

**Summer Training at
Evy Hospital, Mohali,
Punjab**

Human Resource Planning and Audit (As Per NABH Guidelines)

**By
Manu Sharma**

**Under the guidance of
Col (Dr.) Ashok Kuashik**

**MBA Human Resource Management in Health & Hospital
2015-2017**



**The IIHMR University, Jaipur
2016**

CERTIFICATE

To Whomsoever It May Concern

This is to certify that **Ms. Manu Sharma**, student of MBA-HRM in Hospital and Health, from The IIHMR University, Jaipur has undergone Summer Training Project at **Ivy Hospital, Mohali** from **1st April to 31st May, 2016**.

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

I wish her success in all his future endeavors.



Col (Dr.) Ashok Kaushik
Dean, Academics and Student Affairs
The IIHMR University, Jaipur



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Ivy Hospital

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Ref. No. : IVY-C/HR/TRG/107/2016

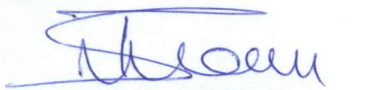
Date : 31st May, 2016

TO WHOM SO EVER IT MAY CONCERN

Certified that Ms. Manu Sharma D/o Sh. Praveen Kumar Sharma has undergone training in Human Resource Department as HR Trainee with us from 01st April, 2016 to 31st May, 2016

We wish her all the success for her future endeavors.

For Ivy Health & Life Sciences (P) Ltd.


(Tej Singh Mann)

AGM - HR & Admin.

Acknowledgement

I, Manu Sharma, student of MBA HRM 1st batch at IIHMR University, Jaipur, would like to sincerely express my heartfelt gratitude to Dr. Kanwaldeep kaur, Medical Director, Ivy hospital Mohali, for granting me the opportunity for training. Mr. Gurtej Singh, Chairman, Ivy hospital Mohali, for granting me the opportunity for training.

Mr. Tej Singh Mann, AGM-HR, Ivy hospital Mohali, for being my mentor and project guide for the entire period of my training, for helping me improve the quality of my work and for helping me identify areas where I lack and what characteristics I must develop in myself for a future as a hospital HR for my project in the Human resource planning and audit as per NABH guidelines.

Dr. Ashok Kaushik, Dean and my mentor, Academic and Student Affairs, at IIHMR Jaipur, for his invaluable inputs and guidance for my projects, as they helped me to develop a line of thought for how to shape my project.

Dr. Tanjul Saxena, Associate professor at IIHMR Jaipur, for her support and guidance, without which this training would not have been possible. Mr. Hem Bharghav, Placement Officer, IIHMR Jaipur, for facilitating my training at Ivy hospital Mohali (Punjab).

Lastly, I would like to thank my college, IIHMR Jaipur, for providing me with an opportunity to learn from and work with the best personnel in the Hospital Industry, and for helping me gain an appreciation of where I currently stand as an HR trainee and how much work I would need in order to meet the quality specifications that the hospital industry seeks.

Manu Sharma
MBA HRM 1st Year,
Batch 2015-17

Abbreviations

HRM -	Human Resource Management.
HR -	Human Resource
Pvt -	Private
Ltd. -	Limited
TPA -	Third Party Administrator.
NABH -	National Accreditation Board for Hospital and Healthcare Provider.
CTVS -	Cardio Thoracic Vascular Surgeon.
ENT-	Ear, Nose & Throat.
ICU –	Intensive Care Unit
CT –	Computer Tomography
NGOs -	Non-Government Organizations
OPD –	Out Patient Department
HOD -	Head of Department

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1. Observation Learning

A. Introduction

The summer training is an integral part of the course curriculum of MBAHRM at IIHMR Jaipur. As part of the course, students at the end of their first year are required to undergo training of two months to get an in-depth exposure to the various departments in the organization, as well as take up projects as per the requirements of the organization where the students get training. What is most crucial is to build a base of knowledge about the structure and functioning of the hospital, which can be used to understand and apply concepts in the subsequent study tenure at IIHMR Jaipur.

During my summer training at Ivy Hospital Mohali (Punjab), there were numerous learning experiences in HR department. The project undertaken at the HR department, which are as:

- *Human resource planning and audit as per NABH guidelines.*

A brief report of the training of two months is presented below with the details of tasks undertaken and lessons learnt during the training.

B. Ownership

Ivy hospital is a Pvt. Ltd company registered under shops and establishment act as ivy health and Lifesciences(P)Ltd.

Owner- Mr. Gurtej Singh

C. Organization Profile

Ivy Group of hospitals is one of the largest tertiary care healthcare delivery network operating in Punjab. Presently, it has 5 operational Multi Super Speciality hospitals at Mohali, Khanna, Nawanshahr, Hoshiarpur & Amritsar. The Amritsar facility is the latest addition in the bouquet. It got operational in the month of April 2015. There are 3 more hospitals at Panchkula, Bathinda & Jalandhar are in pipe line. At present, the total bed capacity across all the facilities is 765; Mohali (205), Khanna (80), Nawanshahr (120), Hoshiarpur (160) & Amritsar (200). The 3 new planned hospitals would add another 450 beds (approximately) taking the total bed capacity to nearly 1200 beds.

Across the group, Ivy hospital have 25+ Super Specialty departments, 125+ Consultants, 1500+ Paramedical & Nursing Staff, 3000+ Complex Surgeries performed annually & more than 1.25 Lakh patients are being treated annually.

Ivy empanelled with all the leading Health Insurance Companies (through their respective TPAs), 100+ Public & Private Corporate, ECHS, State Governments of Haryana & Himanchal etc.

Ivy hospital, Mohali is the flagship hospital of Ivy healthcare group. It is a 205 bed multi super speciality tertiary care hospital.

The hospital started its operations way back in 2008 and now after 8 years in operations, it is among the leading hospital in the region. It is the first hospital in Ivy group of hospitals to get NABH Accreditation.

The hospital is enjoying leadership position in the field of oncology, cardiology & cardiac surgery, nephrology, urology, critical care orthopaedics, and joint replacement, trauma and neuro surgery. It is a state-of-the art modern facility situated in a prominent location at Mohali. It has a built-up area of over 1,50,000 square feet. Right from the infrastructure to the largest medical technology acquisition, Ivy Hospital Mohali, has always kept its patients first and strived to deliver not world class but the world's best care to its patients since its inception in 2008.

Hospital vision statement

“To be the largest and the most respected healthcare provider in the region”

Hospital mission statement

“To provide honest, affordable and accessible healthcare services to all”

Values:

- Cure, care and healing
- Patient come first
- Treat each other like family
- Strive for excellence

Service Standard:

The service standard at Ivy are meant to complement, not replace, the existing codes of ethics and professional responsibilities. They are intended to be used as a means to enhance the way we deliver services to our patients, our customers and our colleagues.

Core service standards:

- Accountability
- Team work
- Respect
- Compassionate care
- Empathy to the patient
- Responsiveness
- Effective communication

Scope of services:

Anaesthesiology	Neurosurgery
Cardiology	Obstetrics
CTVS	Medical oncology
Coronary care unit	Radiation oncology
Day care treatment Endoscopy & bronchoscopy	Ophthalmology
Dentistry	Oral surgery
Dermatology	Orthodontics
Dialysis	Orthopaedic surgery
Emergency medicine	Plastic surgery
ENT	Paediatrics and neonatology
Gastroenterology	Preventive health screening clinics
General medicine & surgery	Rehabilitation
Gynaecology	Respiratory medicine
Intensive care unit adult, paediatric & neonatal	Surgical ICU
Nephrology	Transplantation services
Neurology	Urology

Diagnostic services:

- CT scanning
- Ultrasound
- X-ray

Laboratory services:

- Blood bank
- Blood transfusion services
- Clinical Bio-Chemistry
- Clinical microbiology & serology
- Clinical pathology

- Haematology
- Histopathology

Pharmacy:

- Dispensary
- Ambulance
- Dietetics
- Physiotherapy

Hospital committees:

The aim of the committees is to provide a platform for multidisciplinary teams to work together to develop a strategy for high quality care across the organization, and its periodic evaluation for continuous improvement.

1. Hospital management advisory committees
2. Quality steering committee (QSC)
3. Safety committee (SC)
4. OT committee (OTC)
5. Infection control committee (ICC) & Antibiotic committee
6. Blood transfusion committee (BTC)
7. Medical records and medical audit committee
8. Pharmacy and therapeutic committee (PTC)
9. Code blue committee (CBC)
10. Credentialing and privileging committee (CPG)

What is unique about Ivy Hospital?

- Ivy aims to provide quality health services in a caring manner, regardless of ability to pay. At the same time to be profitable so as to reinvest these profits directly in to the hospital for the state-of-the-art equipment and technology.
- Ivy realizes its social obligation towards the community, therefore is devoted to provide free and subsidized treatment to people below poverty line.
- We provide short, medium and long-range plans to handle growth which is supported by an intensive capital campaign dedicated to raising the funding necessary for its growth and development.
- Thus, Ivy hospital is a model of emerging largest healthcare in the region to treat our community with care, expertise and kindness.

Infrastructure

- At present, the total bed capacity across all the facilities is 765; Mohali (205), Khanna (80), Nawanshahr (120), Hoshiarpur (160) & Amritsar (200). The 3 new planned hospitals would add another 450 beds (approximately) taking the total bed capacity to nearly 1200 beds.
- It is a state-of-the art modern facility situated in a prominent location at Mohali. It has a built-up area of over 1,50,000 square feet, with 205 operational beds.

Corporate Social Responsibility:

Ivy hospital group is committed to make a difference and support long term community projects in the region namely-

- Providing free/subsidised medical treatment to the people living below poverty line and yellow card holders.
- Organizing free medical check-up camps.
- Organizing health awareness talk at schools, institutes and organizations and various other locations.
- Arranging for free/subsidized consultation & medicine distribution camps in areas with low earning or very less medical facilities.
- Organizing events in hospital and invite NGOs and self-help groups to create awareness about health and wellness.
- Providing free/subsidized medical treatment to people living below poverty line and yellow card holders.

Empanelment:

Ivy is empanelled with: -

- TPA
- Insurance companies
- State governments
- Private corporate
- Central government
- Defence

Quality policy:

Quality policy of ivy is to deliver “TOTAL HEALTH CARE” to every patient.

Quality objectives:

1. To focus on quality of patient care.
2. To improve the performance of all professionals & protect patients
3. To monitor, measure, assess and improve performance and to enhance patient satisfaction.
4. To guard, measure and improve patient safety.
5. To inculcate an excellent hygienic treatment process.
6. To involve all employees to participate in improving quality.

Ivy holds two accreditations-

- **NABH** (National Accreditation Board for Hospitals & Healthcare Providers)
NABH accreditation represents highest quality certification for hospitals in India. At present 3 out of 5 operational Ivy hospitals are part of this elite group of hospital that have received this coveted recognition. These are Ivy hospital Mohali, Nawanshahr and Khanna. The process for other two Hospital to get this accreditation is in progress.
- Ivy Hospital Mohali got his accreditation on 12th December 2011.
- **NABL** (National Accreditation Board for Testing & Calibration Laboratories)

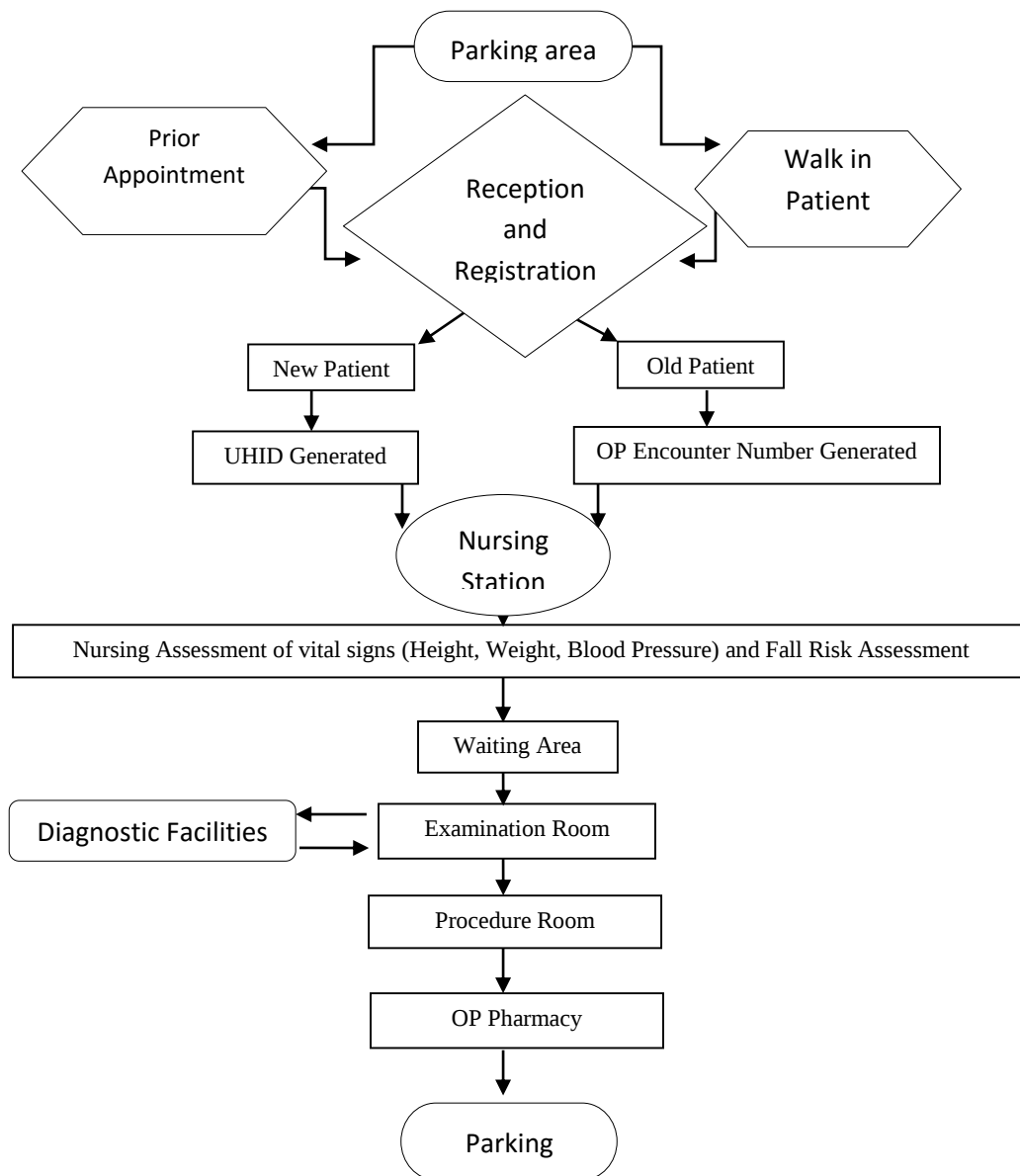
NABL is an autonomous body under the aegis of Department of Science & technology Government of India. Its main objective is to provide Government, Regulators and Industry with a scheme of laboratory accreditation through third-party assessment, for formally recognizing the technical competence of laboratories. The accreditation services are provided for testing, calibration and medical laboratories in accordance with International Organization for Standardization (ISO) Standards. Laboratory at **Ivy Hospital** is NABL accredited and thus, it is highly regarded both nationally and internationally as a reliable indicator of technical competence.

2. General Findings

Findings will attempt to present in the form of process flow sheets, in the order of my visit to the departments.

- a) **OPD:** As has been mentioned earlier in this report, it can be said that each floor of Hospital has separate institute of clinical excellence. Each institute has its own OPD area as well as IPD area / day-care area wherever applicable. The general process flow that is followed in all the OPDs is as follows:

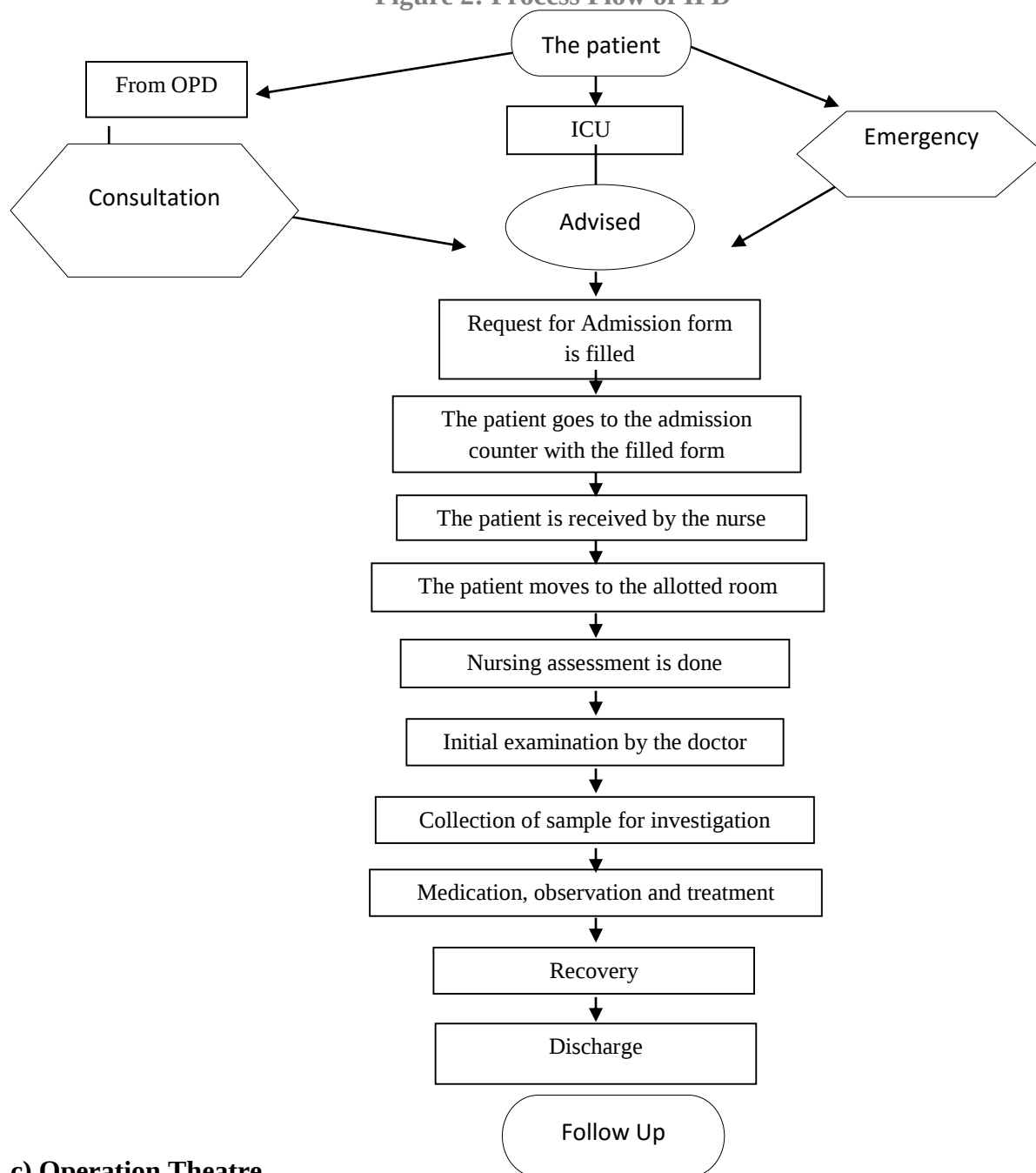
Figure 1: OPD Process Flow



b) In-Patient Department

Each clinical institute of Ivy has its own In-Patient Department. Thus, there is an In-Patient Department in each floor of Ivy. The IPD of Ivy hospital consist of 7 general wards, 1 HDU, 3 ICU, 1 NICU, 1 SICU, 1 Triage, 1 day-care unit. Department of obstetrics & gynaecology has a labour room. All other surgery is carried out in the main OT complex.

Figure 2: Process Flow of IPD



c) Operation Theatre

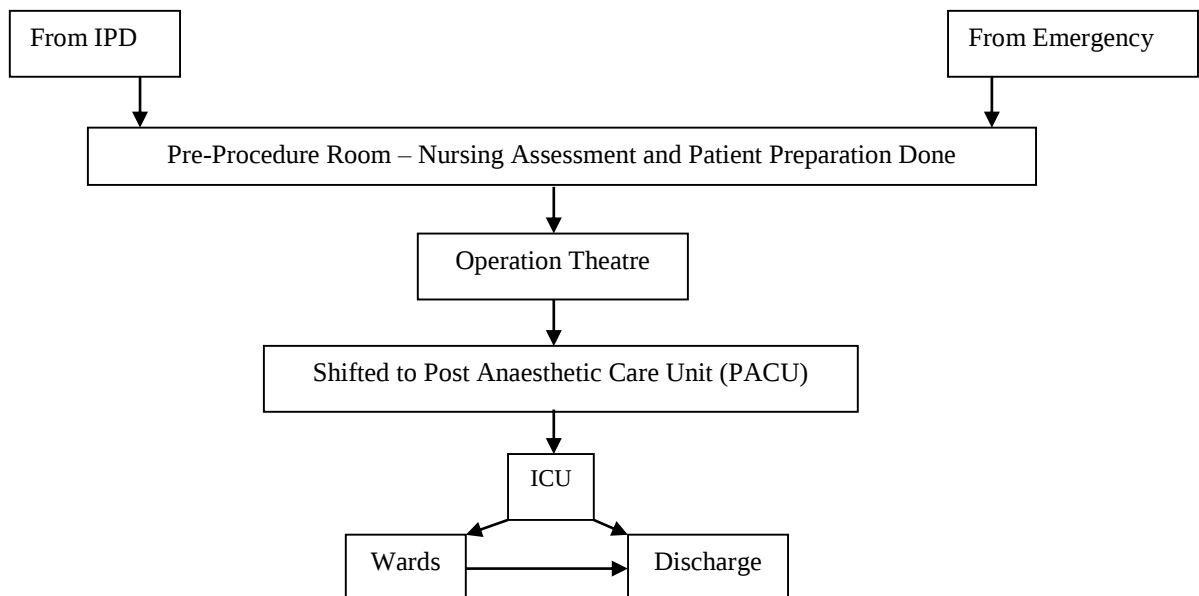
The OTs of Ivy Mohali are situated on the 1st & 2nd floor. There are currently 5 OTs functional.

Their break up is as follows:

Sr. No	OT Number	Specialty
1.	1-4	General OTs
2.	5	Cardiac OT

Around 10-12 surgeries are performed daily. The general flow of the patient in the OT is as follows.

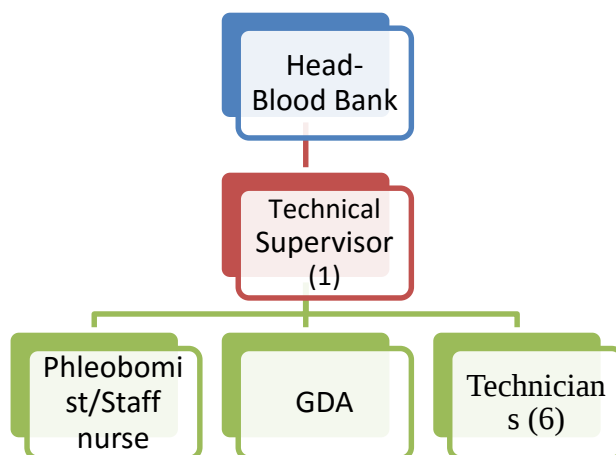
Figure 3: Process Flow in OT



d) Blood Bank

The Blood Bank of Ivy is situated on the first floor. Ivy has a policy of asking patients to arrange for a specific amount of blood before their procedures, so that there is no possibility of a situation arising where there is a shortage of blood during a procedure. The general process flow of whole blood donation in this department has been enumerated below.

Organogram-



e) Emergency Department

The Emergency Department of Ivy Mohali is situated on the Ground floor, and the entrance is from a route different than the main entrance to the hospital. Emergency is a 24/7 service with round-the-clock availability of trauma team and on-call specialist. The casualty ward provides the round-the-clock medical observation to needy patients who are either sent home after initial treatment or are admitted as IPD patients depending on the need.

Colour coding in triage- The patients coming in to the emergency department are triaged. These patients are then allotted wrist bands for colour identification according to the parameters that have been enumerated below.

COLOUR	INDICATION
Red tag	Immediate – having chances of survival
Yellow tag	Observation – their condition stable for the moment and not in immediate danger of death
Green tag	Wait – reserved for the “walking wounded”
Black tag	Used for the deceased

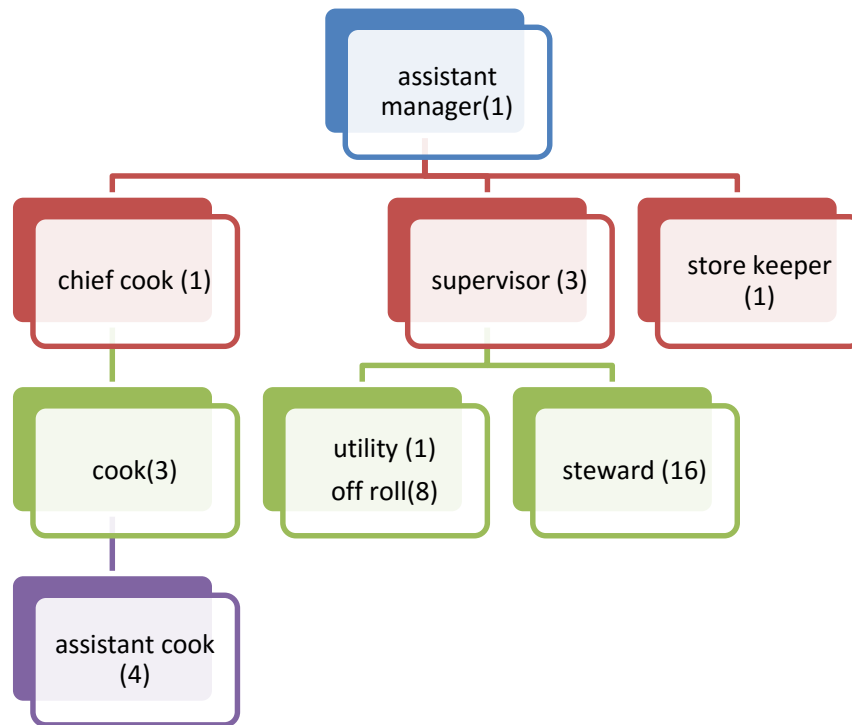
The Emergency Department of Ivy Mohali offers 24/7 ambulatory services, the details of which have been enumerated below.

Sr. No	Parameters	Details
1.	Number of Ambulances	4
2.	Types of Ambulances	• Basic life support (1) • Advanced cardiac life support (3)

f) Food and Beverages

These offices are situated at the 3rd floor of Ivy Mohali. These departments are tasked with managing the dietary needs of the patients coming into the hospital. This task is made all the more difficult by the fact that the hospital caters to the needs of over 200 patients (beds) per day. the Food and Beverages Department of this hospital has to be able to serve close to 1000 meals per day.

Organogram-F&B



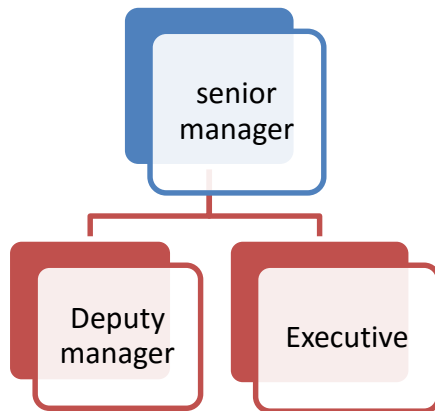
g) Quality

The quality Department of Ivy Mohali is situated on the 3rd floor.

NABH calls for setting standards for high quality of clinical care and patient services. The aim of the ivy is to do the right things, the right way & at very first instance. Our approach is to:

- Measure ourselves- quality indicator.
- Quality improvement
- Feedback-management review
- Following guidelines.
- Training

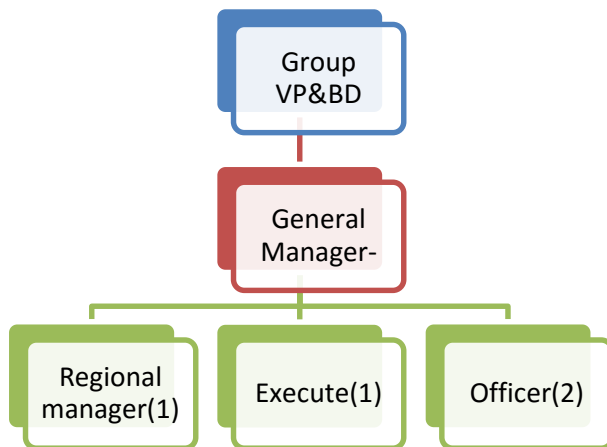
Organogram-



h) Marketing

Marketing department of Ivy is situated in admin block on the 1st floor. It is responsible for implementation of hospital marketing programs, including external and internal communication, patient satisfaction monitoring, and advertising. The marketing staff of Ivy ensure the positive image for the hospital through advertising, publicity, promotions through organizing various camps and sponsoring health related events.

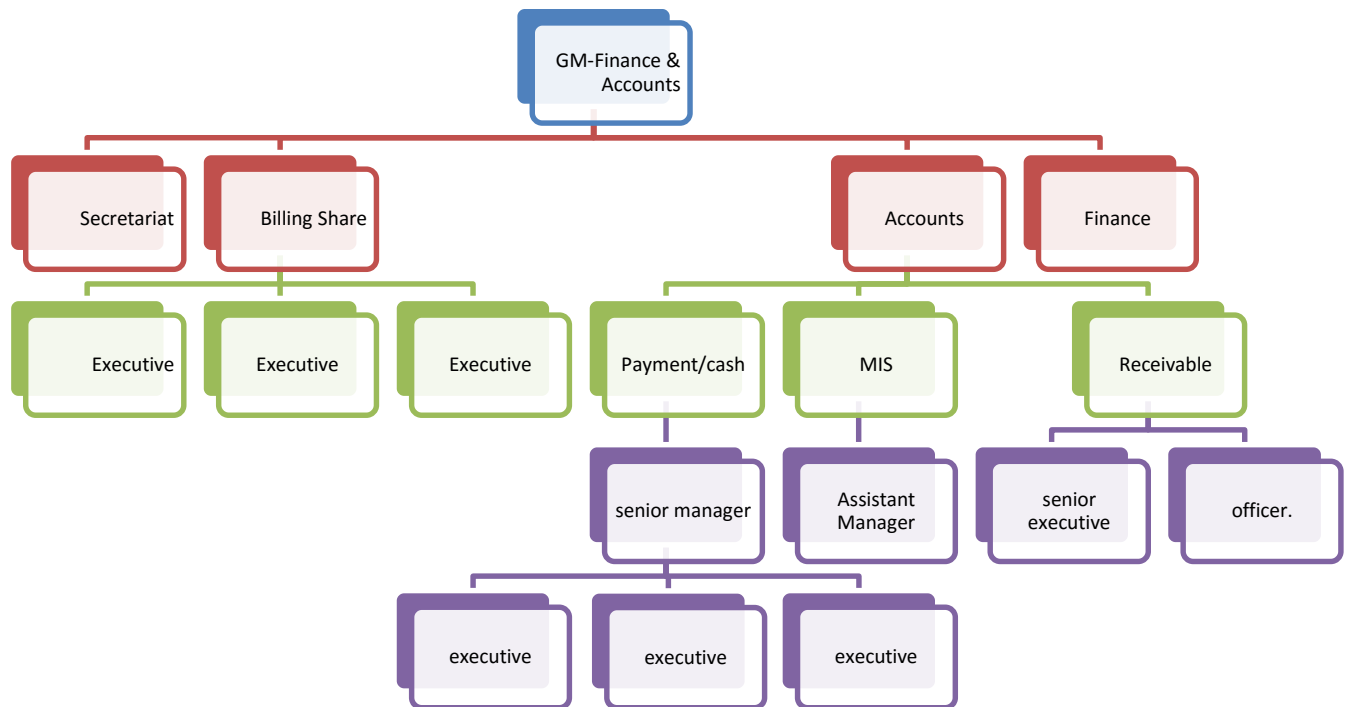
Organogram



i) Accounts & Finance

The finance department of Ivy is responsible for the monitoring and controlling of hospital finances and setting of budgets on an annual basis. In addition, it is responsible and accountable

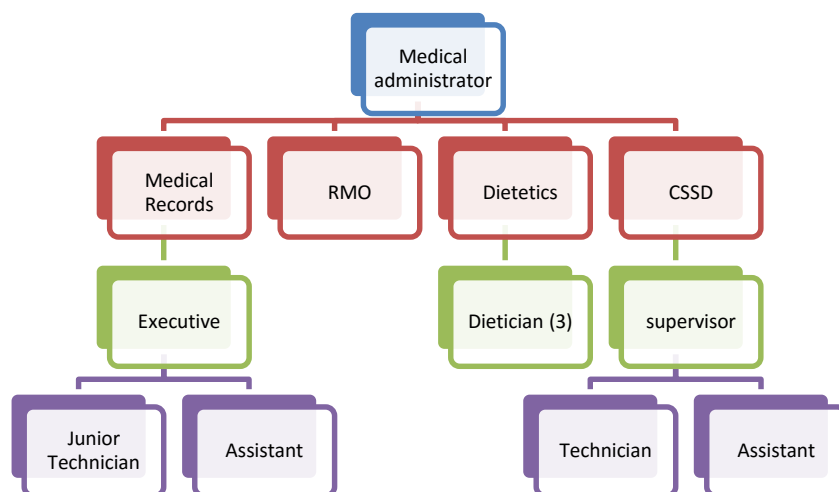
for the accuracy, validity and quality of all financial transactions and production of monthly and statutory financial statement.



j) Medical services

Medical services associated with different type of departments in any hospital. In Ivy hospital medical services includes- Medical records, RMO, CSSD, Dietetics.

Organogram



k) Medical Records Department

The Medical Records Department of Ivy is situated on the 3rd floor of the hospital. This department is tasked with storing all the physical medical records generated in the hospital. Once a medical record is received by the department, a unique reference number is generated through Microsoft Excel, and the medical record is stored according to this number. MLC records are stored in a yellow file, and the records of expired patients are stored in a red file.

The Medical Records Department maintains the records of each patient file it receives for a period of 5 years. During this period, if a certain file is requested for reference/research purposes by any department of the hospital, the clock of storage is restarted. Apart from these functions, the personnel of the Medical Records Department may also be required to attend to calls from the courts of law, with the files of any patient as and when required.

- **CSSD**-central sterile supply department

CSSD department is situated on the lower ground floor. CSSD has a crucial function in automating the workflow in sterilization of hospital equipment's. It maintains detail records of cleaning, disinfection and sterilization. It enforces patient safety by preventing cross infection.

- **Dietetics**

Dietetic department of Ivy is situated on the 1st floor. It makes a major contribution towards the nutritional status of patient in ivy hospital on a daily basis. It works towards the improvement of clinical, biochemical, cellular and psychological status of the patient in the face of the disease process and the side effects of various treatment.

3. SPECIFIC PROJECT LEARNING

Under the esteemed guidance of Mr. Tej singh mann AGM-HR. I, got the opportunity to make observational learning in human resource department as stated under:

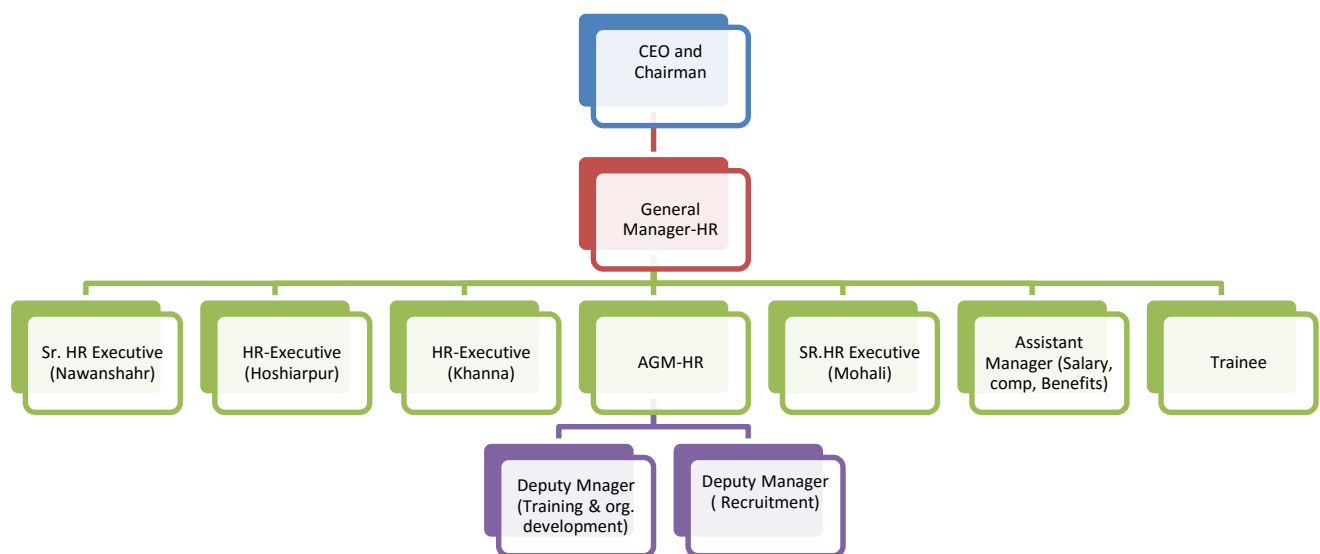
HR department

- The HR department of Ivy Mohali is situated on the 1st floor. HR department is to build and upgrade competencies by providing learning opportunities and challenges in the job, and provide job contentment through empowerment, accountability and responsibility.
 - An organization is built and strengthened only through a prudent human resource policy. At Ivy hospital the basic philosophy governing its human resource policy is the need to be competitive through individual, team and organization excellence.
 - We like to promote a work environment where human values like integrity, truthfulness and self-esteem are allowed to develop side by side with professional competence, sense of responsibility and team spirit. To realize the strategic objective of being recognized as a socially responsible corporate citizen, we have identified the following instruments and practices to facilitate Human Resource Development in the Group.
1. **Organization Structure** – Corporate Organization and organization structure is evolved.
 2. **Recruitment/ Selection from within** – Recruitment is done as per the organization structure. Endeavour is to recruit people only at induction level and giving preference to the existing employees for the higher positions. Vacancies at managerial levels have to be filled up by selection from within as far as possible. Direct recruitment at the managerial levels and to other strategic positions is resorted due to non-availability of specific talent in house.
 3. **Organization Building** – Young professionals from various streams have to be recruited and groomed in order to develop a talent pool for future requirements of the Group.
 4. **Performance Appraisal** – Objectives of performance appraisal system are to provide direction to the activities of employees, make objective evaluation of the achievement of employees, improve performance and develop capabilities, identify promotion potential, provide basis for compensation review, create and sustain a culture of participative management.
 5. **Professional Development** - Employees not having professional qualifications are encouraged to acquire relevant professional qualifications. Career development plans are made for those responding in this direction.
 6. **Career Development/ Succession Planning** – Employees exhibiting high potential for growth are sponsored for training programmes in-house and outside the Company. Lot of

investment is done for career development of such employees and succession planning for strategic positions.

7. **Job Rotation** – As a measure of development, the employees are provided cross-functional job rotation opportunities.
8. **Training** – We provide in house and out house trainings to our employees.
9. **Recreation** – Birthday celebrations, sports and other cultural programmes are organized periodically for recreation activities.
10. **Welfare** - Besides employees, Company also promotes wellbeing and development of their families as well.

Organogram:



HR Roles and Responsibilities:

Head HR

- Conduct and ensure that all new joiners undergo induction training.
- Identifying the training and development need within the organization.
- Keeping Induction manual/training material up to date.

- Designing and developing training and development programs based on both the organization's and the individual's needs.
- Make training plan monthly quarterly.
- Amending and revising programs as necessary, in order to adapt to the changes that occur in the work environment.
- Organize training plan approved.
- Evaluating the training and development programs.
- Documenting the project for the nursing academy.
- Estimate the resources and participants needed to achieve project goals.
- Determine and assess need for additional staff and make the appropriate recruitments if necessary during project cycle.
- Manpower Planning, Budgeting.
- Management and supervision of the job responsibilities and job specifications.
- Counselling of the employees as per the directions of the management.
- Overall management and responsibility of security and transport and trainings.
- New policies Employee Handbook. Leave Book. Leave Card.
- KRA's Incentive scheme for the nurses-mentoring.

Asst. Manager HR-Operation

- Salary, Payable Days
- Time office / Attendance System
- Extra duty payment, Overtime time
- Employee State Insurance & Provident Form
- Grievance handling
- Booking of seminar room
- Management of Hospital Insurances
- Civil surgeon office, Public notary, Civil courts
- Inter Department Correspondence
- Preparing and sending mails
- Agreement and MOU
- Circulars

Asst. Manager HR- Recruitment

- Recruitment, selection and placement of the staff.
- Build contacts for recruiting qualified candidates
- Ensuring that the JD's for all positions are available
- Assist in designing the KRA's
- Performance management and improvement
- Employee services and counselling
- Compensation and benefits administration and recordkeeping
- Assisting in employee files and the HR filing system

Executive - HR

- Joining Formalities
- Providing ID Cards
- Maintaining Personal Files
- Bank Account / ESI Formalities
- Assisting in HR Induction
- Preparing & Maintaining MIS
- Maintaining Exit Interview Forms

Functions

By and large the human resources department has four major areas of responsibilities: Employment, Compensation, Benefit administration and Labour relations. A myriad of specialized function branch from these four major areas. Some of them are:

a) Recruitment

The department receives applications/bio-data, screens, interviews, administer tests where necessary, and refer potential candidates to hiring managers or heads of departments.

b) Training & Development and Induction

Ensures training of all the employees of the hospital in specified policies. New employees receive orientation to the hospital, their departments and their jobs by their HOD'S and induction will be done by HR-Manager.

c) Wages and Salary Administration

This consists of development of individual job descriptions, positions are evaluated using a pre-determined group of factors such as education, skill and experience needed, responsibilities of the job, working conditions, etc. salary scales are fixed using a point value. The department is responsible for establishing and maintaining an equitable and competitive salary program that will help in attracting and retaining competent employees.

d) Benefits Administration

In addition to compensation, hospital employees receive fringe benefits in the form of hospitalization benefits, contributions to provident fund, gratuity and retirement benefits, travel allowance, etc. The department administers these benefits.

- Conducts or organizes training and in-service programs.
- Keeps complete personnel files of all employees in addition to master employee files, employee history record, master personnel policy file, termination information file, evaluation file etc.
- Maintain organizational charts and staffing patterns and develops procedures to control absenteeism, turnover and sick leaves.
- Prepares manpower planning and develops personnel policies for approval by the management or governing board.

4. Conceptual framework

Does HR Planning and Audit matter?

HR planning and Audit is about studying and analysing future labour market needs. It requires an understanding of the structural makeup of the current workforce, requirements of the future service need and investigation regarding the type and size of workforce required to meet them.

By identifying workforce requirements and by analysing what will be needed in the future and thus, risk of unanticipated events can be minimized by the managers through effective planning.

HR planning will help organization to: -

- Identify potential problems, manage risk and minimize crises management cycles.
- Contain HR cost including the cost of turnover, absenteeism, structural changes and staff movements.

- Develop workforce skills that take time to grow.
- Optimize the use of human, financial and other resources.

Process flow of HR planning and Audit:



4.1. HR Procedures and Policies

MAN POWER PLANNING

The number of employees to be taken by a Department will depend on the following-

- Number of patients,
- Number of beds,
- Number of procedures,
- Type of care, specializations,
- Cost of man power,
- Revenue,
- Infrastructure etc.

Classification of persons working in the hospital

The hospital classifies the employees working in the hospital in the following categories:

- Permanent
- Probationer
- Temporary
- Apprentice
- Trainee

i) Recruitment Policy

Objective

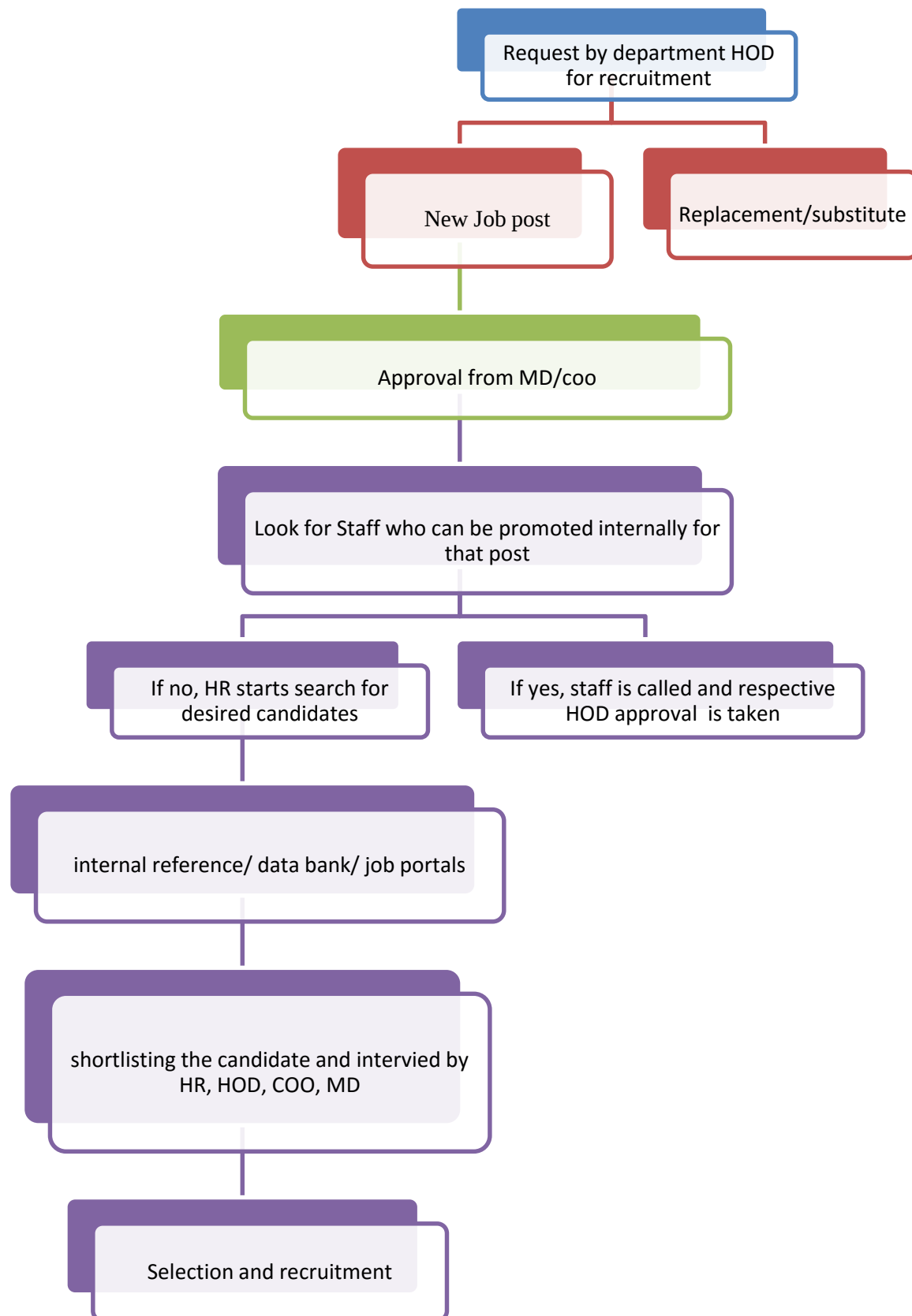
This policy is designed to support business strategy and growth by appointing best people in the organization. The “best person” closely matches the needs of the job in terms of competence, capability, attitude and motivation; and is able to perform well, quickly.

Parameters of Recruitment:

The basic parameters of the Hospitals’ recruitment policy are:

- Uniform process of recruitment throughout the group
- Equal opportunity and fair treatment to all
- Right person for the right job.

Process of recruitment:

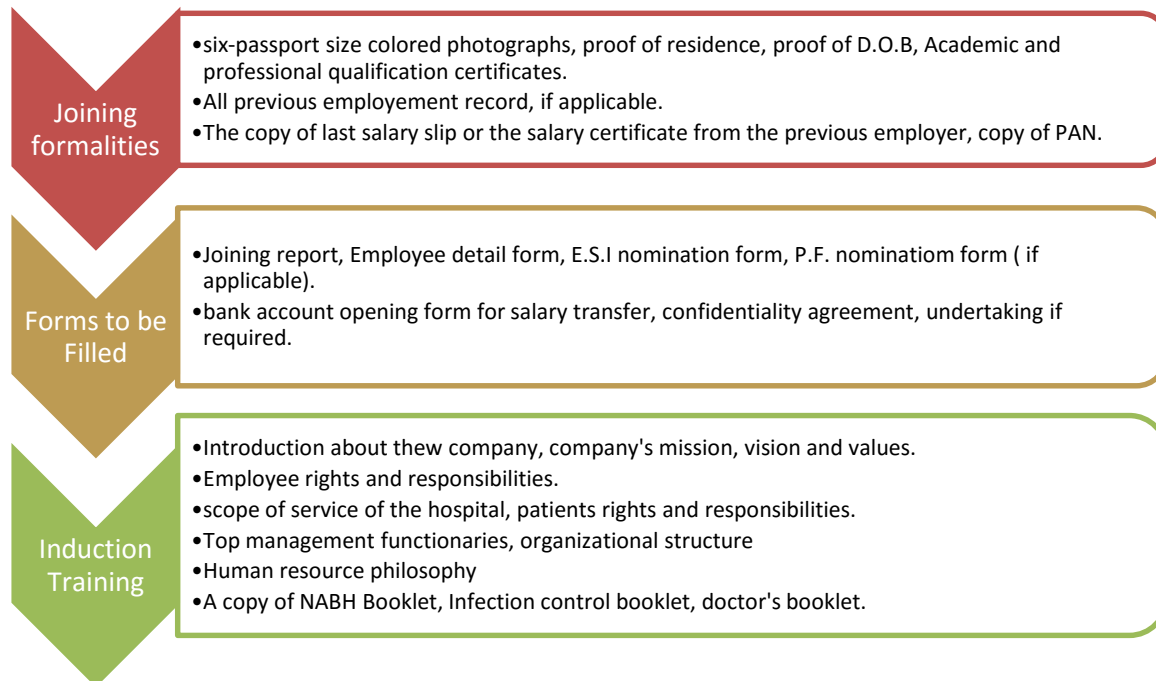


ii) Induction Policy

Objective

The appointment of a new person on the rolls of the Hospital starts with his induction to philosophy, values and norms of the organization. The induction of a new person into the Organization is always an important event. The process entails not only of the new employee's getting acquainted with the people, process systems, procedures, infrastructure along with the values, work culture and environment in the Organization, but more important than that, his assimilation into the Organization as an integral part. The process has to be both continuous and complementary.

Procedures:



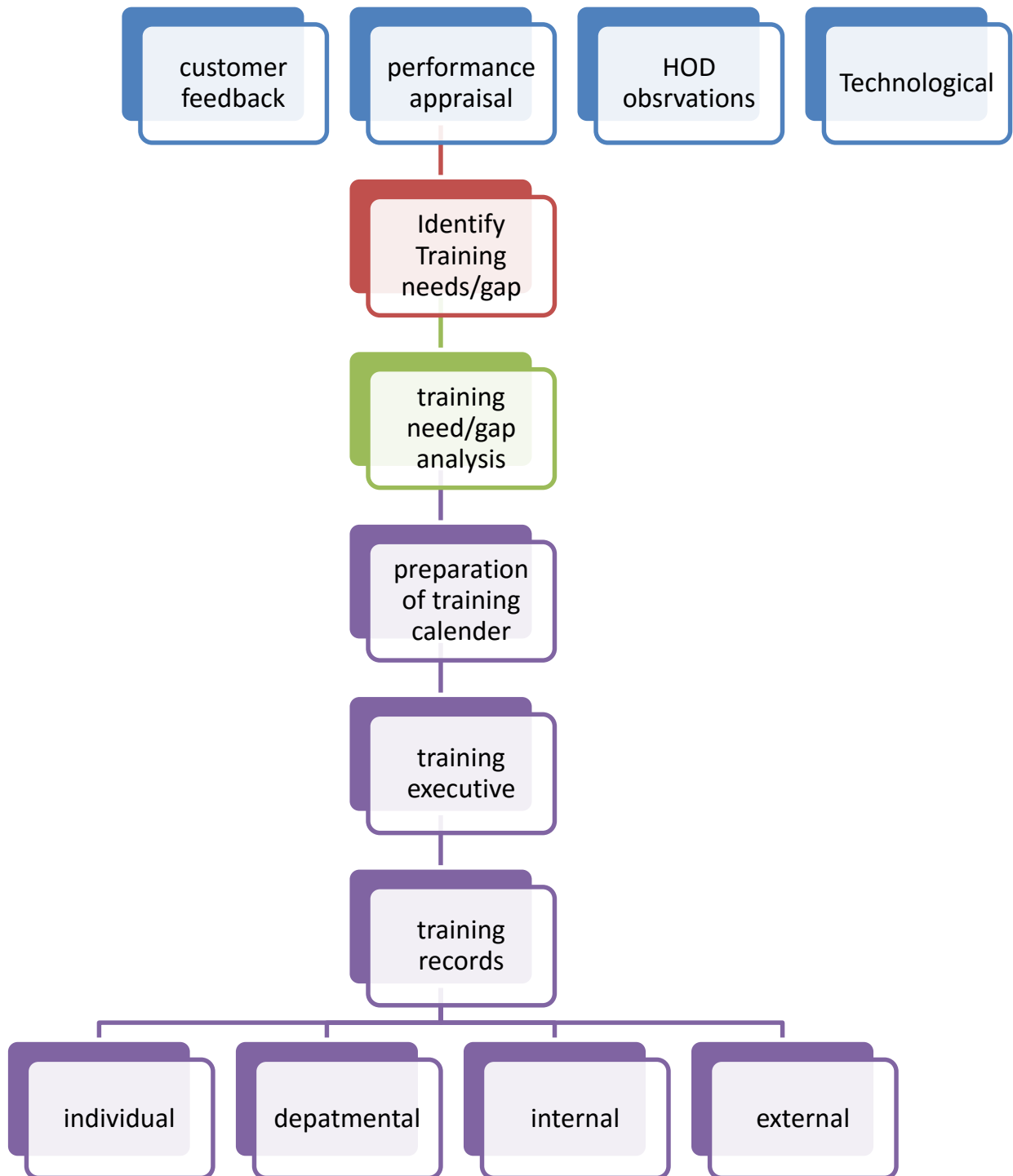
iii) Training and Development Policy:

Objectives:

The main objectives of training and Development are:

- Enhancing the skills and competencies of employees to address gaps and increase their effectiveness in the current role.
- Prepare employees for future role.
- Prepare the organization for meeting growth targets and future challenges.

Process of Training:



iv) Leave Policy

Objective:

To provide an opportunity to Hospitals' employees to fulfil their family & social obligations, to take time off from work, recharge them and take care of exigencies like sickness.

Leaves

Classification of leaves: -

- Casual Leave
- Sick Leave
- Earned Leave
- Maternity Leave
- Short Leave
- Without Pay Leave

DESCRIPTION	SICK LEAVE	CASUAL LEAVE	EARNED LEAVE
QUANTUM	7	8	18
AVAILING CRITERIA	*As & when required on pro-rata basis	*As & when required max - 2 days at a time. on pro-rata basis	*on pro-rata basis starting from the date of joining, eligibility after 240 days of working
REQUIREMENT	*Up to 2 days no medical certificate is required	NO	*Min. 1-week advance sanction from HOD
ACCUMULATION	Balance will lapse at the end of the year	Balance will lapse at the end of the year	180
LEAVE GRANTING AUTHORITY	HOD	HOD	HOD/MD

Compensatory off (comp-off)

- Every employee who work extra is eligible for compensatory off
- Eligibility criteria for Compensatory off are as follows:
- Employees working extra duty more than 4 hrs.& less than 6 hrs. are eligible for half day compensatory off.
- Employees working extra duty for more than 8 hrs are eligible for one day compensatory off.
- It is responsibility of HOD/HR to keep all the records with proper justification.

- The Compensatory Off should be taken within one month with HOD's approval.
- Every month HOD will inform HR department about the compensatory off by Lotus notes.
- Compensatory off can be taken in 60 - days with proper explanation of the Department HOD if there is a less manpower in the department.
- Comp. Off form needs to be submitted before availing it with proper signatures of HOD / Supervisor.

Maternity Leave:

Up to a maximum of 12 weeks provided a woman employee has completed minimum service of 160 working days in preceding 12 months.

- In case of illness arising out of pregnancy, delivery and premature birth of child, one month of leave is allowed in addition to 12 weeks of maternity leave. A medical certificate from the registered medical practitioner is required. The fitness certificate will also be required on joining duty.
- In case of miscarriage, the woman employee will be entitled to leave for a period of 6 weeks immediately from the date of miscarriage. A medical certificate from the registered medical practitioner is required. Leave on account of miscarriage will not be considered if a woman employee already has 2 living children.
- Maternity leave can be availed not more than twice in the course of employment and not in any two consecutive years.

Short Leave:

- Short leave will be allowed maximum for two hours once a day and short leave should not be taken more than twice a month. The permission from HOD for short leave is must.

Without Pay Leave:

- Grant of leave without pay shall be at the sole discretion of the sanctioning authority depending upon exigencies of each case.

- Proceeding on 'Without Pay' leave without prior sanction will amount to indiscipline and shall be liable for disciplinary action.

GENERAL RULES:

- No leave can be claimed as a matter of right, sanction of leave is always subject to exigencies of work and Management's discretion.
- Leave application is to be made on prescribed form and sanctioned application is required to be submitted to the HR Department.
- In the event of an employee leaving the service of the company or being transferred to some other unit, leaves will be calculated as on the date of such service severance.
- Except in cases of emergency/sickness, no leave will be availed without prior sanction
- In case of an emergency departure, the company must receive leave application within one week of the commencement of leave or first thing on return to duty whichever is earlier.
- When leave is required for more than 15 days, the leave application has to be submitted at least two weeks in advance.

4.2. Contents of HR Audit practices



4.3. Functions of Audit

HR audit examines (2):

- HRD system and procedures, encompassing training and development, organization development and career development.
- HRD system and procedures are aligned with the HRM system and procedure to promote competence, confidence and performance. This includes job design, HR planning, performance management system, selection and staffing.
- Fairness and consistency in compensation and benefits, employee relations and HR record keeping, particularly in regard to providing timely management information.

a) Service Audit:

This aspect of the audit activity looks at the service responsiveness and reliability of the HR function. This will include an assessment of such things as response times, willingness to help line managers/staff, and knowledge of the HR staff etc.

b) Compliance Audit:

This assesses the degree to which HR is compliant with the relevant legislation. e.g. labour Laws, etc. This part of the audit will assess whether the required policies, practices, and procedures exist, and to what extent management and labour have been trained to enact these codes of best practice.

c) Financial Management Audit:

A comprehensive audit of HR system and procedures needs to go beyond the inspection level. Basic financial ratios measure appropriate for the staff function like HR need to be put in place to audit the efficiency of the various HR functions.

d) Strategy Audit:

Each organization should have an overall people management strategy that aims to increase the value of employees to the business. The strategic unit will examine whether the HR strategy, policies and processes are aligned with and support the achievement of the organization's mission and objectives.

5. Project

HUMAN RESOURCE PLANNING & AUDIT

5.1. Introduction

The historical role of Human Resources has changed spectacularly since its inception in the early 1900s. It was mainly a clerical function but now human resource is a strategic partner in planning and attaining organizational policies and goals. (1)

Hence, HR planning has become an integral part of Hospitals, all companies, organizations, institutions consist of people and are meant to serve the people with products and services.

Management is often asking, “How are we doing?” However, this is not always an easy question to answer. This is especially so, when it is difficult to obtain some type of objective measuring tool to determine how well a certain HR function is performing. The HR function is often overlooked for audits/measurement tools, to assess its effectiveness and legal regulatory compliance.

However, the HR Audit is a process that sets the stage for a true transformation in HR strategy and services. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that you put effort into human resource planning. Planning for HR needs will help to ensure your employees have the skills and competencies according to organization’s needs to succeed. It will better prepare you for staff turnover, recruitment, and strategic hiring – and improve stress when you have emergency/last-minute hiring needs. With effective human resource planning, HR audit implies critical examination and evaluation of policies, programs and procedures in human resource

The main purpose of HR Audit is to conduct a more in-depth analysis of the HR function to identify the area of strength and weakness and where improvements may be needed. Conducting an audit involves review of current practices, policies & procedures and aims to figure out the practices, employee perception.

5.2. OBJECTIVE OF THE STUDY

The objective of the study is to look in to space for improvement in the process of existing HR Audit and Planning in Ivy and to make necessary recommendations for enhancing the effectiveness of HR audit and planning practices in Ivy.

5.3. REVIEW OF LITERATURE

Human resource auditing is located both within and between each of the fields of human resource management and auditing. Auditing is described as an investigative and information processing activity, which evolved in response to the need for independently processing stewardship reports (3) Within the discipline of auditing a HR audit is a functional or activity audit conducted within or across a range of defined auditing types.

Human resource management as a profession evolved as an extension of the traditional personnel role in to a more effective organizational activity. HR audit is one method of evaluating or assessing activities. A human resource management performance audit is a future orientated examination, designed to add value to an organization.

The profession of auditing has detailed rules and processes practices frameworks adopted by auditors. A key construct emerging from the study is that HR auditing involves the application of auditing theory and practices within the area of HRM, with the activities to be audited determined by audit scope.

The tendency of human resource management writers to confuse the term auditing with review is highlighted. Key construct of human resource management auditing emerge and the concept of managerial assurance is firmly separated from independent audit assurance.

Mark S. Van Clieaf (1992) (4) studies that new approaches to executive search and executive resource planning are required if these functions are to have a strategic impact on improving organizational performance. The need to map and match specific executive perspectives and competencies to the future needs of the business is required if executive search and executive resource planning are to become strategic management tools.

The paper of **Linda O'Brien-Pallas, Stephen Birch, Andrea Baumann, Gail Tomblin Murphy (2001)** (5) is one in 10 in a series of papers commissioned by the World Health Organization to take stock of the state of the science of human resources for health activities in the year 2000. This paper provides an analysis of how labour market indicators can be integrated into service planning, discusses whether planning is sufficiently responsive and

flexible to retain relevance and validity in rapidly changing health systems, describes different models and approaches to linking and integrating workforce planning and service planning, discusses methodological approaches to integrating planning, and examines effective approaches to the use of computer based scenario modelling to support assessment of current and future planning options. The context and broad cross-cutting themes of public sector, political, social, and macro-economic changes have been considered.

Ghazala Ishrat, Javed Habib (2012) (6) A study conduct on human resource audit in university finds that in the changing economic and business environment, proper Human Resource Management has assumed a crucial role in the growth of the organization. The main objective behind this research was to gain in-depth knowledge of the Human resource and the effectiveness of HR functions within an organization. The HR audit in University was planned to get a clear judgment about the overall status of most Departments and to find out whether existing systems and procedures are yielding desired result. The human resource audit involved examining current policies, practices and strategies of all the departments to verify the effectiveness.

Dr. Shikha N. Khera, Ms. Karishma Gulati (2012) states that Human resource information system (HRIS) is not new concept but it is recuperating day by day with changing environment. Its major role is in human resource planning (HRP) which itself a crucial activity in any organization. Ineffective HRP can lead to extra or fewer numbers of employees than needed. HRIS helps in proper planning of human resources. After investigation it is concluded that HRIS has various benefits but the foremost is HRIS stores ample data about the employees of the organizations that helps in escalating the snail's pace of HRP. HRIS also helps in the strategic activities of HR managers and more in training and development, succession planning, applicant tracking in recruitment and selection and manpower planning.

5.4. RESEARCH METHODOLOGY

The research study was a descriptive study. Questionnaire was designed to collect the data from various department of Ivy Mohali.

SAMPLING PLAN

Sample unit: Employees and few officials from HR department of Ivy Mohali.

Sample Size: 110 employees (100 employees and 10 HR officials).

Sampling Method: convenience method.

Study Duration: 2 months

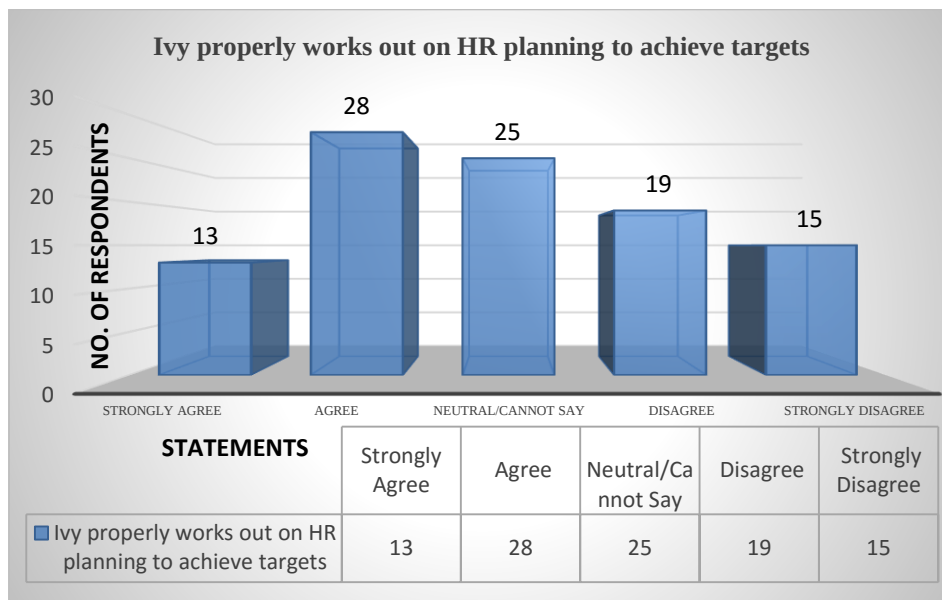
Data Source: Primary Data/Secondary Data

Data Collection Tool: Questionnaire

6. RESEARCH STUDY

Data interpretation survey for employees.

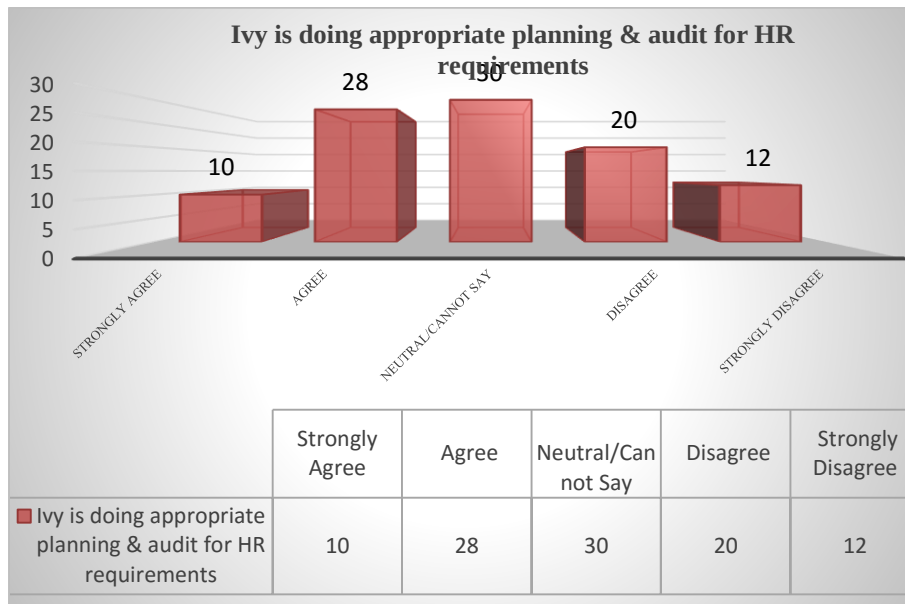
6.1.



Interpretation: This analysis shows that Ivy works properly on HR planning, the strongly agree and agree percentage is 13% & 28%, which is not too high as compared to other disagree

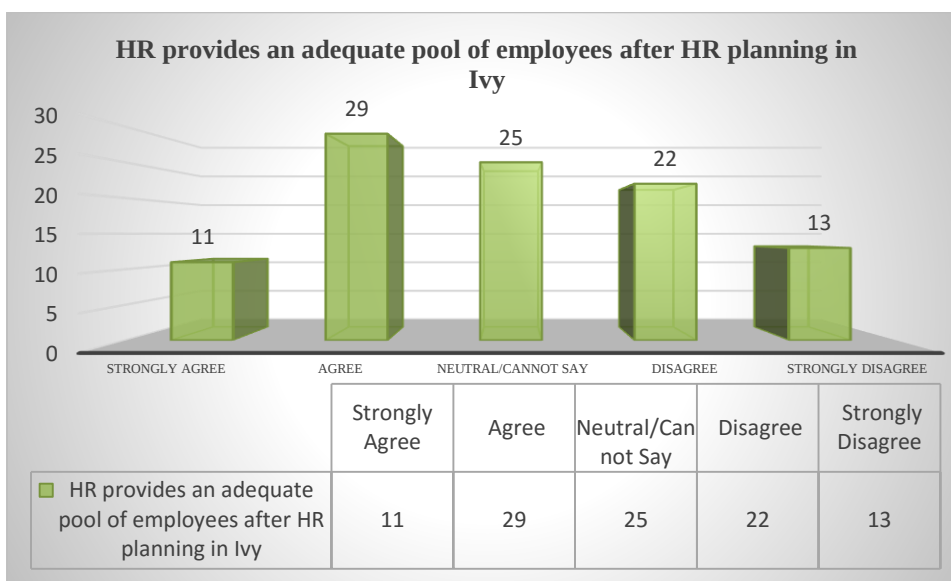
and strongly disagree percentage, whereas 25% are not able to formulate their opinion regarding HR planning. So the respondents are not too much satisfied with HR planning.

6.2.



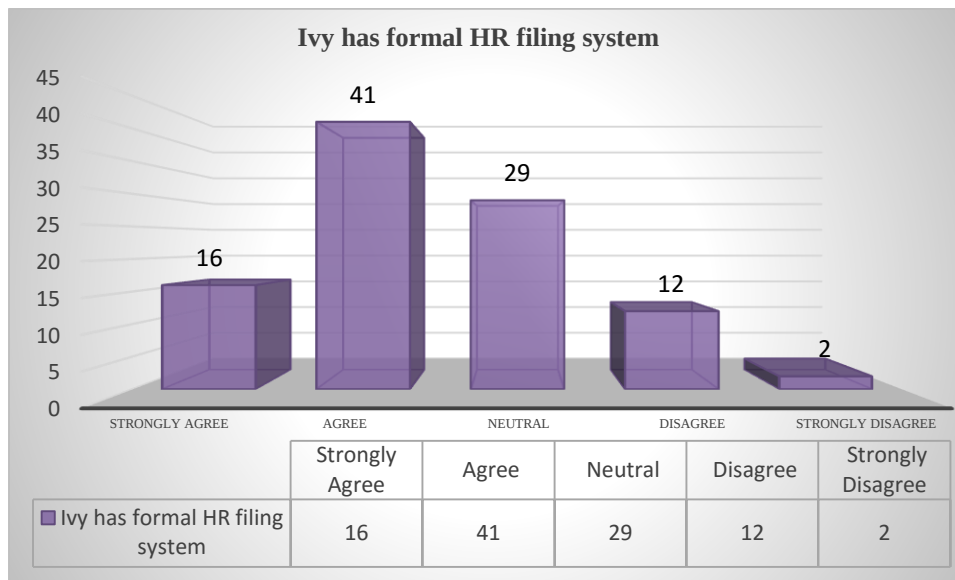
Interpretation: This study shows that the majority of the participants (30%) neither approve or disapprove of the idea that ivy is doing appropriate planning & audit for HR requirements. Although 28% of the participants agree with the statement and are satisfied with the working of HR department.

6.3.



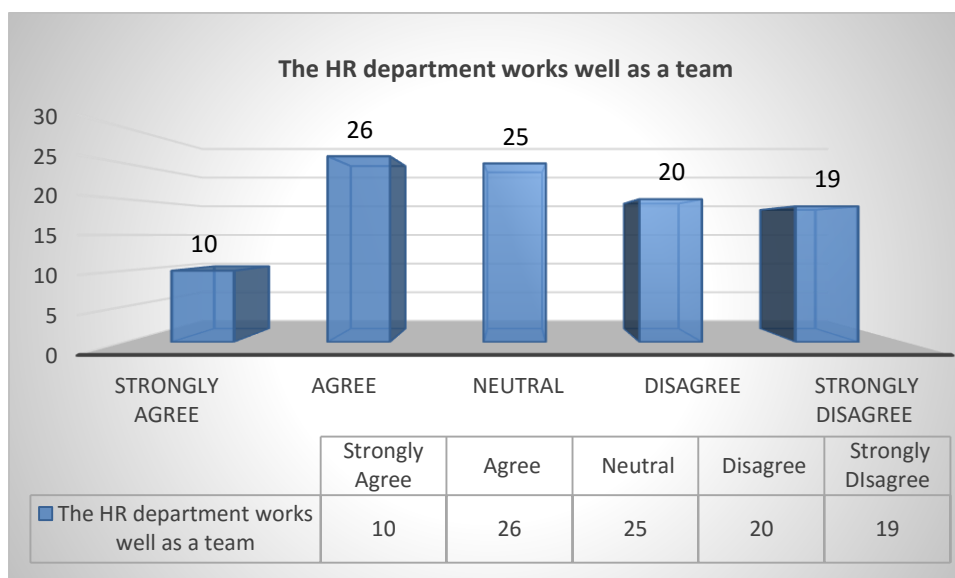
Interpretation: The above result shows that the higher percentage of the responders (29%) agrees that HR provides adequate pool of employees whereas 25% of the responders are not able to formulate their opinion regarding the statement. Hence HR provides adequate pool of employees.

6.4.



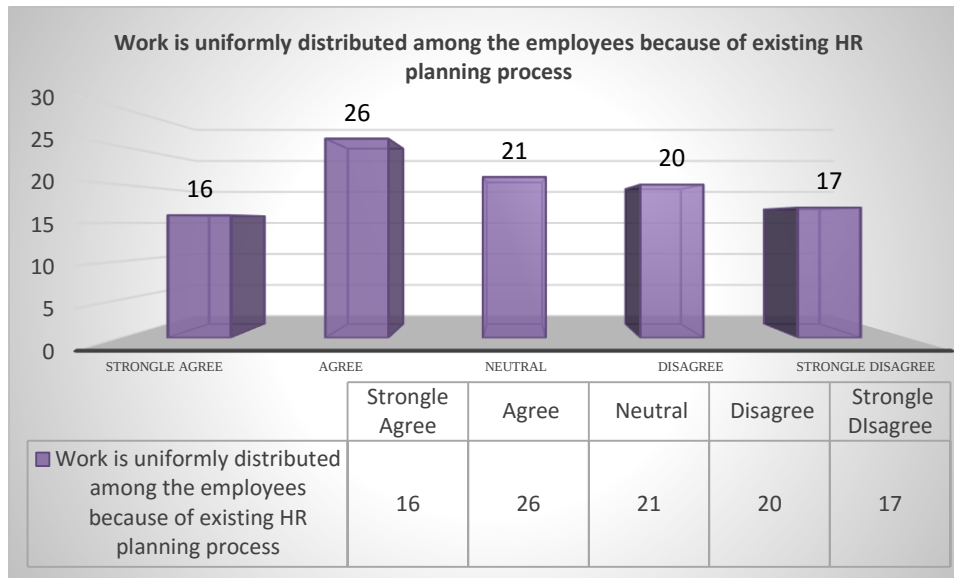
Interpretation: The above analysis reveals that majority of the participants (41%) agrees that Ivy has formal filing system, whereas 16% & 12% of the employees strongly agree and disagree with the statement respectively. Hence Ivy has formal HR filing system.

6.5.



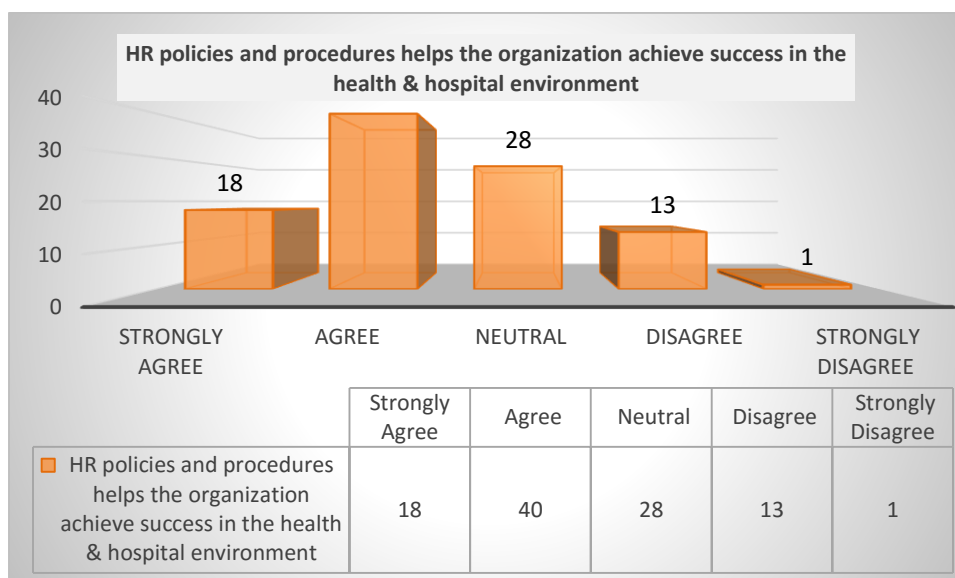
Interpretation: The above result shows mixed observation as 26% of the respondents agree with the team spirit of the department and 25% of the respondents are not clear about their opinion. The 20% of the respondents disagree that the HR department does well as a team.

6.6.



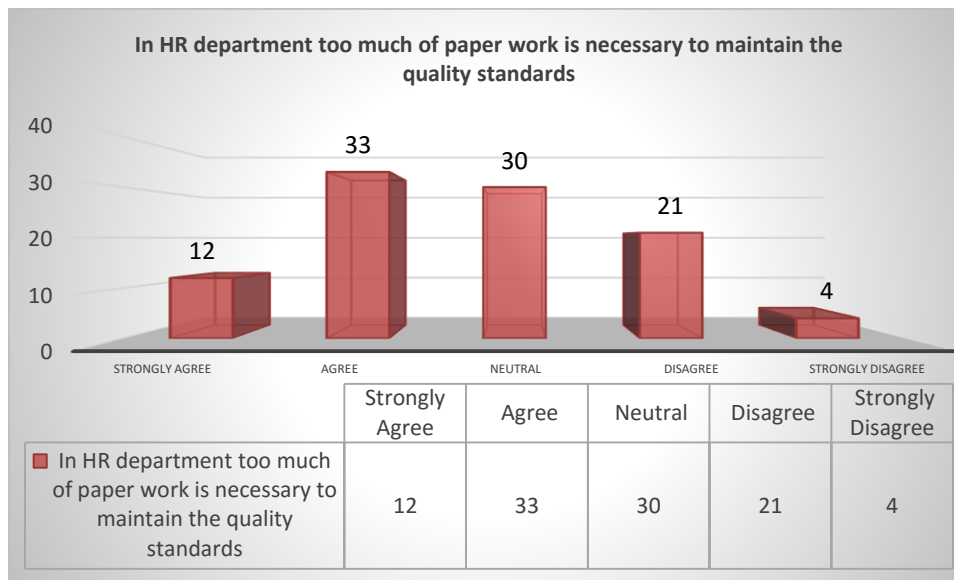
Interpretation: This analysis explains that the work is uniformly distributed among the among where 26% of the participants agree with the statement and 21% hold a mixed reaction towards it., whereas the count of disagree (20%) & strongly disagree (17%) the matter of concern for the HR department and should be worked upon.

6.7.



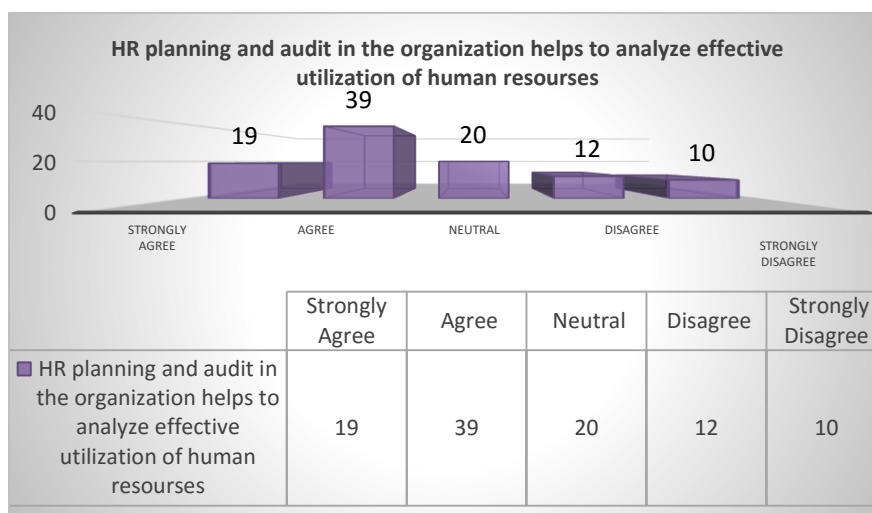
Interpretation: The statement shows that a higher percentage of the responders agree (40%) with the view point that HR plays a major role in the success of organization on health & hospital environment, there is good amount of responders who strongly agree (18%) with this view point. Although 28% of the responders are unable to formulate their opinion.

6.8.



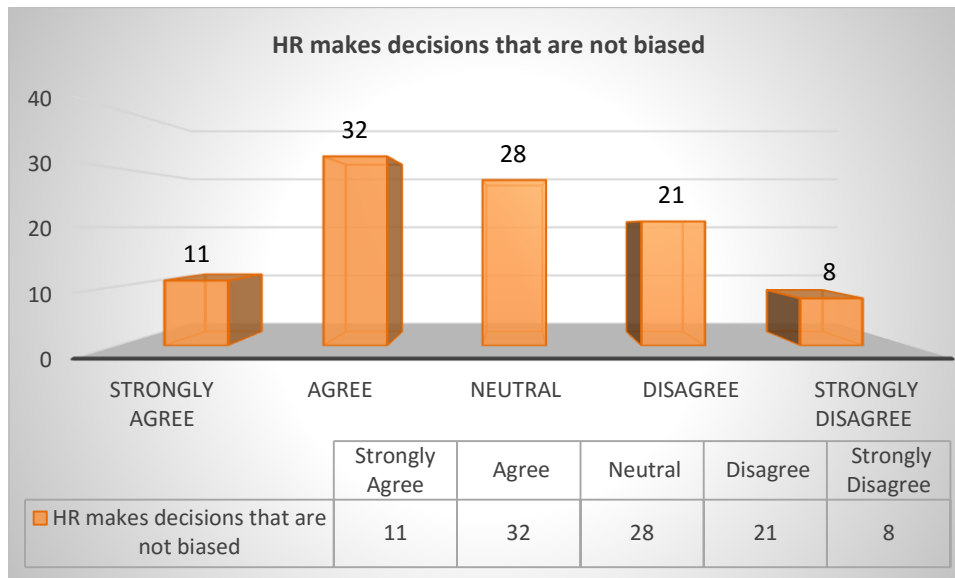
Interpretation: This statement holds a mixed reaction of the respondents where 33% of the respondents agree with the statement that HR department needs paper work to maintain quality standards and 21% of the respondents disagree about it. As paper work should be reduced.

6.9.



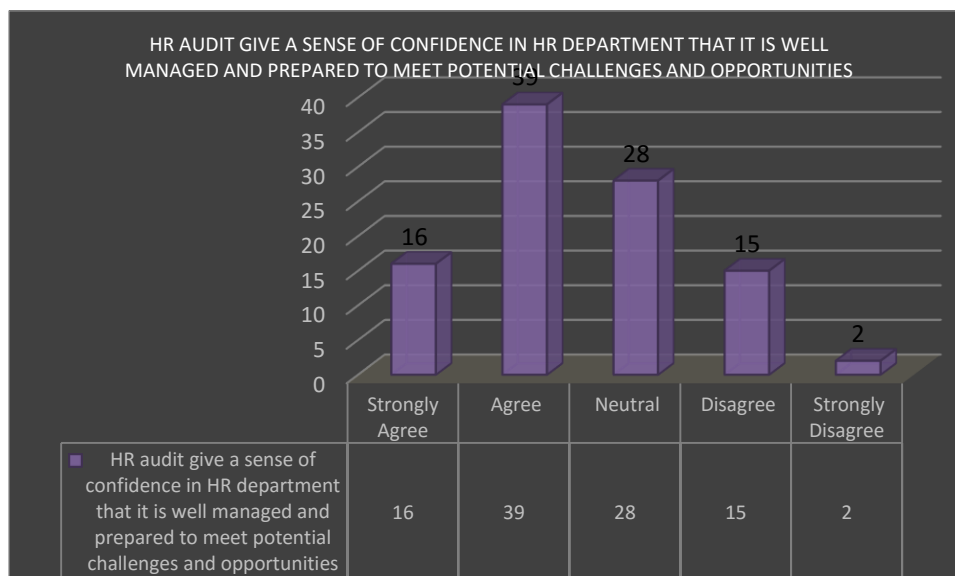
Interpretation: The result of the above analysis shows that 19% and 39% of the participants strongly agree and agree respectively with the fact that HR planning helps in proper utilization of human resources, whereas 20% of the participants are not showing their concern about the statement.

6.10.



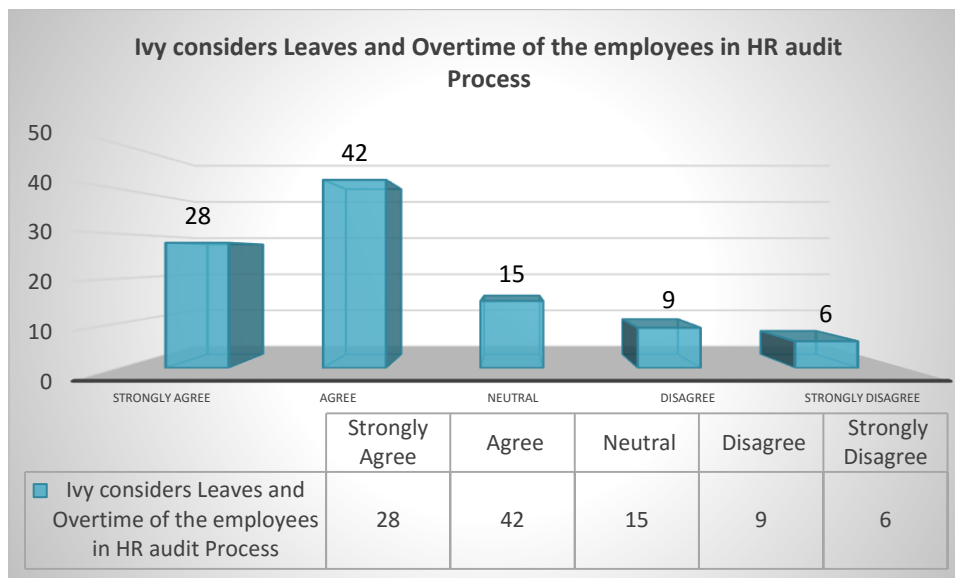
Interpretation: The above result shows a good number of respondents believe that HR makes decision that are not biased, whereas 28% of the respondents hesitate to disclose their belief about it.

6.11.



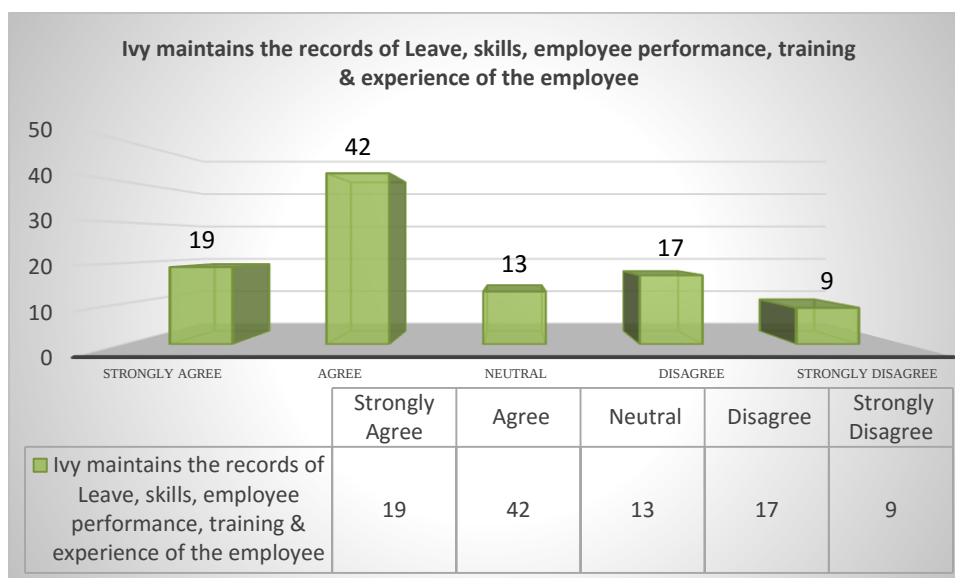
Interpretation: The above results show that participants are satisfied that HR audit gives a sense of confidence to HR department with a count of 16% strongly agree and 39% agree. Although 28% of the participants still not have the reached the stage to communicate their decisions.

6.12.



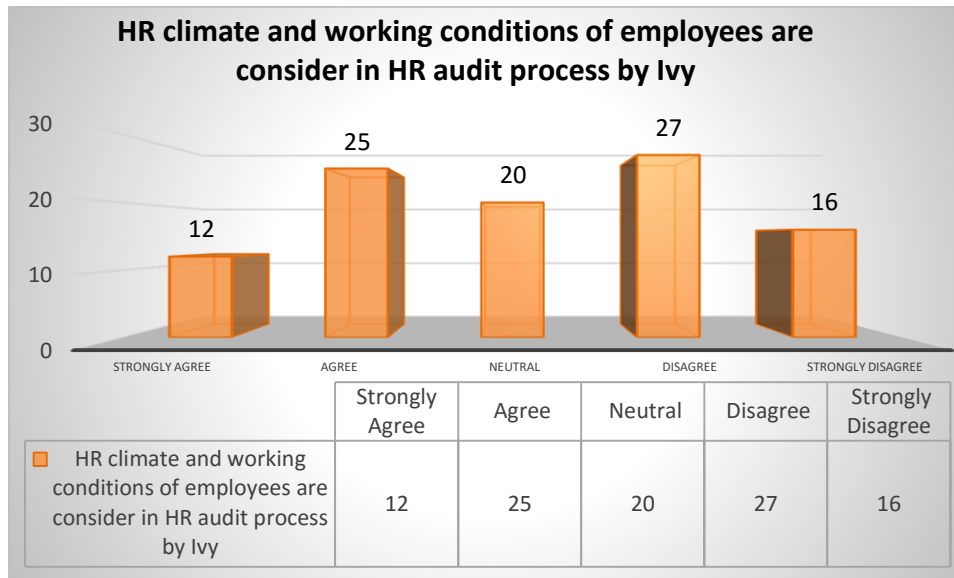
Interpretation: The above analysis depicts a positive outlook of the HR department when it comes to consider leaves and overtime of the employees as 28% of the employees strongly agree and 42% agree about the statement.

6.13.



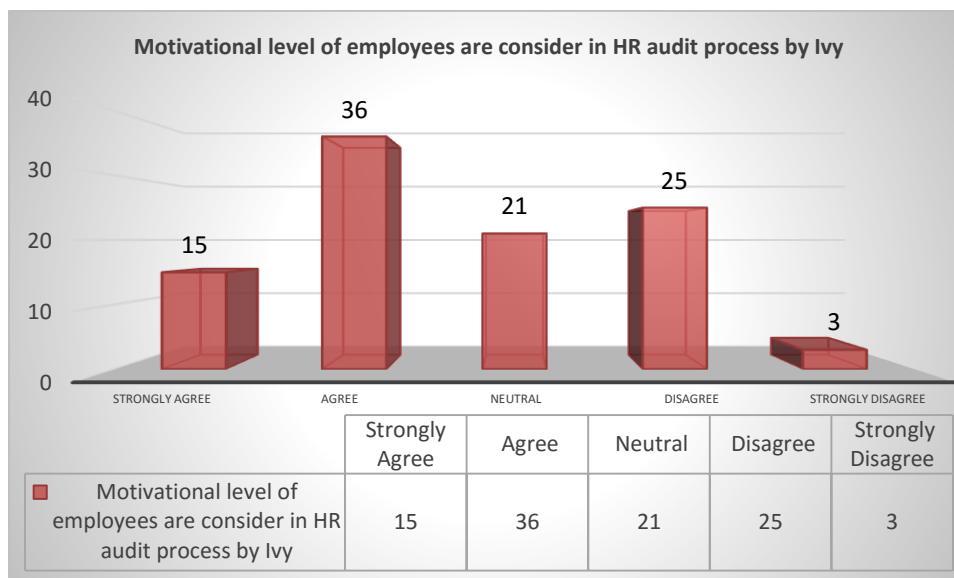
Interpretation: This study shows that the ivy maintains proper record of their employee's need by depicting 19% strongly agree and 42% agree the statement. Although 17% of the participants disagree with this account.

6.14.



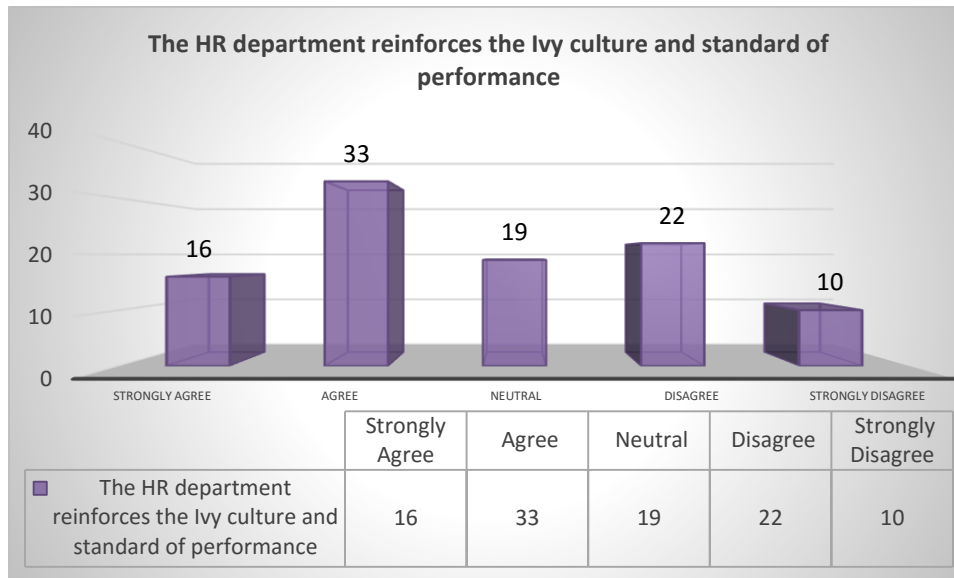
Interpretation: The above statement gives a mixed picture of the situation where higher percentage count of 27% disagree with the statement and are not satisfied with the HR audit process at Ivy, whereas there are certain respondents (25%) who agree that HR considers the welfare of their employees.

6.15.



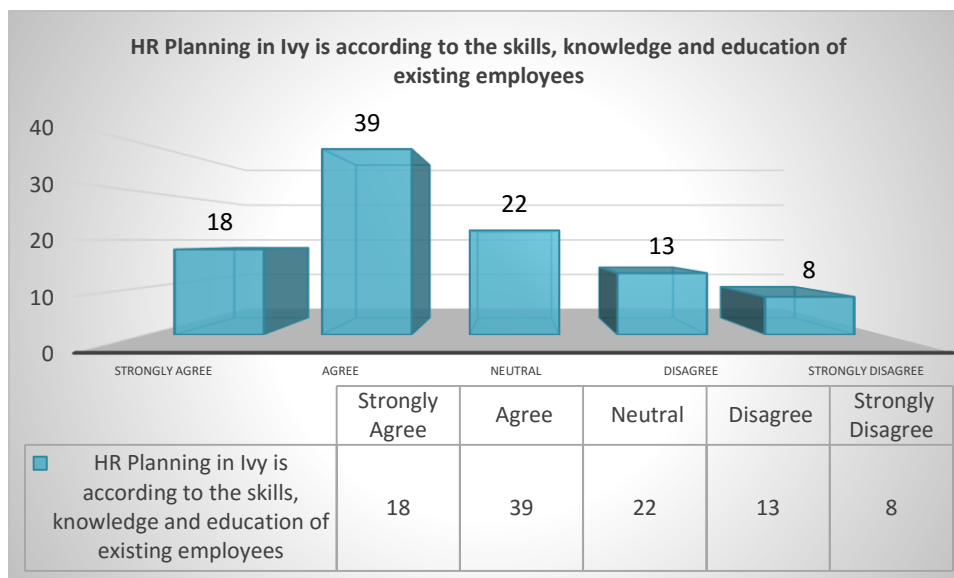
Interpretation: This study shows that the Ivy maintains motivational level of employee according to their needs by depicting 15% strongly agree and 36% agree the statement. Although 25% of the participants disagree with this account.

6.16.



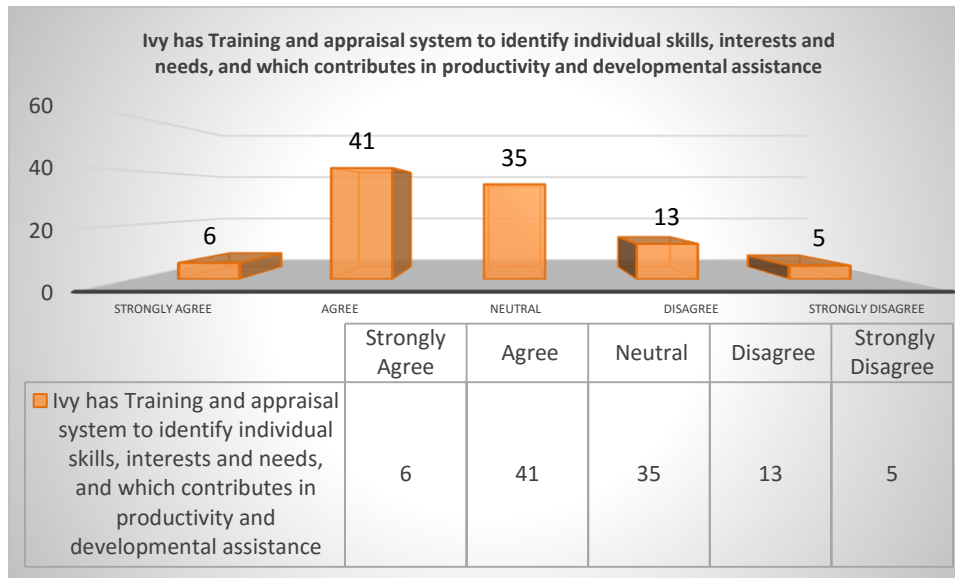
Interpretation: This statement also holds a mixed reaction of the employees where 33% of the respondents agree with the statement that HR department reinforces the Ivy culture standards of performance and 22% of the respondents disagree about it.

6.17.



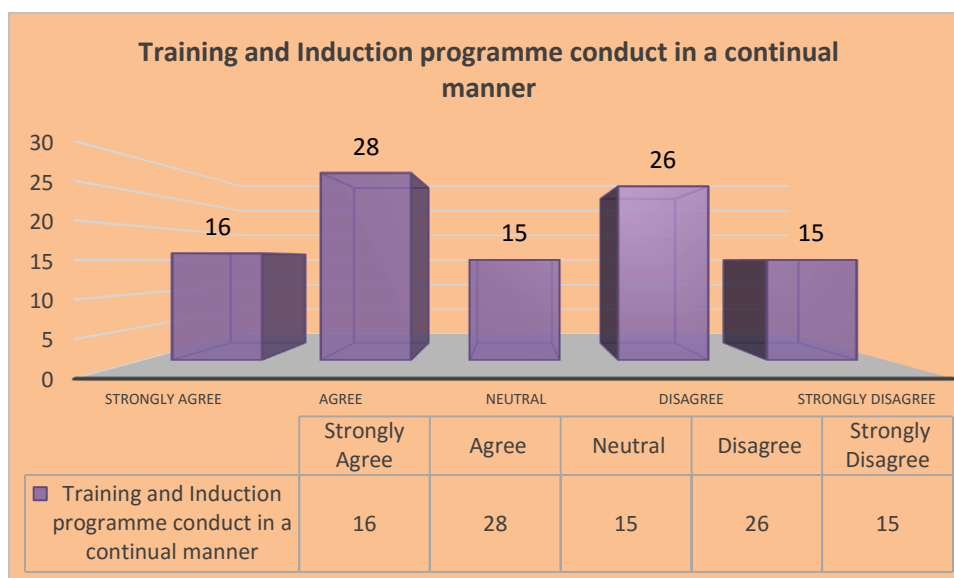
Interpretation: On asking to the respondents that HR planning in Ivy is according to the skills and knowledge, so (39%) employees agree with this statement and (13%) disagree. Whereas ((22%) of respondents are not showing their concern, but the agree count is little bit high which is good for maintaining HR planning.

6.18.



Interpretation: The statement shows that the higher percentage of the responders agree (41%) with the view point that Ivy has Training and appraisal system to identify skills, interests and needs, there is less amount of responders who disagree (13%) with this view point. Although (35%) of the responders are unable to formulate their opinion.

6.19.



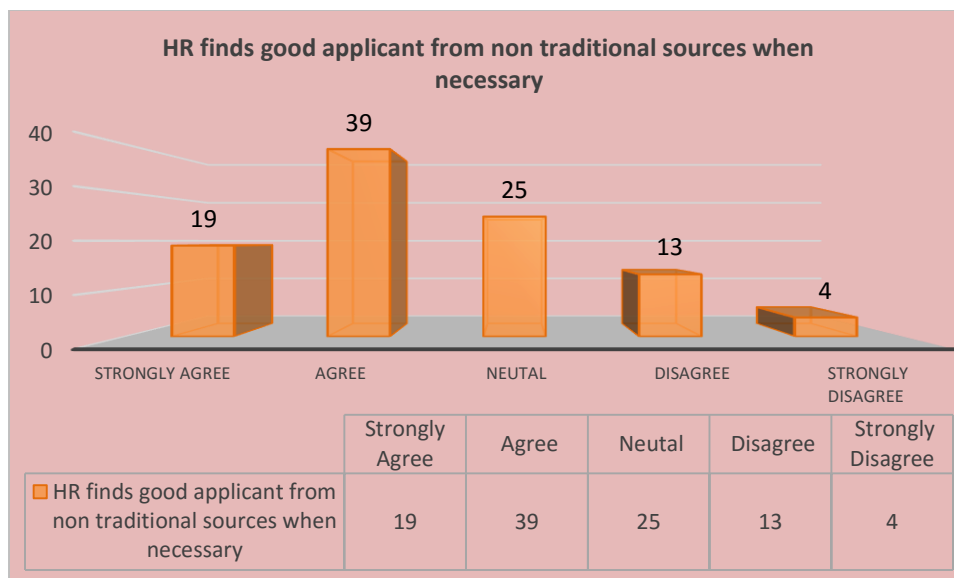
Interpretation: This study shows that the majority of the participants (30%) neither approve or disapprove of the idea that ivy is doing appropriate planning & audit for HR requirements. Although 28% of the participants agree with the statement and are satisfied with the working of HR department.

6.20.



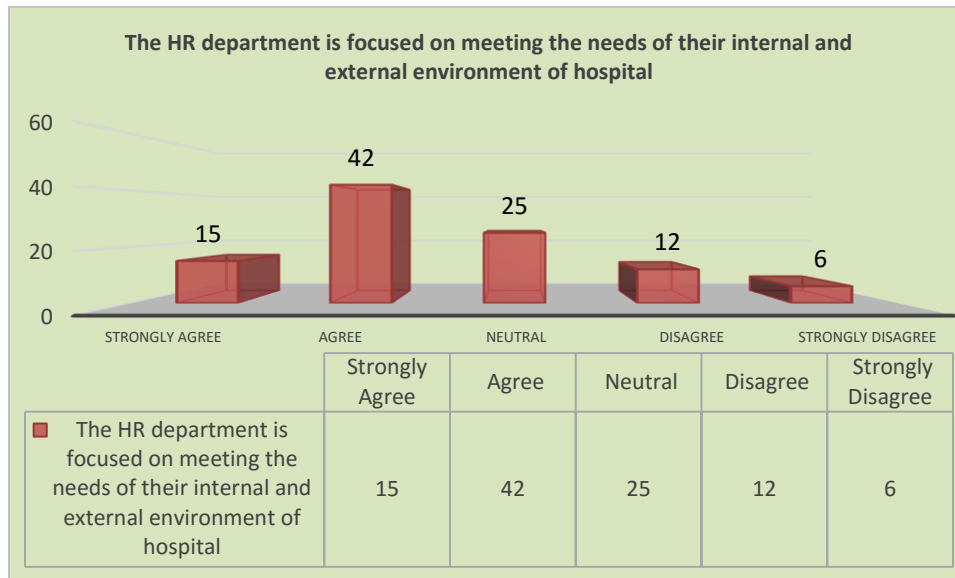
Interpretation: The result of the above analysis shows that (11%) and (37%) of the participants strongly agree and agree respectively with the fact that HR practices consistent with organisation's mission, whereas (21%) of the participants are not showing their concern.

6.21.



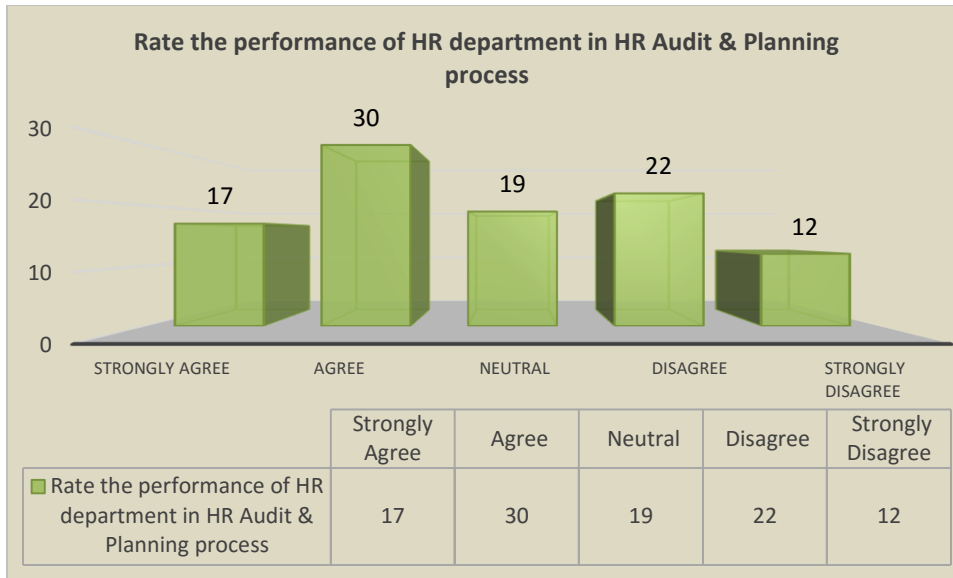
Interpretation: The analysis shows that HR finds good applicants from non-traditional sources. So, the strongly agree & agree count is (19%) & (39%) which is good for HR performance. Whereas (13%) of people disagree with the statement and about (25%) applicants are not showing any concern.

6.22.



Interpretation: This study shows that the majority of the participants (42%) agree with the statement that HR focus on meetings which is good for maintaining the hospital culture. Although (25%) of the participants showing neutral concern with the statement and (12%) of participants are not satisfied with the meeting procedures.

6.23.

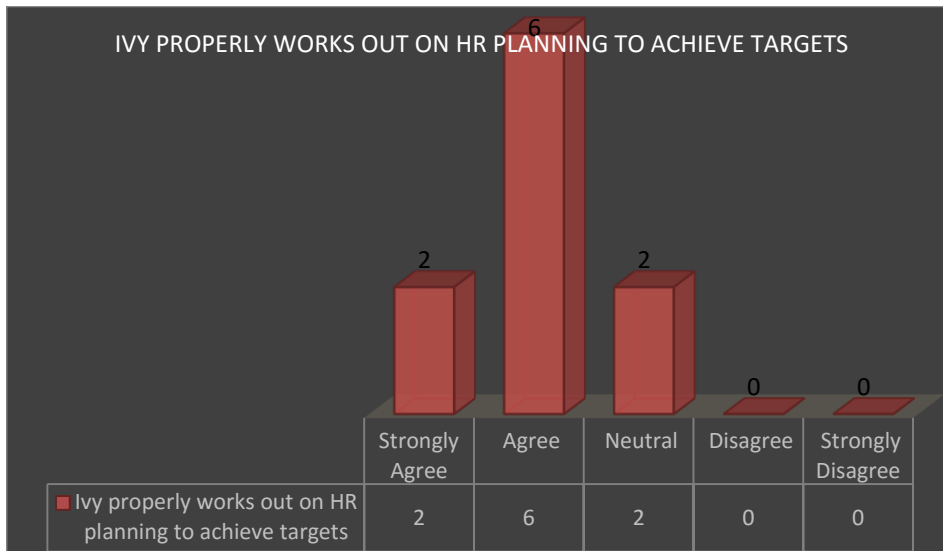


Interpretations: This statement holds a mixed reaction of the employees for rating the HR performance where (30%) of the respondents agree with the statement and 22% of the respondents disagree with HR performance. HR department have to focus some planning processes which needs to improve according to the policies and procedures. And there is some kind of miscommunication gap between HR department and other departments which needs to be focus by HR department.

Thus, HR department in Ivy holds an average rating that's needs to be improve.

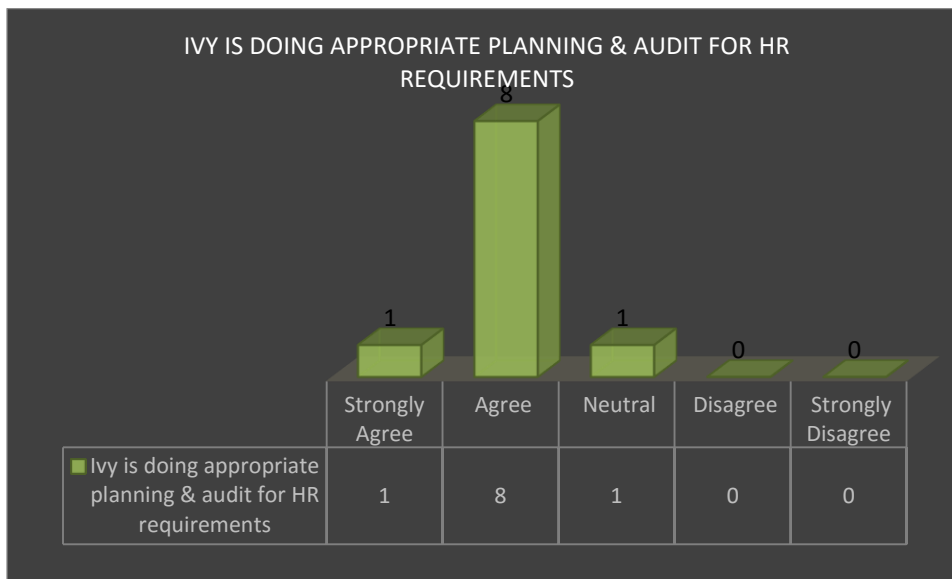
Data interpretation survey for HR officials

6.24.



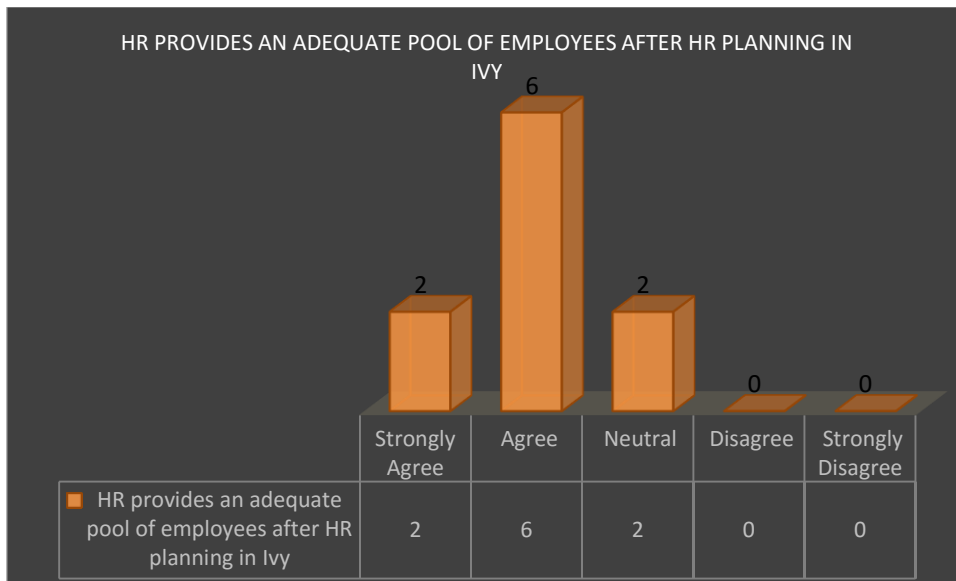
Interpretation: This statement shows that 60% HR officials agree and 20% strongly agree with the statement while 20% are not showing their concern.

6.25.



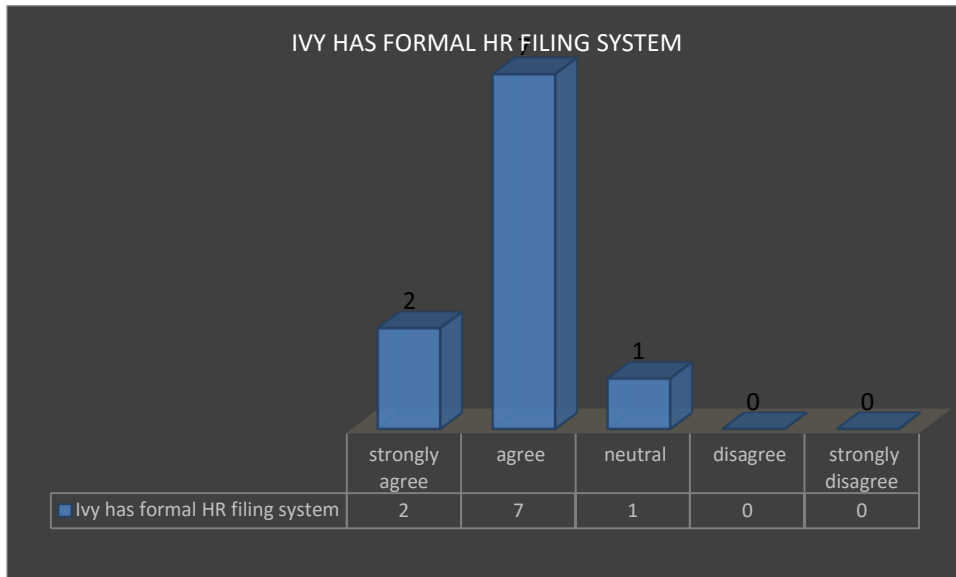
Interpretation: the analysis shows that Ivy is doing appropriate planning and audit then, 80% HR officials were agreed and 10% strongly agree respectively 10% officials are not showing any concern.

6.26.



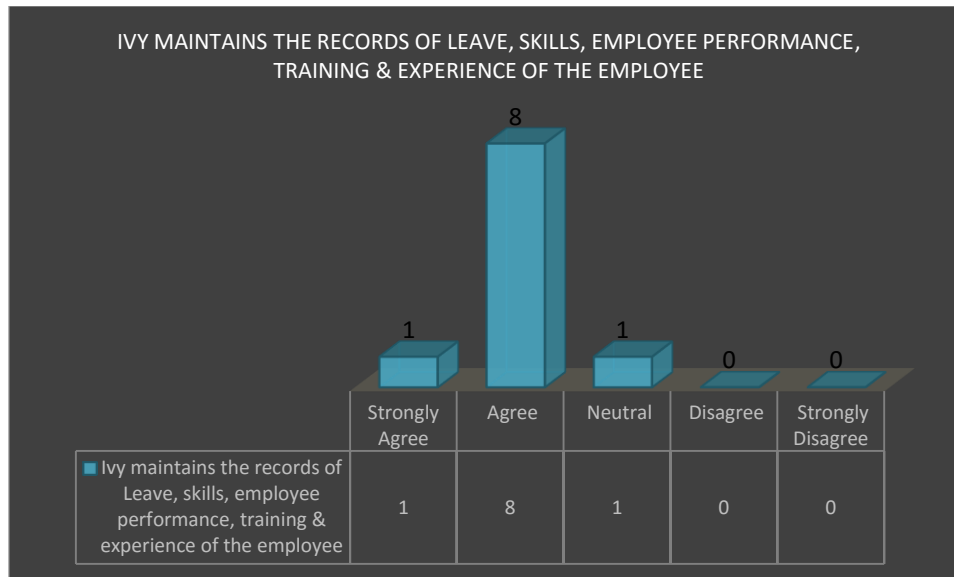
Interpretation: This study shows that 60% of HR officials agree with the statement and 20% strongly agreed while 20% are not able to formulate their opinion.

6.27.



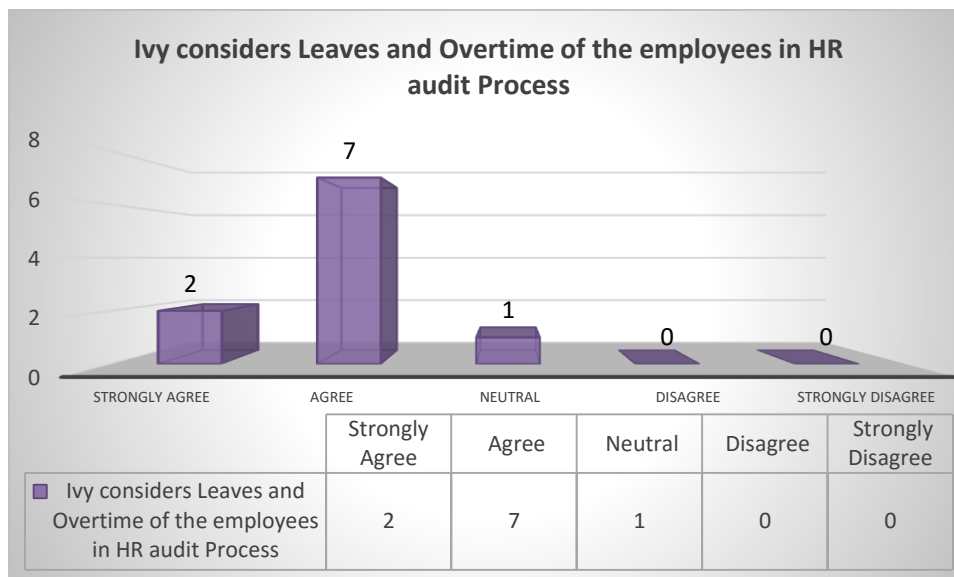
Interpretation: The above analysis reveals that majority of the participants (70%) agree that Ivy has formal filing system, whereas 20% officials strongly agree statement respectively. Hence Ivy has formal HR filing system.

6.28.



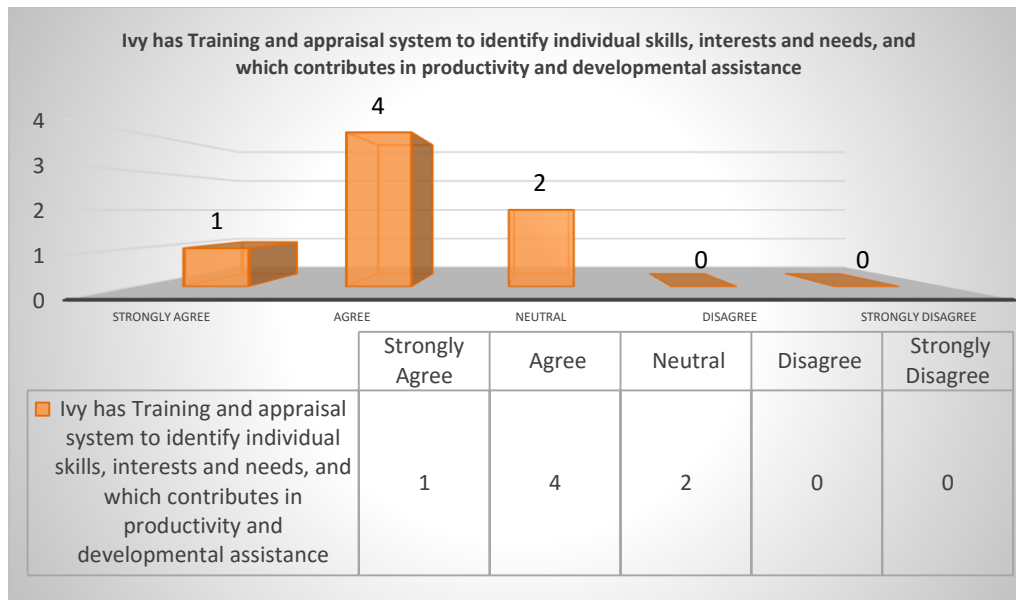
Interpretation: This study shows that the ivy maintains proper record of their employee's need by depicting 10% strongly agree and 80% agree the statement. Although 10% of the officials are not showing their concern with this account.

6.29.



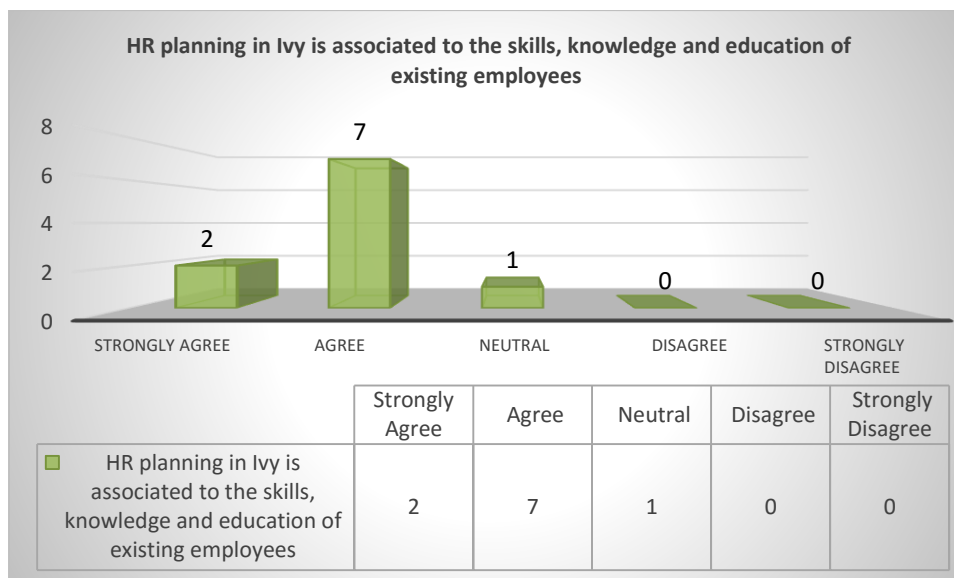
Interpretation: The above analysis depicts a positive outlook of the HR department when it comes to consider leaves and overtime of the employees as 70% of the officials agree and 20% strongly agree about the statement.

6.30.



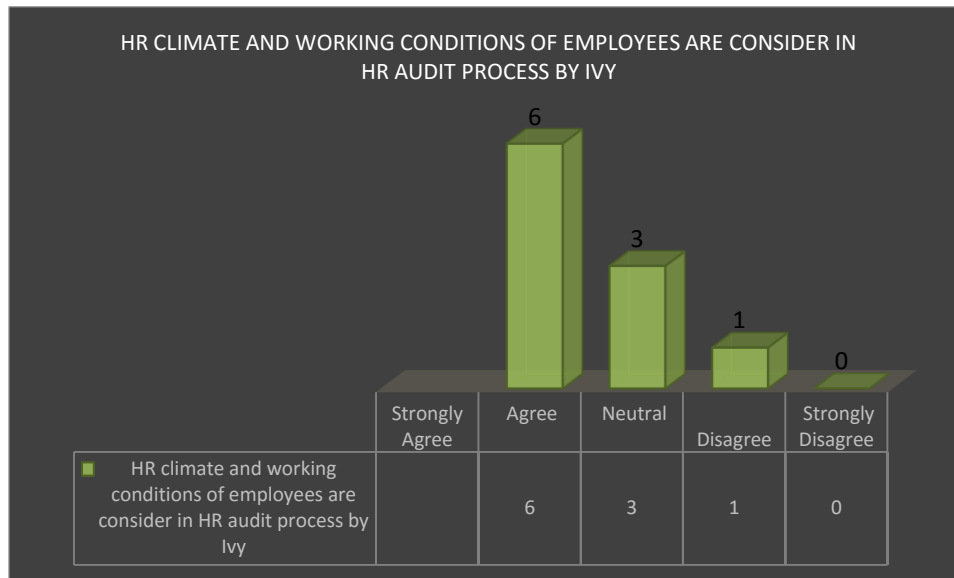
Interpretation: As per the statement, a higher percentage of the responders agree (40%) with the view point that Ivy has Training and appraisal system to identify skills, interests and needs, there is less amount of responders who were strongly agree (10%) with this view point. Although (20%) of the responders are unable to formulate their opinion.

6.31.



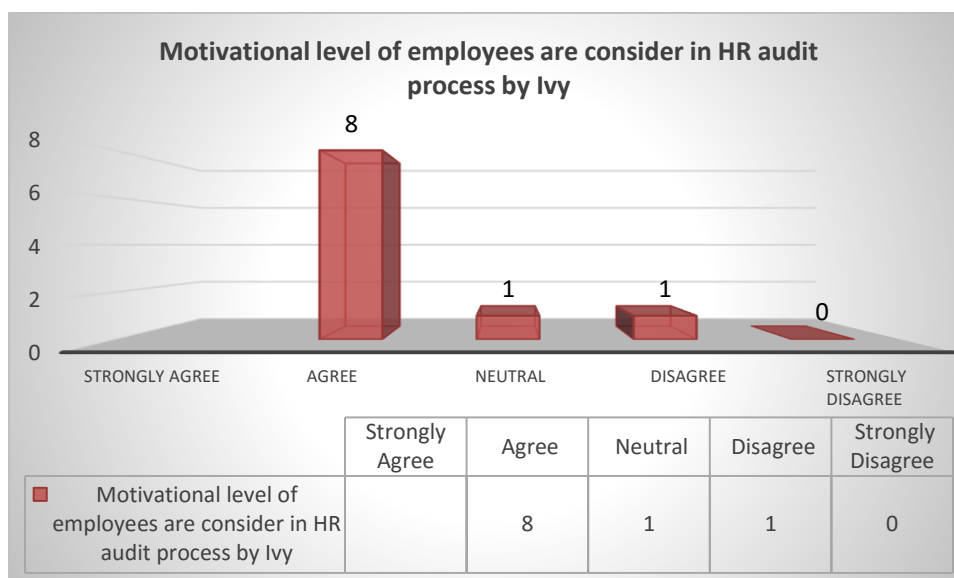
Interpretation: The shows that the HR planning in Ivy is according to the skills and knowledge, so (70%) officials agree with this statement and (0%) disagree. Whereas (10%) of officials are not showing their concern, but the agree count is little bit high which is good for maintaining HR planning.

6.32.



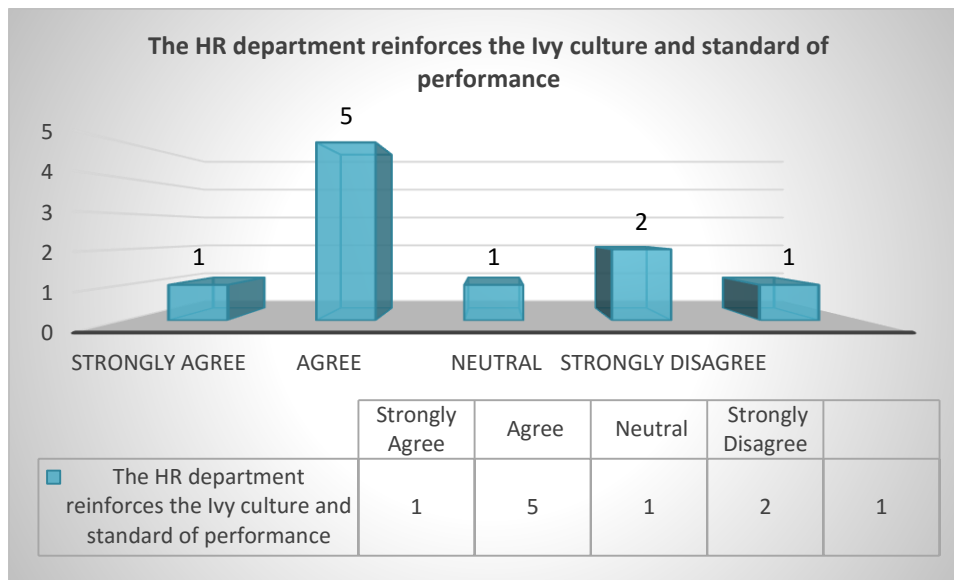
Interpretation: The above statement shows that higher percentage count of 60% agree with the statement and are satisfied with the HR climate condition at Ivy, whereas there are certain officials (10%) who disagree with the HR climate conditions. So, there is need to improve HR climate in HR department.

6.33.



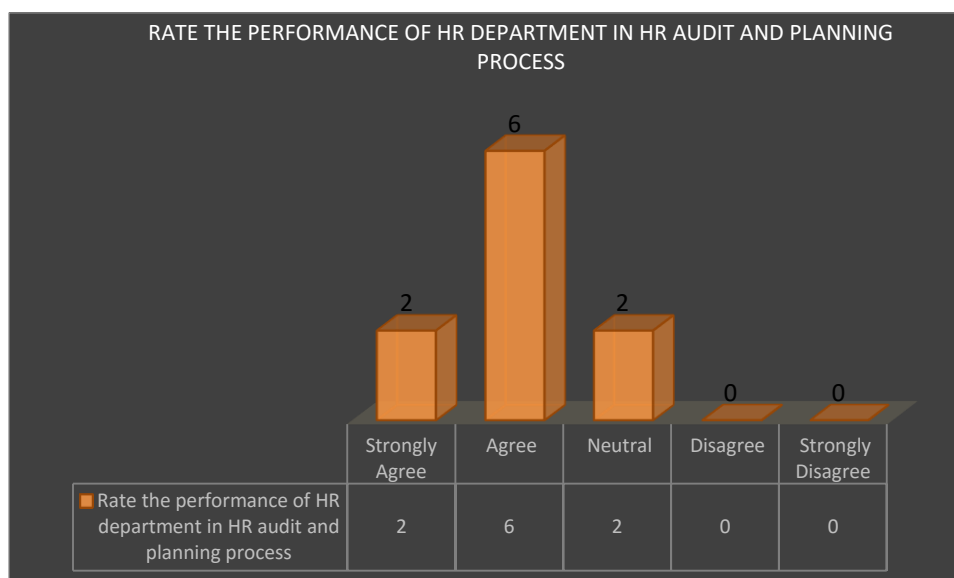
Interpretation: This study shows that the Ivy maintains motivational level of employee according to their needs by depicting 80% agree. Although 10% of the participants disagree with this account and 10% are not showing their concern.

6.34.



Interpretation: This statement holds a mixed reaction of the officials where 50% of the respondents agree with the statement that HR department reinforces the Ivy culture standards of performance and 20% of the respondents disagree about it while 10% strongly disagree another 10% are not showing any concern.

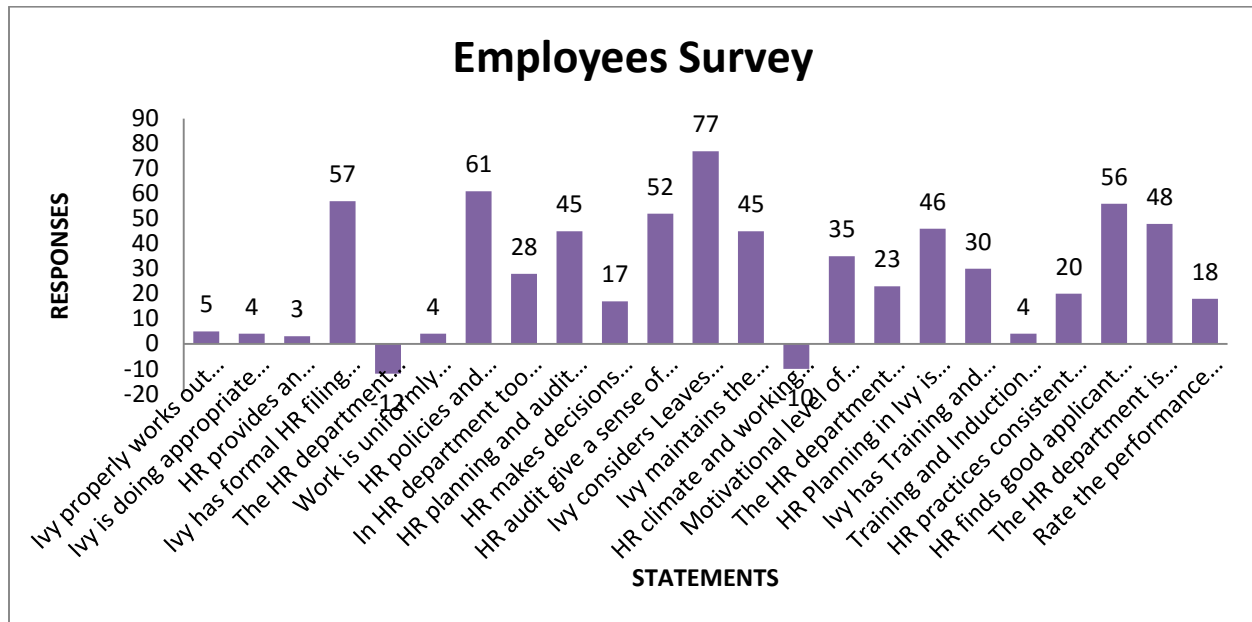
6.35.



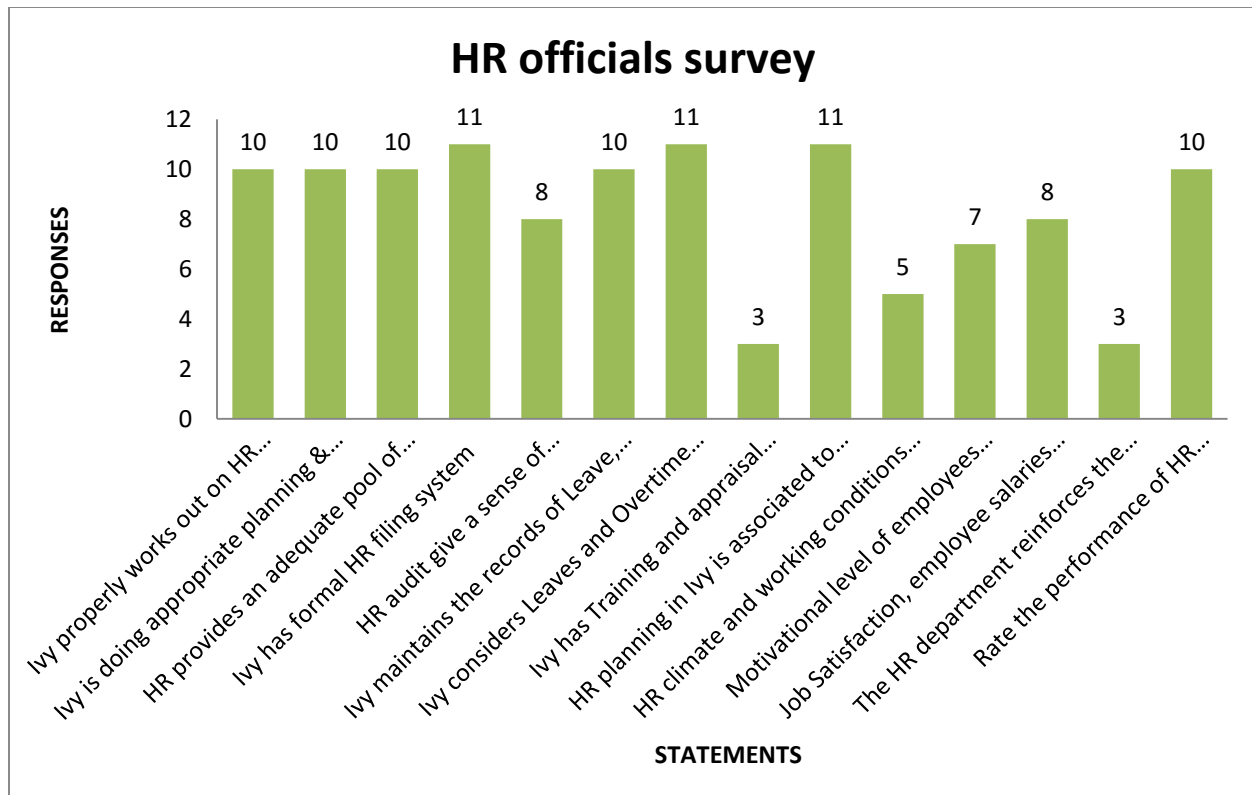
Interpretation: The statement shows that 20% & 60% of the respondents strongly agree and agree with the performance of HR department.

Comparative interpretation

When comparative analysis was done between HR employees and HR officials following results was drawn:



Interpretation: The analysis shows that there is a lack of team work and unfavourable climate and working conditions as per the employees whereas good count seems to be satisfied with the leave and the overtime policy of the organization as well as HR policies helps in the growth of the organization. While, there are some issues which need to be focus on for the welfare of the organization like provide adequate pool for employees after HR planning, work is to be distributed uniformly, training and induction should be conducted in continual manner.



Interpretation: The statement shows the HR respondent seems to be satisfied with the policies followed by the organization for HR planning and audit. While, the scope of improvement is felt in the areas of training and appraisal system due to lack of uniformly distributed work.

7. FINDINGS

- Majority of the employees seems to be less satisfied with HR practices whereas HR respondents seems to be satisfied.
- Most of the employees were having a diverse opinion regarding the transparency in the process of HR Planning.
- There is a lack of team work and unfavourable climate & working conditions as per the employees.
- Employees & HR respondents seems to be satisfied with the leave and overtime policies of the organization which is a vital factor that motivate employees.
- Most of the employees and HR respondents seems to be less satisfied with the training and induction programmes.

- HR audit & policies helps in increasing quality and productivity of the work.
- It is found that employees are not too much satisfied towards their job to get reward and Appreciation.
- Most of the employees agree that work allotment is somewhat partial.
- Most of the officials were in the favour that they maintain the record of the employees.

8. CONCLUSION

- Establishing a HR Planning framework and audit practices is a major achievement, that enables an organization to ensure how best to use its human resources to achieve outputs and outcomes.
- Employee plays crucial role in the success of business organization, it is important that organization should put consideration and careful planning into human resource practices.
- It is imperative that your Human resource practices should correspond with your organizations plans. Human resource planning is an ongoing process. Organization must continually monitor and forecast personnel needs and concerns.
- Human resource planning is something that you can learn and improve on through experience and effort.
- Similarly, Human Resources Audit is a comprehensive method (or means) to review current human resources policies, procedures, documentation and systems to identify needs for improvement and enhancement of the HR function as well as to ensure compliance with ever-changing rules and regulations.
- HR audit helps to link the long term purpose, goals and objectives of the HR function/HR plans.

9. RECOMMENDATIONS

- One training program should not be designed to serve a numerous of purposes because it may be unclear and difficult & results into failure. The solution is to separate training and assessment program should be designed for development of employees.

- Ivy should review its existing human resource policies to ensure completeness and relevance to the department's current context; ensure widespread communication and understanding of human resource policies; regularly monitor compliance to human resource policies; and update human resources policies on an ongoing basis.
- Ivy must consider all the available options for strategically promoting job openings and encouraging suitable candidates to apply for adequate pool of candidates
- The gap analysis should be done so as to identify the number of staff and the skills and abilities required in the future in comparison to the current situation.
- Training and Induction programmes should be conducted periodically.
- Various surveys should be carried out for knowing the perception of the employees.
- The work should be uniformly distributed.
- Internal audit should be carried out on regular basis so as to identify the gaps and work upon it.

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11. ANNEXURE

(Questionnaires for Employees)

STATEMENT	STRONGLY AGREE	AGREE	NEUTRAL/CANN OT SAY	DISAGREE	STRONGLY DISAGREE
Ivy properly works out on HR planning to achieve targets					
Ivy is doing appropriate planning & audit for HR requirements					
HR provides an adequate pool of employees after HR planning in Ivy					
Ivy has formal HR filing system					
The HR department works well as a team					
Work is uniformly distributed among the employees because of existing HR planning process					
HR policies and procedures helps the organization achieve success in the health & hospital environment					
In HR department too much of paper work is necessary to maintain the quality standards					
HR planning and audit in the organization helps to analyse effective utilization of human resource					
HR makes decisions that are not biased					
Ivy considers Leaves and Overtime of the employees in HR audit Process					
Ivy maintains the records of Leave, skills, employee performance, training & experience of the employee					
HR climate and working conditions of employees are considering in HR audit process by Ivy					
Motivational level of employees is considering in HR audit process by Ivy					
The HR department reinforces the Ivy culture and standard of performance					
HR Planning in Ivy is according to the skills, knowledge and education of existing employees					
Ivy has Training and appraisal system to identify individual skills, interests and needs, and which contributes in productivity and developmental assistance					
Training and Induction programme conduct in a continual manner					
HR practices consistent with the organization's mission					
HR finds good applicant from non-traditional sources when necessary					
The HR department is focused on meeting the needs of their internal and external environment of hospital					
Rate the performance of HR department in HR Audit & Planning process					

(Questionnaires for HR officials)

STATEMENT	STRONGLY AGREE	AGREE	NEUTRAL/CANN OT SAY	DISAGREE	STRONGLY DISAGREE
Ivy properly works out on HR planning to achieve targets					
Ivy is doing appropriate planning & audit for HR requirements					
HR provides an adequate pool of employees after HR planning in Ivy					
Ivy has formal HR filing system					
The HR department works well as a team					
Work is uniformly distributed among the employees because of existing HR planning process					
HR policies and procedures helps the organization achieve success in the health & hospital environment					
In HR department too much of paper work is necessary to maintain the quality standards					
HR planning and audit in the organization helps to analyse effective utilization of human resource					
HR makes decisions that are not biased					
Ivy considers Leaves and Overtime of the employees in HR audit Process					
Ivy maintains the records of Leave, skills, employee performance, training & experience of the employee					
HR climate and working conditions of employees are considering in HR audit process by Ivy					
Motivational level of employees is considering in HR audit process by Ivy					
The HR department reinforces the Ivy culture and standard of performance					
HR Planning in Ivy is according to the skills, knowledge and education of existing employees					
Ivy has Training and appraisal system to identify individual skills, interests and needs, and which contributes in productivity and developmental assistance					
Training and Induction programme conduct in a continual manner					
HR practices consistent with the organization's mission					
HR finds good applicant from non-traditional sources when necessary					
The HR department is focused on meeting the needs of their internal and external environment of hospital					
Rate the performance of HR department in HR Audit & Planning process					

ANNEXURE 2

HR audit and planning procedures followed at Ivy:

S.NO	FUNCTIONS	DESCRIPTIONS
1.	Human resource planning documents	Manpower planning & upgradation which includes adequate number & mix of staff.
2.	Job description and job specification for each level of staff	Revised job responsibility for each level of staff.
3	Antecedent verification of employees	Verification of employees at the time of joining.
4.	Documented procedure for recruitment	Revised recruitment policy Pre-defined criteria
5.	Training and development policy	Revised training and development policy Maintaining training records through assessing training need identification, scheduling and execution of training.
6.	Post training analysis feedback and analysis	Evaluation of training evidenced
7	HR manual documentation	Revised HR manual
8	Appraisal system	Documented Staff awareness Pre-determined criteria Tool for further improvement. Frequency of appraisal
9	Disciplinary & grievance handling	Documented Incidents records kept or not
10	Employee health and safety policy	
11	Annual health check-up of staff and record in personal file	
12	Personal file for each employee	Qualification Disciplinary background

		Health status In service training and education records Evaluation of results
13	Credentialing	Registration of doctors (MCI/PMC) Registration of nursing staff (PNRC) Verification of all credentials (all academic documents)
14	Privileging	Documented Awareness to staff
15	Nursing	Credential check Training
16	Staff welfare committee meeting	Done half yearly
17	Maternity benefits	Revised leave policy