is appended. The individuals will undergo Pre employment Medical Test in Fortis Hospital. In for some reason the tests cannot be done in a Fortis Hospital, reports of a reputed hospital may be considered, this will however be subjected to the approval of CPO for corporate employees and HR Operations head for Units. In case of any adverse medical report the management reserves the right to revoke the letter of intent.
- **Reference checks and Background Verification:** the HR department will initiate the reference verification process.
- **Notice Period Buy Out:** Depending on the exigency of the position the organization may be decide to buy out the notice period of a potential employee. Approval of the CPO is required for buyout of the notice period at the corporate and at the unit by RD and
- **Operations HR Head.**

F. JOINING: Candidates should join on or before the date mentioned in the letter of intent. In case a candidate is unable to join on the due date of joining , he/she should inform HR and take an extension. Extension will be given in exceptional cases only. Joining formalities will be completed on the day the candidate joins. Letter of appointment will be handed over on submission of all documents required in the joining checklist. In case of Band 3A and above the appointment letter will be handed over post receipt of background Verification clearance.

AIM:

To study the Recruitment process of Fortis Hospitals, Shalimar bagh and to improvise the current Recruitment practices.

OBJECTIVE:

- To study the recruitment process of Fortis hospital, Shalimar bagh.
- To identify the various problems faced by the staff while undergoing Recruitment process at Fortis hospitals, Shalimar bagh.

METHODOLOGY:

- STUDY TYPE: Descriptive study
- STUDY POPULATION: Employees (medics and paramedics) of Fortis hospital, Shalimar bagh.
- STUDY DURATION: 1.5 months (12 Feb'2016 – 30 Mar'2016)
- SAMPLING TECHNIQUE: Convenient Sampling

- **SAMPLE SIZE:** 25% of the Nurses, Doctors and Technicians (min 10% sample being too less and max 50% being under my limitations of the project)

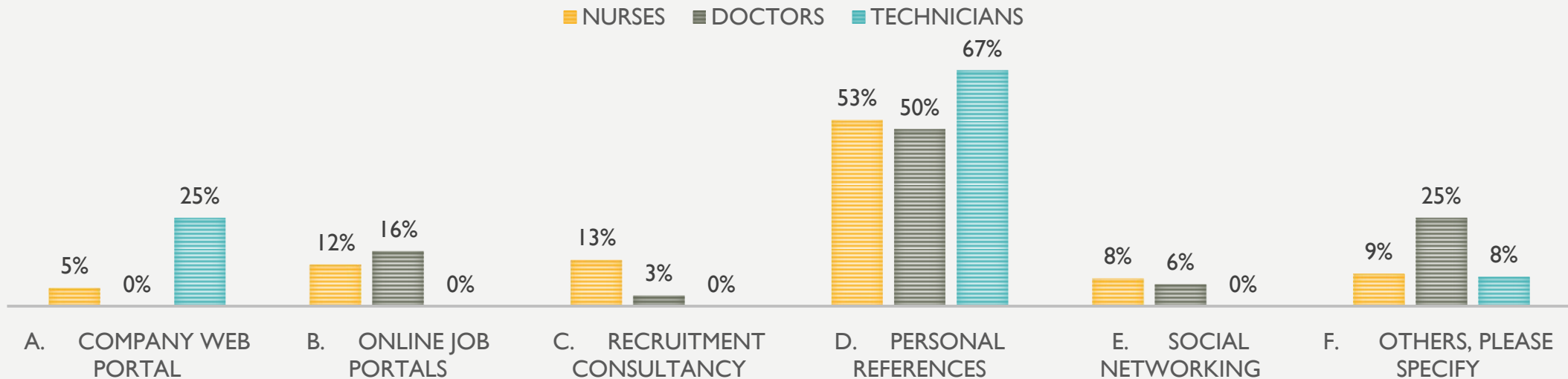
	TOTAL NO. OF EMPLOYEES	SAMPLE TAKEN
NURSES	306	76
DOCTORS	130	32
TECHNICIANS	50	12
TOTAL	486	120

- **SOURCES OF DATA COLLECTION:** Primary data
- **METHOD OF DATA COLLECTION:** Structured questionnaire

ANALYSIS:

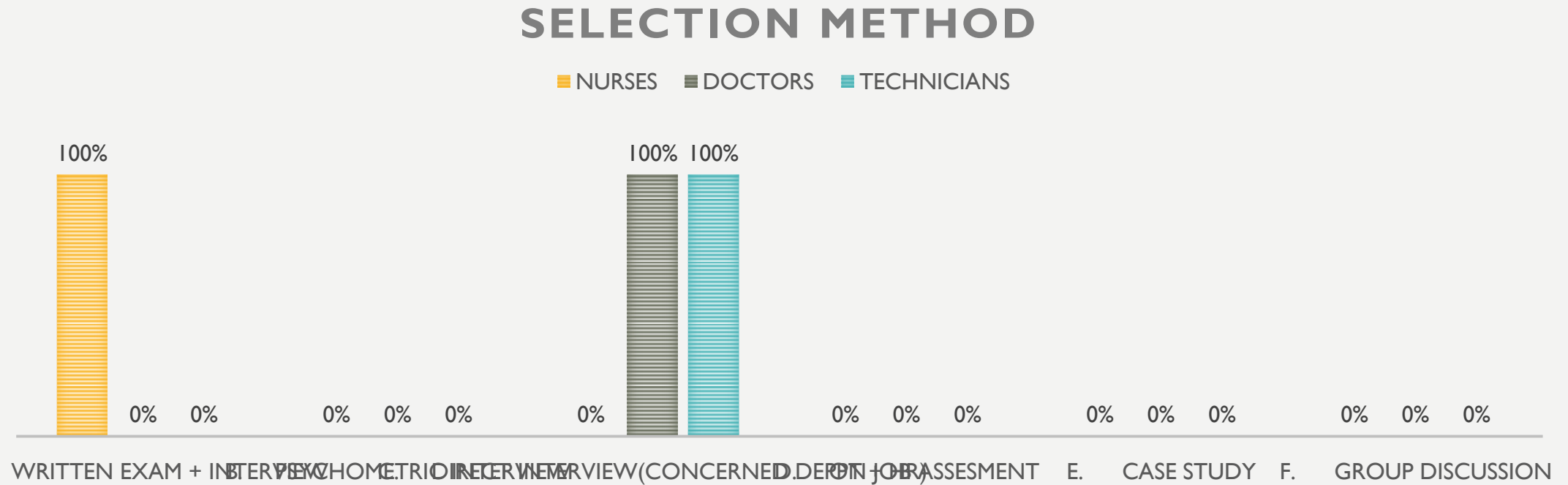
METHOD OPTED FOR RECRUITMENT BY STAFF:

METHOD OF RECRUITMENT OPTED



Maximum percentage of the employees came here and applied through Personal References to get employment in the hospital. We can conclude that “word of Mouth” marketing is the major source of employment providing for the hospital.

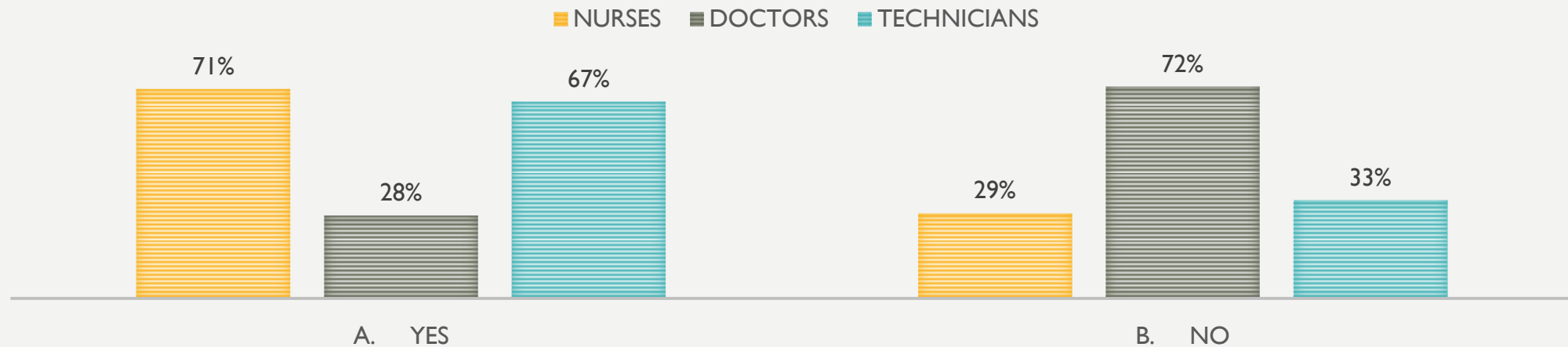
- SELECTION METHOD:



The selection process is different for different bands of jobs. For Nurses, they have to undergo written examination first followed by personal interview round by the Nursing incharge of the Hospital. For Doctors, they directly have a personal interview round with the Medical Supervisor, Zonal director followed by an interaction with Zonal HR head. For Technicians, they have to undergo a personal interview round from the head of the concerned department and then HR.

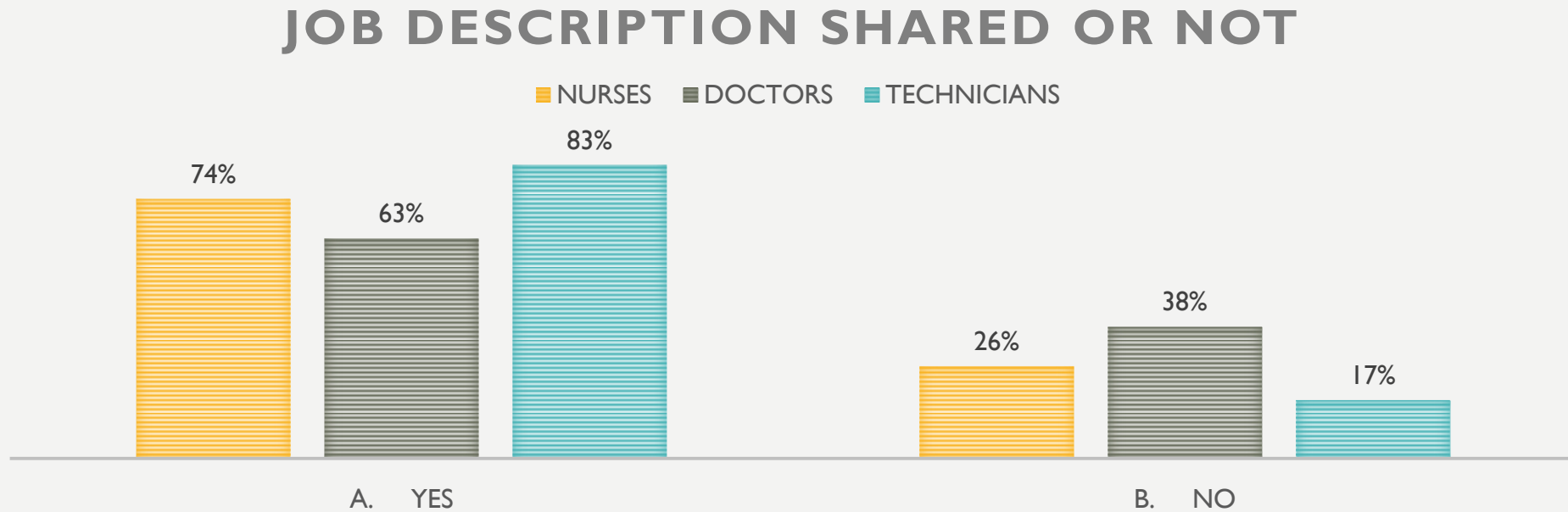
- **RIGIDITY OF RECRUITMENT PROCESS:**

RIGIDITY OF THE RECRUITMENT & SELECTION PROCESS ON ELIGIBILITY CRITERIA



Maximum number of Nurses and Technicians think the Recruitment process opted by the organization is quite Rigid in terms of Eligibility criteria. whereas Doctors doesn't feel the same.

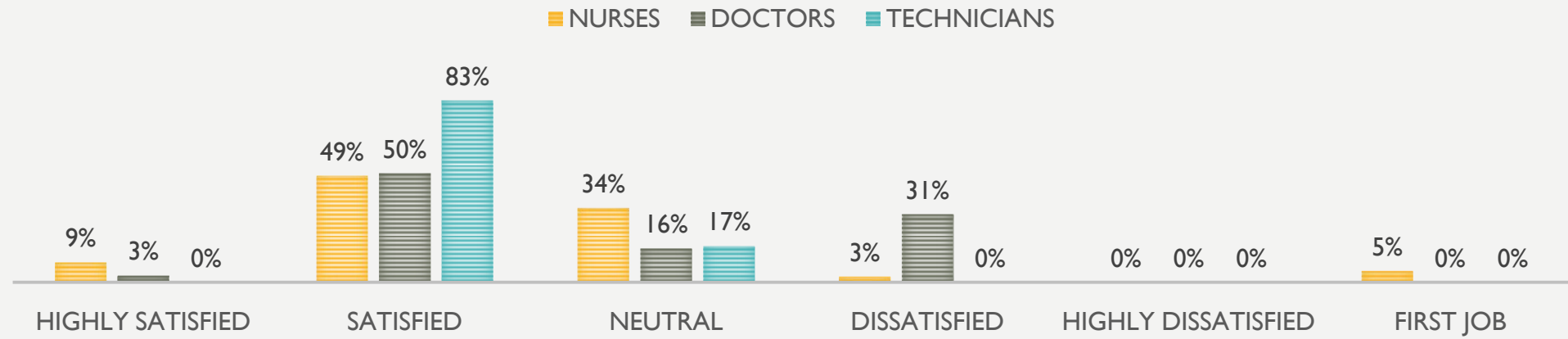
- **SHARING OF JOB DESCRIPTION:**



Job Description was shared with all the employees beforehand undergoing the recruitment and Selection process.

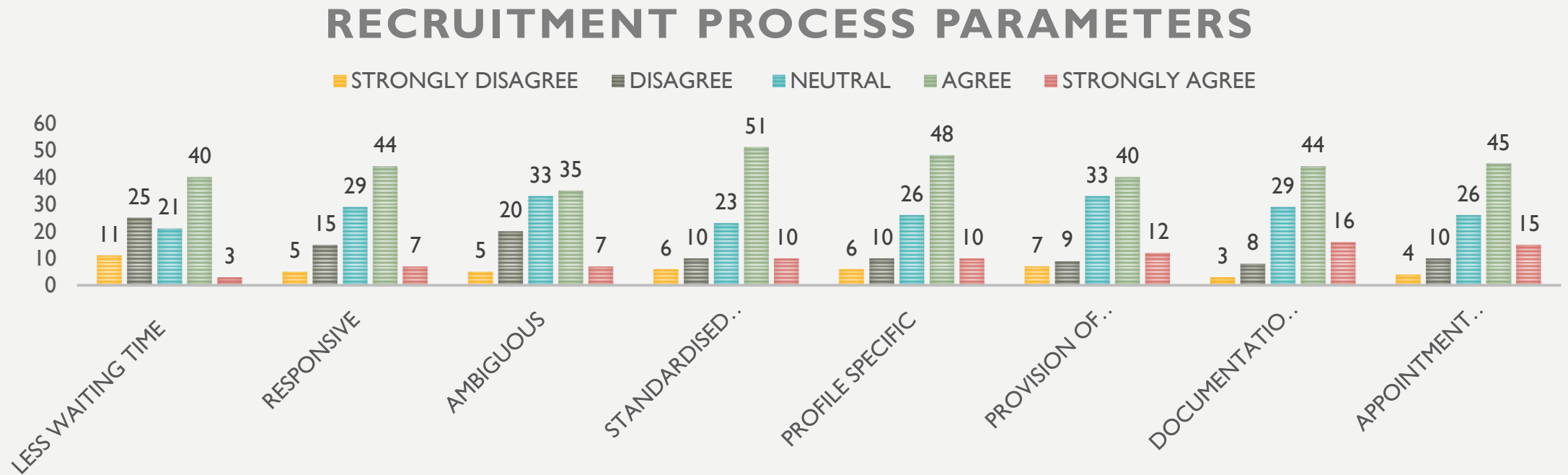
- **COMPARISON FROM FIRST JOB:**

COMPARISON OF RECRUITMENT PROCEDURE FROM FIRST JOB



Maximum number of employees were satisfied by the recruitment process they underwent at Fortis Hospitals, as compared to the previous organizations they have worked with.

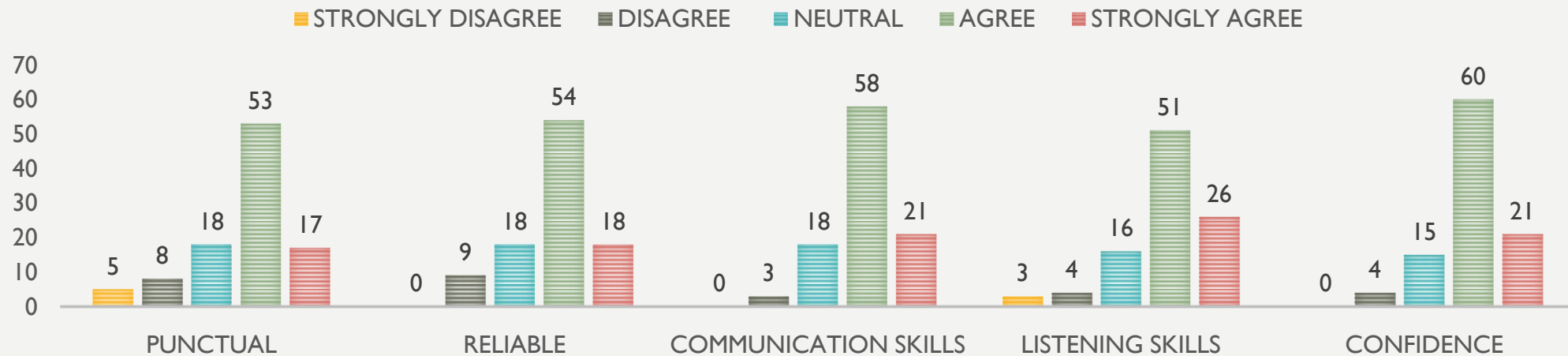
- **RECRUITMENT PROCESS PARAMETERS:**



Of all the employees who were the part of the survey conducted, maximum number were satisfied by the parameters which were taken into consideration for the assessment of the recruitment process viz., less waiting time, responsive to the queries asked, were not ambiguous regarding the process, was standardized, profile specific, provision of feedback was there, proper documentation review was conducted by the HR team and appointment was scheduled accordingly by keeping the candidates availability.

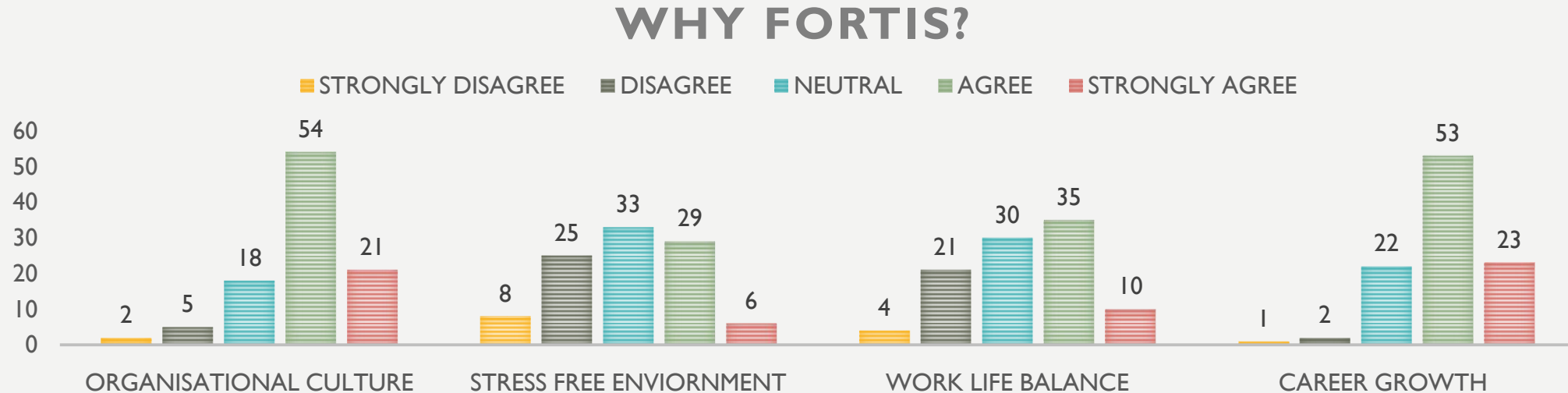
- **RECRUITER'S BEHAVIOUR PARAMETERS:**

RECRUITER'S BEHAVIOUR PARAMETERS



Employees were very much satisfied by the Recruiter's behaviour while undergoing the process. The punctuality, reliability, communication skills, listening skills and confidentiality was asked.

- **WHY FORTIS:**



Maximum number of employees opted Fortis because of the Organizational culture of the organization followed by career growth opportunities.

S.no.	Issue(s)	Causes	Recommendations
1	Method of Recruitment opted		
		Less Utilization of all other means by the Recruitment team.	To use Company Web Portals, Social Networking sites, Recruitment consultancy and Online Job portals more efficiently and effectively.
2	Less Rigid Recruitment and Selection process in terms of Eligibility criteria for Doctors.		
		Quite easy Selection Process for Doctors.	Doctors should go through On Job Assessment, Case Studies also, other than General Interview rounds.
3	More Waiting Time of the Recruitment process.		
		1. Non availability of the concerned person.	To lessen the waiting time by being available and acknowledging the person first.
		2. Excess work load of the concerned person.	To postpone the work for sometime.

4	Ambiguity of the Recruitment process.		
		1. Involvement of more than one person.	Only one person should take care of the complete Recruitment process.
		2. Non availability of the recruiter/ interviewer on that day	Presence of the recruiter/ interviewer should be checked before candidate arrives.
5	Increased stress level on Nurses and Doctors.		
		1. High Nurse Patient ratio of 8:1	Nurse Patient ratio to be reduced to 5:1 by recruiting more Nurses.
		2. Mid tenure resignations and Absconding of nurses	To find the basic reason of the resignation and try to solve them and to retain the nurses.
		3. Increased number of OPD and IPD Patients.	More number of qualified Doctors should be recruited.
6	Unstructured Work Life Balance.		
		1. Less number of employees as compared to the required number of employees.	Hiring of Employees
		2. More strenuous work.	Various activities should be organized to lessen the stress level of the employees.

LIMITATIONS OF THE STUDY:

- The sample size taken was not adequate as the time and resources provided were not enough.
- There was a limitation to interact with all the doctors during the study., because of time issues and their personal issues.
- Not all employees were interested being part of the study.
- Employees were afraid to tell the truth in fear of the losing their jobs.
- Communication gap was the major obstacle in case of nurses.
- Time of the study was day time so nurses and doctors having night shift were partially excluded from the study (unless they are on day duty)
- Getting time from doctors to fill the form was difficult because of patient crowd and personal reasons.

THANK YOU!

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