

SUMMER INTERNSHIP PROGRAM

at

FORTIS HOSPITAL Manesar, Gurgaon



From 1st May, 2024 to 1st July, 2024

A REPORT BY

MANNAT VERMA

Master of Business Administration

(Hospital and healthcare management)

2023-25

under the Mentorship of

Dr. Mamta Chauhan





Manesar, Gurugram

FORTIS HOSPITAL

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Gurugram, Haryana - 122052

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No. FHL-MANESAR-EX-06

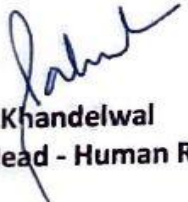
29-June-2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Mannat Verma D/o Mr. Manoj Verma** has completed her Internship in the department of Human Resources at Fortis Hospital, Manesar, Gurugram from **01-May-2024 to 29-June-2024**

We wish her all the best in her future endeavors

For Fortis Hospital, Manesar, Gurugram


Rahul Khandelwal
Unit Head - Human Resources

A unit of FORTIS HEALTHCARE LIMITED

Regd. Office: Fortis Hospital, Sector 62, Phase - VIII, Mohali - 160062

Tel: 0172-5096001, Fax: 0172 - 5096221, CIN: L85110PB1996PLC045933, PAN No. AAACF0987E

Annexure A

Completion Certification from the Organization CERTIFICATE

This is to certify, that **Ms. Mannat Verma** of 28th (2023-2025) of Hospital and Health Management of IIHMR University, Jaipur has worked with **FORTIS HOSPITAL MANESAR, GURGAON** for her summer internship from **1st May to 29th June 2024**. The overall performance shown by her during the period was **excellent**. This certificate is being issued to meet the requirements of the IIHMR University.

Date: 29th June 2024

(Signature of organization Mentor)

Name: **Rahul Khundelwal**

Designation: **Head - HR**

Seal/Stamp of the Organization

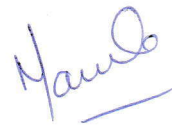


IIHMR University Faculty Mentor Approval

This is to certify that **Ms. MANNAT VERMA** of academic year 2023-25 of **INSTITUTE OF HEALTH MANAGEMENT & RESEARCH** has prepared a poster with respect to his summer internship held during May-June 2024.

He has carried out work as per the guidelines. His poster is approved for presentation.

Date: 20-07-2024.

A handwritten signature in blue ink, appearing to read 'Mamta', with a horizontal line underneath.

Dr. Mamta Chauhan

Professor

IIHMR University Jaipur

About FORTIS HOSPITAL MANESAR

Fortis Hospital Manesar, Gurugram will be a 350-bed multi-specialty hospital in Sector-5, Manesar. Fortis Healthcare Limited, part of IHH Healthcare Berhad, is a leading provider in India with 28 facilities, 4,500+ beds, and 400+ diagnostic centers in India, UAE, Nepal, and Sri Lanka. Listed on BSE and NSE, Fortis focuses on world-class patient care and ethical medical practice, employing around 23,000 people and offering a full range of healthcare services.

VISION : To create a world-class integrated healthcare delivery system in India, entailing the finest medical skills combined with compassionate patient care

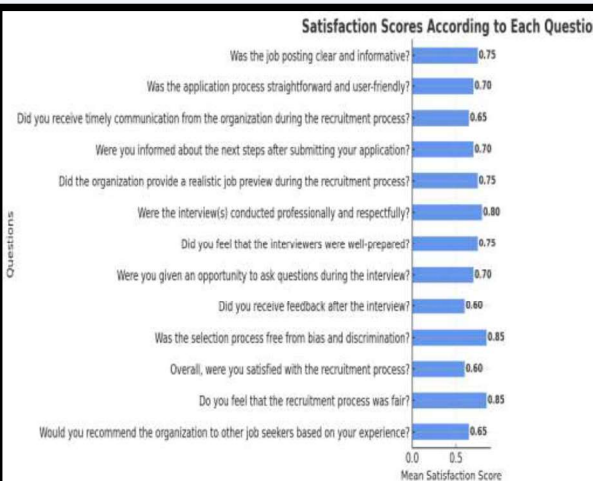
MISSION : To be a globally respected healthcare organisation known for Clinical Excellence and Distinctive patient care.

DESCRIPTION OF THE PROJECT

Candidate experience refers to job seekers' overall perception of an organization's recruitment process, from the initial application to the final hiring decision. In today's competitive job market, a positive candidate experience is crucial for attracting and retaining top talent, enhancing the organization's reputation, and increasing successful hires. Conversely, a negative experience can deter candidates, damage the employer brand, and hinder recruitment efforts.

THEORATICAL LEARNING	PRACTICAL LEARNING
Principles of Recruitment: Studied the foundational principles and best practices of recruitment, including job analysis, sourcing, and selection methods.	Real-world Recruitment: Applied recruitment principles by conducting market analyses, using platforms like Naukri.com, and participating in the interview process.
Training and Development: Learned about various training methodologies, development programs, and the importance of continuous learning.	Onboarding and Training: Managed the onboarding process and collaborated on designing and delivering training programs for new hires.
Compliance and Employee Relations: Gained knowledge on labour laws, compliance requirements (PF, ESI, gratuity), and managing employee relations.	Compliance Management: Handled compliance tasks, ensuring adherence to PF, ESI, and gratuity regulations, and created job descriptions.
HR Technology: Explored the use of HR management systems (HRMS) and other technology tools in managing HR functions.	Utilizing HRMS Platforms: Gained hands-on experience with HRMS platforms like ORACLE, enhancing data management and HR process efficiency.

SWOT ANALYSIS



OBJECTIVES OF THE PROJECT

- ✓ Assess the overall candidate experience throughout the recruitment process.
- ✓ Identify strengths and areas for improvement in the recruitment journey.
- ✓ Gather insights to enhance communication and support for candidates.
- ✓ Improve the hospital's ability to attract and retain top talent.

CONCLUSION AND RECOMMENDATIONS

- The survey scores averaged 0.80, reflecting satisfactory results.
- Areas needing improvement include feedback provision (0.60), communication (0.65), overall satisfaction (0.60), and candidate recommendations (0.65).
- To address these issues, recommendations:
- Implement structured training sessions for interviews.
- Develop clear communication and timeline protocols for feedbacks and provide realistic job previews
- Monitor and review the recruitment regularly.
- These measures will enhance candidate experiences, perceptions, and the hospital's reputation.

RESEARCH METHODOLOGY

Study type- Descriptive

Research design- Cross-sectional study

Sampling- Convenience sampling, Obtained the data from the candidates coming for interview at Fortis Hospital Manesar, Gurugram for various departments.

Sample size-250,

Data Collection TOOL: A Bi-Lingual structured questionnaire was developed using Google Forms.



LEARNINGS FROM THE INTERNSHIP

- Gained experience in the end-to-end recruitment process, including job posting, sourcing, screening, and interviewing.
- Developed skills in salary negotiation, compensation benchmarking, and drafting job offers.
- Learned to design and coordinate induction programs and onboarding processes for new hires.

CHALLENGES FACED DURING THE INTERNSHIP

- Rejections from the candidates who are currently employed elsewhere or do not want to join.
- Difficulties in negotiation with different candidates.
- Difficulties in developing effective communication and collaboration during the recruitment process.

USEFULNESS OF THE INTERNSHIP

- Provided practical HR experience and insights into healthcare recruitment and compliance.
- Enhanced communication, negotiation, and time management skills.
- Prepared for future career opportunities in hospital and healthcare management through hands-on experience and skill development.



Weekly Report: 1

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: MANNAT VERMA

**Roll no: 1743
MANAGEMENT**

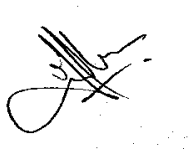
Stream: MBA HOSPITAL AND HEALTH

Week no: 1

From: May 1, 2024 to May 5, 2024

Activity Done	• Visited and explored the hospital on the first day of joining. • Introduction about the hospital: Geographical placement of hospital Understanding payers (cash,TPA,Panel,PSU,Corporates) Types of ICUs (MICU,NICU,PICU,SICU,KTP ICU,BMT,LIVER) Sensor (WARDS & ICU) & Non Sensor (OT,CATHLABS,ER,DIALYSIS) portions of a hospital FORTIS- 350 bedded (300 S and 50 NS) • Understanding the Recruitment Process • Understanding the pillars of hospital (operations,Finance,sales,HR) who collectively generates revenue, EBITDA, • Understanding manpower planning (non-clinical,clinical,nurses,paramedics)
Linking theory (Classroom learning) with practice at your organisation	1. human resource management 2. recruitment 3. Hospital planning
Gaps identified on the working area.	1. Manpower in HR majorly for facility visits for new joiners and onboarding process)

Suggestions for improvement	Nil
Plan for the next week	1. Recruitment Analysis 2. Interviews coordination and conduction with stakeholders 3. Onboarding process for employees of the organisation.



Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report: 2

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: MANNAT VERMA

**Roll no: 1743
MANAGEMENT**

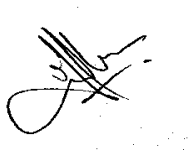
Stream: MBA HOSPITAL AND HEALTH

Week no: 2

From: May 6, 2024 to May 11, 2024

Activity Done	• Onboarding of newly joined employees. • Screening and Market analysis of required candidates. • Understanding the Qualifications job roles and job description for recruitment of different profiles for the organisation. • Understanding Nursing hierarchy. • Screening of potential candidates for nursing profile. • Understanding talent Acquisition. • Assisted in conduction of interviews of Nursing profile with the stakeholder.
Linking theory (Classroom learning) with practice at your organisation	1. Business communication and effective interaction
Gaps identified on the working area.	1. Anticipated budgeting for the profile of nursing mostly disappoints the candidate's expectations. 2. No specific systematic bifercations for walk in and online interviews.
Suggestions for improvement	1. Specific days allotment for online and walk in candidates. 2. Specific platform to be used for online interviews.

Plan for the next week	1. Salary negotiation pattern & process 2. Documentation and registration process 3. Process of onboarding 4. Hospital visit and mapping
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Weekly Report: 3

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: MANNAT VERMA

**Roll no: 1743
MANAGEMENT**

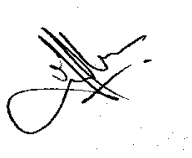
Stream: MBA HOSPITAL AND HEALTH

Week no: 3

From: May 13, 2024 to May 19, 2024

Activity Done	• Understanding mapping and positioning of different departments of the hospital. • Understanding the blueprints of the hospital and allocation and numbers of departments. • Market analysis of the potential candidates fir nursing for the recruitment process. • Market screening through Naukri.com for staff nurses. • Understanding the pay structure of fortis for nurses • Understanding the deductions and allowances specifies to icu and critical care nurses. • Observed the salary negotiation with shortlisted candidates.
Linking theory (Classroom learning) with practice at your organisation	1. Compensation and negotiation (HR module)
Gaps identified on the working area.	3. nil
Suggestions for improvement	3. nil

Plan for the next week	5. Interviews of specified nurses according to the departments. 6. Understanding other departments for recruitments like pcs, security, billing & TPA, admissions. 7. Negotiations and interactions with the candidates
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Weekly Report: 4

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: MANNAT VERMA

**Roll no: 1743
MANAGEMENT**

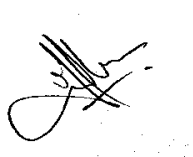
Stream: MBA HOSPITAL AND HEALTH

Week no: 4

From: May 20, 2024 to May 26, 2024

Activity Done	• Negotiations with candidates of nursing. • Document verification and collection for the process of onboarding of the selected employees for the organisation. • Learning different areas of nurses • Hierarchy of nurses. • Screening of different positions of nurses. • Screening and market analysis of supervisors and ANS and DNS posts of nursing. • Coordinating with the Stakeholder of nursing CNO • Excel formatting of file tracking for the newly joined employees for onboarding.
Linking theory (Classroom learning) with practice at your organisation	2. Negotiation and compliance
Gaps identified on the working area.	4. Documentation and feedback forms to be explained face to face for less errors before onboarding. 5. Provide refreshments for the candidates waiting for onboarding process. 6. Limited number of joining should be done in a day for cross checking and for reducing the chances of miss handling and errors in the system. 7. Remainders and rechecking for completion of the employee files should be done every week. 8. Manpower for onboarding process

Suggestions for improvement	1. Improvement for the candidate experience in the sector of refreshments. 2. Systematic onboarding dates to be organised 3. Rechecking systems and remainders should be supervised everyweek to reduce piling of work.
Plan for the next week	8. Understanding compliance for the employees 9. Understanding annexure of salaries 10. Understanding some tools of excel that are to be used in salary annexure making process. 11. Online interviews conduction for the nursing candidates.



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Weekly Report: 5

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: MANNAT VERMA

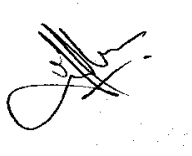
**Roll no: 1743
MANAGEMENT**

Stream: MBA HOSPITAL AND HEALTH

Week no: 5

From: May 27, 2024 to June 2, 2024

Activity Done	• Understanding the types and hierarchy biases in a working place. • Cv and resume screening for different profiles of nurses. • Followups with the shortlisted candidates through online mode and coordinated for salary discussion and negotiation. • Understanding compliance for the employees (PF, ESI, GRATUITY) • Understanding annexure of salaries (DEDUCTIONS AND ALLOWANCE) • Understanding some tools of excel that are to be used in salary annexure making process.
Linking theory (Classroom learning) with practice at your organisation	1. Recruitment and selection 2. Statutory compliance for HR managers
Gaps identified on the working area.	NIL
Suggestions for improvement	NIL
Plan for the next week	12. Organogram of Fortis hospital 13. Positions we are hiring for the new unit of fortis manesar. 14. Concept of competency 15. Interviews and Onboarding 16. Induction process for newly joined

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Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report: 6

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: MANNAT VERMA

**Roll no: 1743
MANAGEMENT**

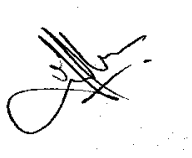
Stream: MBA HOSPITAL AND HEALTH

Week no: 5

From: June 3 , 2024 to June 9, 2024

Activity Done	1. Assisted in the interview conduction process for nurses. 2. Coordination and conduction of the Induction process for the new employees with the stakeholders. 3. Understanding the hierarchy and organogram of the hospital. 4. Had a briefing about the concept of competency. 5. Understanding the different departments required in a hospital 6. Portals used for employees information and interaction (ORACLE AND EXECLITY) 7. Interviews and onboarding 8. Screening and market analysis for nursing officer and different profiles of nursing.
Linking theory (Classroom learning) with practice at your organisation	3. Recruitment and selection 4. Induction from hrn module
Gaps identified on the working area.	
Suggestions for improvement	NIL

Plan for the next week	17. Assessment of interviews for quality nurses 18. Converting the potential candidates and taking the first round of interview as HR. 19. Closing the position of nursing profiles for recruitment 20. Documentation for onboarding.
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Weekly Report: 7

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: MANNAT VERMA

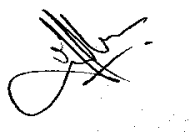
Roll no: 1743
MANAGEMENT

Stream: MBA HOSPITAL AND HEALTH

Week no: 7 From: June 10 , 2024 to 16 June , 2024

Activity Done	9. Assessment of interviews for quality nurses 10. Converting the potential candidates and taking the first round of interview as HR. 11. Documentation for onboarding. 12. Onboarding of new employee. 13. Employee's id generation. 14. Discussing and understanding about AI in healthcare. 15. Had a session on how to present data on MIS platform. 16. Job posting for new requirements and profiles.
Linking theory (Classroom learning) with practice at your organisation	1. Hospital planning 2. Digital health 3. Human resource management
Gaps identified on the working area.	1. Only using 1 platform for screening of different profile. 2. Delays in job requisition approval. 3. Lack of standardized interview questions and assessment criteria.

Suggestions for improvement	1. Can incorporate more platforms like indeed.com for screening. 2. Daily reminders prompts on personal systems of authority holder for approvals.
Plan for the next week	21. Understanding the process of recruitment and candidate experience. 22. Excel reporting for conversions and candidates on individual prospect for analysis. 23. Understanding different profiles, job description and criteria for selection of a candidate. 24. Conduction and coordinating development and training team for conduction of trainings and induction.



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Weekly Report: 8

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: MANNAT VERMA

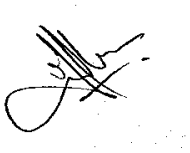
Roll no: 1743
MANAGEMENT

Stream: MBA HOSPITAL AND HEALTH

Week no: 7 From: June 17 , 2024 to 23 June , 2024

Activity Done	25. Understanding the process of recruitment and candidate experience. 26. Excel reporting for conversions and candidates on individual prospect for analysis. 27. Understanding different profiles, job description and criteria for selection of a candidate. 28. Conduction and coordinating development and training team for conduction of trainings and induction. 29. Audit of feedback of inductions and trainings for development. 30. Did a comparative analysis of compensation benefits for nurses in Delhi NCR in different hospitals in Public and private 500+ bedded hospitals, and interviewed 67 HRs of different hospitals to analyse the same.
Linking theory (Classroom learning) with practice at your organisation	4. Hospital planning 5. Human resource management
Gaps identified on the working area.	Nil
Suggestions for improvement	Nil

Plan for the next week	
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Compiled Reporting Format

Name of the Organisation: Fortis Hospital. Manesar Gurgaon

Area/ Department/ Project of Summer Internship Program : Human Resource

Stream: HHM hospital and healthcare management – 28

Name of the Student: Mannat Verma

Roll no: 1743

Activity done :

During my internship at Fortis Hospital, I engaged in a diverse range of activities that provided me with a comprehensive understanding of the hospital's operations, recruitment processes, and HR practices. My experience spanned several key areas:

Exploration And Initial Learnings

In my first week, I explored the hospital's layout and gained insights into its geographical placement. I familiarized myself with various payers, including cash, TPA, panel, PSU, and corporates, and different Intensive Care Units (ICUs) such as MICU, NICU, PICU, SICU, KTP ICU, BMT, and LIVER. This period also involved learning about the hospital's recruitment process, operations, finance, sales, HR, and manpower planning.

Onboarding And Talent Acquisition

In the subsequent weeks, I participated in the onboarding process of new employees, conducting screenings and market analyses of potential candidates. I gained an understanding of job roles and descriptions, the nursing hierarchy, and assisted in the talent acquisition process, including conducting interviews for nursing profiles. I also observed salary negotiations and conducted market screenings for nursing staff.

Document Verification and Stakeholder Coordination

As my internship progressed, I focused on the verification and collection of documents for onboarding. I coordinated with nursing stakeholders and gained hands-on experience in CV and resume screening, following up with shortlisted candidates, and understanding compliance aspects such as PF, ESI, and gratuity. My responsibilities included assisting in interview conduction, induction processes, and understanding the hospital's hierarchy and organogram. I also became familiar with the employee interaction portals used by the hospital, namely ORACLE and EXECLITY, and conducted market analyses for nursing officers.

Induction Processes

A significant part of my internship involved coordinating and conducting induction processes for new employees. I ensured that the induction sessions were informative and engaging, providing new hires with essential information about the hospital's operations, policies, and culture. This also included coordinating with various stakeholders to ensure a smooth and comprehensive induction experience.

Advanced HR Processes and Technology

Towards the end of my internship, I assessed interviews for quality nurses, conducted first-round interviews, generated employee IDs, and job postings. My final tasks included understanding the overall recruitment process and candidate experience, conducting Excel reporting for candidate analysis, coordinating training and induction development, and performing a comparative analysis of compensation benefits for nurses in the Delhi NCR region.

Linking theory (Classroom learning) with practice at your organisation:

During my internship at Fortis Hospital, I had the opportunity to apply various theoretical concepts from my MBA Hospital and Health Management program to real-world scenarios. This hands-on experience allowed me to bridge the gap between classroom learning and practical application in several key areas:

Human Resource Management

Throughout my internship, I gained significant knowledge about the recruitment, selection, and onboarding processes within the HR department. I learned about compliance requirements such as PF, ESI, and gratuity, conducted effective interviews, and negotiated salaries. These experiences directly related to the "Human Resource Management" and "Recruitment and Selection" modules from my MBA program, solidifying my understanding of HR processes and compliance issues.

Hospital Planning

I acquired valuable insights into hospital planning, including mapping and allocating different departments, understanding hospital blueprints, and learning about various operational aspects. These activities were directly connected to the "Hospital Planning" module, allowing me to observe how theoretical planning principles are applied in a real-world healthcare setting.

Negotiation and Compensation

I learned about salary negotiation techniques, understanding allowances and deductions, and conducting market analysis for compensation benefits, particularly useful when negotiating

with nursing candidates. The "Compensation and Benefits" and "Negotiation" components of the HR module were directly applicable, enabling me to practice strategies and methods discussed in class during actual negotiations with potential employees.

Business Communication

I developed skills in business communication and effective interaction during interviews and coordination with various stakeholders, crucial for HR professionals. These skills were tied to the "Business Communication" module, allowing me to refine my ability to interact professionally with candidates and colleagues in real-world scenarios

Gaps identified on the working area:

During my internship at Fortis Hospital, I observed several areas in the HR and recruitment processes that could benefit from improvements. These gaps, if addressed, could enhance the overall efficiency and effectiveness of the hospital's operations, particularly in the areas of budgeting, recruitment, onboarding, and candidate experience:

Budgeting for Nursing Profiles

One significant gap identified was the anticipated budgeting for nursing profiles, which often led to candidate dissatisfaction and a high rate of candidates being placed on hold. Approximately 70% of shortlisted nursing candidates were held back due to budget constraints, indicating a need for better alignment between candidate expectations and hospital staffing budgets.

Interview Process

The recruitment process lacked a systematic bifurcation for walk-in and online interviews, resulting in inefficiencies and delays. This disorganization led to extended waiting times for candidates, negatively impacting their overall experience and slowing down the recruitment process.

Onboarding Documentation

The documentation and feedback forms provided during the onboarding process were not adequately explained to candidates, causing errors and misunderstandings. Improved communication and face-to-face explanations are necessary to reduce these errors and ensure a smoother onboarding experience.

Candidate Experience

Enhancing the candidate experience is crucial. One identified area for improvement was the provision of refreshments during the onboarding process. This simple addition could significantly improve the experience for candidates, making them feel more welcomed and valued.

Manpower for Onboarding

The HR department requires additional manpower to handle the onboarding process efficiently. The current staff is insufficient, leading to mishandling and errors. Increasing the number of HR personnel dedicated to onboarding would help reduce these issues and ensure a smoother process for new hires.

Screening Platforms

Currently, the hospital relies on only one platform for candidate screening, limiting the reach and effectiveness of the recruitment process. Incorporating additional platforms, such as Indeed.com, could enhance the hospital's ability to find suitable candidates and streamline the recruitment process.

Offer Letter Approvals

Delays in approval before extending offer letters to selected new hires were another significant gap. These delays can lead to frustration among candidates and potentially cause the hospital to lose qualified candidates to other employers. Implementing a more efficient approval process would help expedite hiring and improve overall candidate satisfaction.

Suggestions for improvement:

Based on the observations made during my internship at Fortis Hospital, several key areas have been identified where improvements could significantly enhance the efficiency and effectiveness of the HR and recruitment processes. Implementing these suggestions could address current gaps and streamline operations:

Interview Scheduling

To streamline the interview process and reduce confusion, it is recommended to allocate specific days for online and walk-in interviews. This would help manage the flow of candidates more effectively.

Online Interview Platform

Utilizing a dedicated platform for online interviews would improve efficiency and enhance the candidate experience, ensuring a more seamless and professional interaction.

Candidate Refreshments

Providing refreshments for candidates during the onboarding process could significantly enhance their overall experience, making them feel more welcomed and valued.

Systematic Onboarding

Organizing systematic onboarding dates to manage the number of joinings per day would help reduce handling errors and improve overall efficiency.

Weekly Rechecks

Implementing weekly rechecks and reminders to ensure the completion of employee files would help in reducing work piling and maintaining smooth operations.

Screening Platforms

Incorporating additional screening platforms, such as Indeed.com, would broaden the candidate pool and improve recruitment outcomes by reaching a more diverse group of potential hires.

Approval Reminders

Setting up daily reminders for authority holders to expedite the job requisition approval process would help in speeding up the hiring process and improving candidate satisfaction.

Documentation Explanation

Providing face-to-face explanations of documentation and feedback forms to candidates would reduce errors and improve understanding, ensuring a smoother onboarding process.

Controlled Joinings

Limiting the number of joinings per day would ensure thorough cross-checking of documents and reduce errors in the system, leading to more accurate and efficient processing.

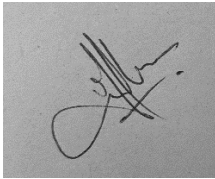
Rechecking Systems

Ensuring the presence of weekly rechecking systems and reminders would prevent the accumulation of work and maintain operational efficiency.



Signature of the Student

Approved by the IIHMR University's Mentor

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Signature of the Student

Approved by the IIHMR University's Mentor