

SUMMER INTERNSHIP PROGRAM

at

FORTIS HOSPITAL, MANESAR



From 12/05/2025 to 19/07/2025

A REPORT BY

JAGYASENI GHOSH

Master of Business Administration

Hospital & Health Management

Roll no: **IIHMR-U/01/2024-26/1963**

2024-26

under the Mentorship of

Dr. Goutam Sadhu (Prof.)

IIHMR UNIVERSITY, JAIPUR



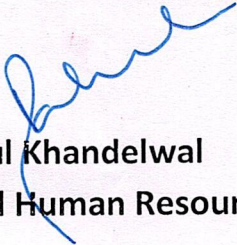
July 19, 2025

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Jagyaseni Ghosh D/o Mr. Arun Ghosh** has completed her Internship in the department of **Human Resources** at Fortis Hospital, Manesar, Gurugram from **May 12, 2025 to July 19, 2025**.

We wish her all the best in her future endeavors.

For Fortis Hospital, Manesar, Gurugram,



Rahul Khandelwal
Head Human Resources

IIHMR University Faculty Mentor Approval

This is to certify that **Ms. Jagyaseni Ghosh** of the academic year 2024-26 of Institute of Health Management Research has prepared a poster with respect to her summer internship held during May-July 2025.

She has carried out work as per the guidelines. Her poster is approved for presentation.

A handwritten signature in blue ink, appearing to read 'G. Sadhu'.

(Signature of Faculty Mentor)

Dr. Goutam Sadhu

Professor

IIHMR University, Jaipur

Date: 29/07/2025

A Study on Absconding employees at Fortis Hospital Manesar

A Data-Driven Analysis

Jagyaseni Ghosh | Roll No - 1963| Faculty Mentor - Professor Dr.Goutam Sadhu | Organisation Mentor - Mr Rahul Khandelwal

ABOUT FORTIS MANESAR

Fortis Hospital, Manesar, is a leading multi-specialty hospital committed to providing world-class healthcare services to the community. With 350 beds, 9 operating theaters, Advanced cath lab, and 95 ICU beds, we offer advanced medical care across a wide range of specialties. Our focus is on patient-centric care, clinical excellence, and compassionate service, ensuring superior outcomes through personalized treatment plans.



Vision

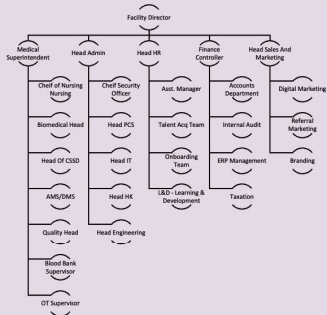
To create a world-class integrated healthcare delivery system in India, entailing the finest medical skills combined with compassionate patient care.



Mission

To be a globally respected healthcare organisation known for Clinical Excellence and Distinctive Patient Care.

Organisation Structure



DESCRIPTION OF THE PROJECT

Absconding is a significant challenge in HR, leading to operational disruptions and increased costs. It impacts staffing, increases workload for current employees, and incurs significant recruitment expenses. Understanding why employees leave without notice is crucial for developing effective solutions.

This analysis focuses on 50 absconding cases at Fortis Hospital Manesar in Gurugram, Haryana, to identify trends and propose preventative strategies.

- ✓ Our goal is to foster a more stable, engaged, and productive workforce.
- ✓ To analyze and determine the potential root causes behind employee absconding.

RESEARCH METHODOLOGY

PROBLEM DEFINITION

Absconding employees, especially nurses, causing disruptions in hospital operations.

DATA COLLECTION

Secondary data from internal HR records: 50 cases, nursing department, aged 25-35 years.

ANALYSIS

Qualitative analysis to identify patterns, demographic trends, and reasons for absconding.

OUTCOME

Identified root causes and developed practical HR strategies to reduce absconding.

Conclusion

A total of 50 employees, primarily female nurses aged between 25 to 35 years, absconded from Fortis Hospital, Manesar within a span of six months.

The key reasons behind absconding were identified as:

- Excessive workload
- Lack of managerial and peer support
- Interpersonal conflicts
- High levels of job-related stress

These incidents have led to:

- Increased pressure and burnout among the remaining staff
- A noticeable decline in the overall quality of patient care

This study highlights the importance of:

- Identifying early warning signs of employee dissatisfaction
- Building a supportive, engaging, and growth-oriented work environment to enhance staff retention and reduce future absconding cases.

Suggestions

- Conduct regular anonymous feedback surveys or discussions with staff.
- Launch wellness and mental health programs.
- Conduct exit interviews to learn and improve.

Fig 01: % of Absconded Employees

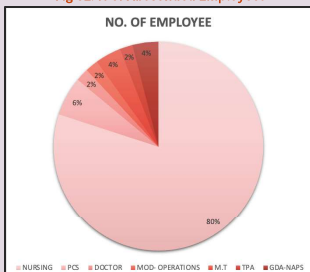


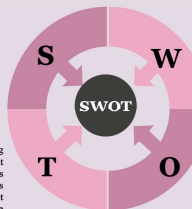
Table 01:

Absconded Employees by Department

DEPARTMENTS	NUMBER OF EMPLOYEE
NURSING	40
PCS	3
DOCTOR	1
MOD - OPERATIONS	1
M.T	2
TPA	1
GDA - NAPS	2

DEPARTMENTS	COMMON CAUSE OF ABSCONDING
NURSING	- Miss-management in the department. - Lack of clarity of job role. A key finding from discussions with former employees of Fortis Manesar revealed that nurses were granted only a single day of leave following 13-14 consecutive workdays. This practice significantly diminished their productivity and efficiency. They were required to work 12-hour shifts daily, and the compensation was notably low. Consequently, these factors contributed to their decision to leave Fortis Manesar.
PCS	Lack of clarity of job. One of the key findings from conversations with the absconding employees at Fortis Manesar was the mismatch between the job designation they were promised during recruitment and the actual role they were assigned.
DOCTOR	Further Education
MOD - OPERATIONS	Dissatisfaction with the job location.
M.T	Dissatisfaction with the job location.
TPA	Due to miss-management in the department.
GDA - NAPS	- Miss-management in the department. - Personal Issues.

SWOT ANALYSIS



Strength

- Sample size: 50 cases of absconding employees
- Data drawn from actual employee interviews
- Practical application of HR theories in analysis

Threats

- Study focused only on nursing department
- Limited to absconding cases within last 6 months
- Findings specific and not broadly generalizable

Weakness

- Continued absconding incidents could harm hospital image
- Difficulty in retention and recruitment of nursing staff
- Other departments may face similar issues.

Opportunity

- Expand study to other hospital departments
- Implement proactive measures to reduce absconding
- Develop targeted employee engagement initiatives

TOWS ANALYSIS

	Strengths (S)	Weakness (W)
Opportunities (O)	- Use real employee feedback to design better staff programs - Create plan to stop absconding in other departments too. - Use this study method across the whole hospital.	- Start long-term tracking of why people leave. - Use surveys to find general staff problems.
Threats (T)	- Use findings to improve hospital rules and policies - Create warning signs to spot employees at risk of leaving.	- Work with all departments to find hidden problems. - Make flexible plans for different team needs.

MAJOR LEARNINGS FROM THE INTERNSHIP

- Real-World HR Insights**
Understood the practical issues behind absconding like departmental mismanagement, unclear job roles, and lack of work-life balance.
- Employee Behavior Patterns**
Identified how dissatisfaction due to poor shift structure, false job promises, or personal issues leads to sudden exits.
- Improved HR Communication Skills**
Developed the ability to talk to absconding employees, conduct interviews, and extract honest feedback.

CHALLENGES FACED DURING THE INTERNSHIP

- Reluctance from Former Employees**
Many ex-employees were hesitant or unwilling to open up about their reasons for absconding.
- Data Collection Difficulties**
Gathering responses and setting up interviews was time-consuming and often met with delays.
- Sensitive Nature of the Topic**
Dealing with issues like poor management, job dissatisfaction, or personal problems.

Theoretical Learning (What I learned from books and concepts) -

- Organizational Behavior**
→ How people behave at work depends on leadership, teamwork, and the work environment.

Practical Learning (What I learned by doing the project)

- 1. I understood why employees leave suddenly and how it affects the hospital.**

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COMPILED WEEKLY REPORT

Name of the Organisation: FORTIS HEALTHCARE, MANESAR GURUGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE (HR)

Name of the Student: JAGYASENI GHOSH

Roll no: IIMMR-U/01/2024-26/1963

Stream: MBA Hospital and health management

Activities Done

During my 10-week internship in the Human Resource (HR) Department at Fortis Healthcare, Manesar Gurugram, I was actively involved in a wide range of operational and strategic HR functions. My contributions spanned recruitment, onboarding, learning and development, performance management, employee engagement, and HR analytics.

A) Recruitment & Talent Acquisition

- Reviewed and analyzed job requisitions to understand role expectations and qualifications.
- Actively sourced candidates using Naukri.com, LinkedIn, and internal databases.
- Applied Boolean search techniques and job-specific filters to build relevant candidate pipelines.
- Conducted pre-screening telephonic interviews to assess candidate fit for open positions.
- Coordinated and scheduled interviews between shortlisted candidates and hiring managers.
- Followed up on interview schedules and feedback to ensure timely closures.
- Drafted and sent offer letters while applying compensation benchmarking principles.
- Maintained recruitment trackers, updated candidate status, and organized documentation.

B) Background Verification (BGV)

- Learned and performed end-to-end BGV processes for new recruits.
- Entered and validated candidate information on the EY dashboard.
- Followed up on documentation issues and addressed discrepancies in candidate records.
- Liaised with internal teams for prompt verification and data accuracy.

C) Learning & Development (L&D)

- Assisted in managing the Induction Program for new hires, including doctors, nurses, and support staff.

- Facilitated one full Induction session, covering hospital policies, expectations, and values.
- Checked and evaluated over 300 induction examination papers to verify attendance and understanding.
- Reviewed and organized employee personal files and maintained proper documentation protocols.
- Helped track training attendance and learning progress across various departments.

D) Employee Engagement & Recognition

- Coordinated the “Employee of the Month” program, including nomination collection and event execution.
- Handled end-to-end logistics—category management, cake booking, certificates, and venue setup.
- Ensured smooth communication between departments to enhance employee participation.

E) Employee Absconding Project

- Independently managed a key HR project focused on identifying root causes behind employee absconding.
- Created a list of absconded employees and initiated direct outreach via phone calls.
- Conducted qualitative interviews to understand individual reasons for sudden departure.
- Collected and categorized data based on recurring issues—compensation, work environment, management, etc.
- Analyzed insights and drafted a detailed report with key findings and actionable HR recommendations.
- Designed and delivered a final presentation to senior HR leadership with proposed retention strategies.

F) HR Documentation & Reporting

- Maintained comprehensive records of recruitment, induction, and absconding data.
- Created structured documentation for project handover and internal audit readiness.
- Supported overall HR operations with weekly planning, daily reporting, and administrative alignment.

Linking Theory (Classroom Learning) with Practice:

Throughout my internship at Fortis Healthcare, I was able to practically apply a broad spectrum of HR theories, concepts, and frameworks learned during my MBA in Hospital and Health Management. The internship served as a bridge between theoretical understanding and real-world HR practice in a healthcare setting.

A) Recruitment and Talent Acquisition

- Applied principles of **job analysis and job description design** to better understand the competencies required for different roles (e.g., nurses, billing staff, call center supervisors).
- Utilized the **recruitment funnel model** to manage sourcing, screening, interviewing, and selection stages efficiently.
- Practiced **effective communication and behavioral interviewing techniques**, as taught in classroom mock interviews, during telephonic screenings and candidate interactions.
- Linked classroom knowledge of **employer branding and candidate experience** to ensure professional and informative communication with applicants.

B) Background Verification (BGV) and HR Information Systems

- Applied knowledge of **HR compliance and employee lifecycle management** while working on BGV and candidate data collection.
- Utilized tools like the **EY dashboard**, demonstrating practical use of HR Information Systems (HRIS) in verifying and documenting employee records.
- Understood the significance of **data accuracy, confidentiality, and integrity**, reflecting theoretical discussions on ethical HR practices.

C) Learning and Development (L&D)

- Implemented **adult learning principles** (e.g., self-directed learning, experiential learning) while helping design and deliver employee induction programs.
- Observed the application of **Kirkpatrick's Four-Level Training Evaluation Model** through induction exams and feedback collection.
- Connected classroom understanding of **training needs assessment (TNA)** with real-life examples of skill gaps addressed in onboarding programs.

D) Employee Engagement and Motivation

- Saw direct application of **Herzberg's Two-Factor Theory** and **Maslow's Hierarchy of Needs** in initiatives like the "Employee of the Month" program and salary negotiations.
- Noted how **recognition programs** and **feedback systems** contribute to intrinsic motivation, retention, and workplace satisfaction—concepts emphasized in OB and HRM courses.

E) Grievance Redressal and Employee Relations

- Connected the **grievance handling process** to the theory of **conflict management, organizational justice, and industrial relations** frameworks.
- Observed real applications of **disciplinary procedures**, as discussed in labor law and HR policy classes, including documentation, escalation, and counseling.

- Learned how **open communication, fairness, and follow-up** are crucial to maintaining trust and morale within teams.

F) HR Analytics and Strategic HRM

- Applied **HR data analysis techniques** to investigate employee absconding cases, identifying trends and potential root causes.
- Used insights from the absconding project to propose **strategic HR interventions**, showcasing the role of HR analytics in proactive decision-making.
- Understood the relevance of **evidence-based HRM** by supporting data-driven recommendations for retention and engagement.

Gaps Identified in the Working Area:

During my internship at Fortis Healthcare's HR Department, I identified several process-related, structural, and communication gaps that affected efficiency, employee experience, and overall HR operations. These observations are outlined below:

A) Recruitment & Screening

- **Manual and time-consuming screening:** Initial screening of resumes and candidate qualification checks were done manually, consuming significant recruiter time, especially when handling multiple open positions.
- **Lack of structured pre-screening tools:** There was no standard questionnaire or automated system in place to filter out unqualified applicants before telephonic screening.
- **Delayed hiring manager feedback:** Feedback from interview panels was often slow, leading to delays in the hiring process and sometimes losing promising candidates.
- **No centralized interview scheduling tool:** Interview scheduling was handled manually via calls and emails, increasing coordination time and chances of errors.

B) Background Verification (BGV)

- **Lengthy and redundant BGV checklist:** The background verification checklist was extensive and required repetitive manual entries, slowing down onboarding.
- **Absence of automation in BGV tracking:** There was no automated progress tracker or alert system for pending verifications, increasing the possibility of oversight.

C) Induction & Training

- **Manual checking of induction exams:** Induction test papers were evaluated manually, which was labor-intensive, error-prone, and delayed result recording.
- **Inadequate tracking of induction feedback:** While feedback was collected, there was no structured mechanism to analyze trends or use it to improve training programs.

D) Employee Engagement & Recognition

- **Unstructured coordination for engagement programs:** Organizing programs like “Employee of the Month” required coordination with multiple departments without the help of standardized templates or checklists.
- **No formal feedback mechanism for recognition initiatives:** There was limited feedback or measurement of employee satisfaction regarding recognition efforts.

E) Grievance Handling

- **No digital grievance tracking system:** Grievance cases were managed manually through files and emails, which made follow-up and trend analysis difficult.
- **Reactive, not proactive approach:** HR was often addressing issues only after they escalated, rather than detecting early signs of employee dissatisfaction.

F) Employee Absconding

- **Lack of structured data on absconding:** Before the absconding project, no consolidated database or trend analysis existed on sudden employee exits.
- **No formal exit interview process:** Employees who resigned or absconded were not consistently engaged in structured exit interviews, leading to lost feedback opportunities.
- **Poor onboarding expectation setting:** Several cases of early exits were linked to unclear job roles and poor alignment between expectations and actual responsibilities.

G) Documentation & HRIS

- **Paper-based employee files:** Employee records were primarily maintained in physical form, increasing the risk of misplacement and inefficiencies in retrieval.
- **Limited integration between HR functions:** Systems for recruitment, performance, and grievance tracking operated in silos with minimal cross-functional data sharing.

Suggestions for Improvement:

Based on the identified gaps during my internship at Fortis Healthcare, I propose the following structured and practical recommendations to enhance HR operations, optimize time, improve employee experience, and support strategic decision-making:

A. Recruitment Process Optimization

- **Implement a Pre-screening Questionnaire or Chatbot:** Introduce a brief, automated form or AI chatbot to collect key information (e.g., education, experience, license, location preference) before the first call. This will reduce recruiter workload and allow early elimination of unqualified candidates.

- **Use Automated Interview Scheduling Tools:** Adopt scheduling tools (e.g., Calendly, HRMS integrations) to coordinate interview slots efficiently and reduce back-and-forth communication between candidates and interviewers.
- **Develop a Standard Candidate Evaluation Form:** Create structured checklists or scoring sheets to ensure consistency in assessments and reduce bias during interviews.
- **Establish Weekly Feedback Loops with Hiring Managers:** Set up regular sync meetings or feedback deadlines to expedite hiring decisions and reduce candidate drop-offs.

B. Background Verification & Onboarding

- **Digitize the BGV Checklist:** Replace manual checklists with digital trackers that auto-update as verifications are completed. This would increase transparency and reduce time spent on follow-ups.
- **Automated Status Alerts for BGV:** Integrate a notification system that sends alerts to HR personnel when certain stages in the BGV process are pending or delayed.

C. Learning & Development Enhancements

- **Shift Induction Exams to an Online Platform:** Use platforms like Google Forms, LMS, or internal portals to conduct objective assessments and auto-grade responses. This would reduce manual work and errors.
- **Standardize Induction Feedback Collection:** Collect structured feedback from new employees post-induction and analyze it periodically to improve the program's content and delivery.
- **Track Training Progress Digitally:** Implement dashboards that visualize employee training attendance, scores, and development milestones.

D. Employee Engagement & Recognition

- **Create a Digital Toolkit for Engagement Events:** Develop templates (emails, invites, checklists) and assign ownership in advance to streamline coordination of recurring programs like "Employee of the Month."
- **Introduce Recognition Feedback Mechanism:** Collect feedback from recognized employees and peers to assess the impact and effectiveness of the recognition programs.
- **Develop Department-wise Nomination Dashboards:** Encourage transparency by allowing department heads to view nomination status and participation metrics.

E. Grievance Handling Improvements

- **Implement a Grievance Case Management System:** Introduce a digital grievance portal to register, track, and resolve complaints while maintaining confidentiality. It should include case status updates and resolution timelines.
- **Maintain a Centralized Grievance Log:** Use analytics to identify recurring issues, root causes, and departments with frequent conflicts, which can inform proactive interventions.

- **Train Managers in Conflict Resolution:** Conduct workshops for line managers to equip them with the skills needed to identify early signs of conflict and handle grievances empathetically.

F. Employee Retention & Absconding Management

- **Institutionalize Exit & Stay Interviews:** Make exit interviews mandatory for all resigning employees and conduct stay interviews for long-tenured staff to detect retention risks.
- **Use Absconding Insights to Inform Policy:** Use findings from the absconding project to adjust onboarding processes, probation management, and early career engagement strategies.
- **Launch Pulse Surveys:** Conduct short, anonymous surveys every 2–3 months to track real-time employee sentiment and identify dissatisfaction trends before attrition happens.

G. HR Data & Documentation

- **Digitize Employee Records:** Transition to a secure HRMS for storing and retrieving employee personal files to reduce paper use and enhance compliance.
- **Integrate HR Functional Data:** Ensure systems for recruitment, L&D, performance, and grievances communicate with each other for unified reporting and insights.
- **Adopt HR Dashboards for Decision-Making:** Introduce role-specific dashboards (e.g., for recruiters, L&D, grievance cell) that highlight key metrics and enable faster strategic planning.

Reporting Format (Week-01)

Name of the Organisation: FORTIS HEALTHCARE, MANESAR GURUGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE (HR)

Name of the Student: JAGYASENI GHOSH

Roll no: 1963 **IIHMR-U/01/2024-26/1963** **Stream:** MBA Hospital and health management

Week no: 01

From:.....12/05/2025.....**to:**.....17/05/2025.....

Activity Done	Activities Done My first week provided a solid introduction to various HR functions: Day 1 (Monday, May 12th): I met the HR team and got an overview of how the department operates. Day 2 (Tuesday, May 13th): I learned about the different hospital departments and understood HR's key role in supporting them. Day 3 (Wednesday, May 14th): My hands-on work began with the Background Verification (BGV) process and training on the EY dashboard. Day 4 (Thursday, May 15th): I continued with BGV data entry and handled issues that came up. Day 5 (Friday, May 16th): I started making recruitment calls and helped schedule interviews. Day 6 (Saturday, May 17th): I focused on follow-up calls for recruitment and managing the candidate database.
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Linking theory (Classroom learning) with practice at your organisation	Linking Theory with Practice I've been able to connect my classroom learning with practical HR tasks: I applied HR basics to recruitment and BGV, seeing the real-world steps of bringing new people on board. • My database skills were crucial for managing candidate info and tracking BGV progress. • I actively practiced my communication skills while talking to candidates during the recruitment process.
Gaps identified on the working area.	Gaps Identified and Suggestions for Improvement One area for improvement I noticed was the long checklist for the BGV process, which could streamline data collection. Making it extremely time consuming.
Suggestions for improvement	My suggestion for improvement is to implement a brief, structured pre-screening questionnaire or an automated chatbot for initial candidate inquiries. This could quickly filter candidates based on essential qualifications (e.g., specific licenses, years of experience, location preference) before a recruiter invests time in a direct call. This would significantly reduce time spent on unqualified applicants, allowing recruiters to focus on more promising candidates sooner.
Plan for the next week	Next week, I plan to get more involved in the full recruitment lifecycle, from understanding sourcing strategies to observing offer management. I also aim to learn about payroll inputs and explore other HR software used by the organization.

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Week-02)

Name of the Organisation: FORTIS HEALTHCARE, MANESAR GURUGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE (HR)

Name of the Student: JAGYASENI GHOSH

Roll no: 1963 **IIHMR-U/01/2024-26/1963** **Stream:** MBA Hospital and health management

Week no: 02

From:.....19/05/2025.....**to:**.....24/05/2025.....

Activity Done	Week 2: Deep Dive into Recruitment (May 19th – May 24th) Day 7 (Monday, May 19th): Initiated active recruitment for Nursing positions, screening resumes and making initial contact calls. Day 8 (Tuesday, May 20th): Continued nursing recruitment, focusing on shortlisting candidates and coordinating interviews with department heads. Day 9 (Wednesday, May 21st): Shifted focus to recruitment for IPD Billing roles, identifying suitable candidates and explaining job details. Day 10 (Thursday, May 22nd): Learnt how to find candidates for job in NAUKRI.COM. Conducted follow-up calls for IPD Billing candidates and began sourcing for a Call Centre Supervisor position. Day 11 (Friday, May 23rd): Actively recruited for the Call Centre Supervisor role, assessing leadership qualities and relevant experience. Day 12 (Saturday, May 24th): Managed the overall recruitment pipeline, updating candidate statuses across all active positions (Nursing, IPD Billing, Call Centre Supervisor).
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Linking theory (Classroom learning) with practice at your organisation	Linking Theory with Practice I've consistently connected my classroom learning with practical HR tasks: Applied HR basics in the end-to-end recruitment process, from understanding job descriptions to candidate outreach and interview coordination. Utilized database skills for tracking diverse candidate pools across multiple roles (Nursing, IPD Billing, Call Centre Supervisor). Practiced effective communication with candidates at various stages of the recruitment funnel, adapting my approach for different roles.
Gaps identified on the working area.	Gaps Identified and Suggestions for Improvement One area that could be made more efficient is the initial candidate screening for recruitment. Currently, reviewing every resume and making individual calls for basic qualifications can be time-consuming, especially when managing multiple roles concurrently.

Suggestions for improvement	My suggestion for improvement is to implement a brief, structured pre-screening questionnaire or an automated chatbot for initial candidate inquiries. This could quickly filter candidates based on essential qualifications (e.g., specific certifications for nurses, software proficiency for billing, leadership experience for supervisors) before a recruiter invests time in a direct call. This would significantly reduce time spent on unqualified applicants, allowing recruiters to focus on more promising candidates sooner across all open positions.
Plan for the next week	Next week, I plan to get more involved in the post recruitment process, including offer generation and onboarding documentation. I also aim to gain exposure to employee engagement initiatives and explore other HR software used by the organization for talent management.

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Week-03)

Name of the Organisation: FORTIS HEALTHCARE, MANESAR GURUGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE (HR)

Name of the Student: JAGYASENI GHOSH

Roll no: 1963 **IIHMR-U/01/2024-26/1963** **Stream:** MBA Hospital and health management

Week no: 03

From:.....26/05/2025.....**to:**.....31/05/2025.....

Activity Done	My Internship: Week 3 in Review This week, Mr. Rahul Khandelwal Sir, HOD of HR, moved me to the Learning & Development (L&D) department, a crucial area focused on employee growth post-onboarding. Activities Done (May 26th - May 31st) Day 13 (Monday, May 26th): Transitioned to the Learning & Development (L&D) department, understanding its role in post-onboarding employee growth. Day 14 (Tuesday, May 27th): Learned about the Induction Program structure for new hires, which is a 16hour weekly orientation for all staff, from housekeeping to doctors. Day 15 (Wednesday, May 28th): Began the critical task of checking pending induction examination papers, specifically those from April 2024 onwards. Each paper included sections on Fortis Induction, Facility Round-1, BLS Post-Test, and Suggestions. Day 16 (Thursday, May 29th): Continued the intensive process of reviewing induction papers, completing over 300 checks, ensuring accuracy and completeness. Day 17 (Friday, May 30th): Gained valuable practical experience in file management within the HR department,
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	specifically understanding how personal files for all employees are maintained. Day 18 (Saturday, May 31st): Concluded the week by completing the review of outstanding induction papers and solidifying my understanding of HR record-keeping and data organization.
Linking theory (Classroom learning) with practice at your organisation	Linking Theory with Practice This week directly applied my understanding of employee training and development. I saw firsthand how a structured induction program is vital for integrating new staff. The task of checking examination papers highlighted the importance of assessment and feedback in learning, while file management connected to HR information systems and data integrity.
Gaps identified on the working area.	Gaps Identified and Suggestions for Improvement One noticeable gap was the manual and time-consuming nature of checking and archiving the induction examination papers.
Suggestions for improvement	My suggestion for improvement is to transition the induction examination to a digital platform or an online format. This would allow for automated grading of objective sections and seamless digital storage, significantly reducing manual effort, improving efficiency, and ensuring that assessment results and feedback are processed much faster.
Plan for the next week	Plan for the Next Week Next week, I plan to delve deeper into the content and delivery of the induction program. I also aim to understand how the BLS training is organized and tracked and explore

	other L&D initiatives focused on ongoing employee development and skill enhancement.
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Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Week-04)

Name of the Organisation: FORTIS HEALTHCARE, MANESAR GURUGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE (HR)

Name of the Student: JAGYASENI GHOSH

Roll no: 1963 **IIHMR-U/01/2024-26/1963** **Stream:** MBA Hospital and health management

Week no:04

From:.....02/06/2025.....**to**.....07/06/2025.....

Activity Done	Activities for the fourth week in L&D, incorporating your new responsibilities and continued learning: My Internship: Week 4 in Review This week has been incredibly dynamic, building on my L&D experience while also touching back on recruitment and essential HR operations. Activities Done (June 2nd - June 7th) Day 19 (Monday, June 2nd): I actively took a session for the Induction Program, directly contributing to the onboarding of new hires. This involved presenting key information and engaging with participants. Day 20 (Tuesday, June 3rd): Continued to check new induction examination papers, ensuring all recent hires were assessed and their results recorded accurately. Day 21 (Wednesday, June 4th): Further honed my file management skills by organizing and maintaining employee personal files, a critical aspect of HR record-keeping. Day 22 (Thursday, June 5th): Spearheaded the organization of the "Employee of the Month" program. This involved coordinating nominations across various categories (housekeeping, nurses, doctors, paramedical
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	staff), booking the cake, and arranging all necessary logistics for the recognition ceremony. Day 23 (Friday, June 6th): Gained valuable insight into salary negotiation, understanding the factors and strategies involved in finalizing compensation packages for new recruits. I also engaged in recruitment activities again, likely following up on previous leads or sourcing for new roles. Day 24 (Saturday, June 7th): Wrapped up the week by ensuring all documentation for the Employee of the Month program was complete and following up on pending recruitment tasks.
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Linking theory (Classroom learning) with practice at your organisation	Linking Theory with Practice This week offered a rich blend of practical application: • Learning & Development: Directly facilitating an induction session allowed me to apply principles of adult learning and presentation skills. Checking papers reinforced the importance of assessment in training. • Employee Relations/Engagement: Organizing “Employee of the Month” directly connected to employee recognition and motivation theories learned in class, seeing how these programs foster a positive work environment. • Recruitment/Compensation: Learning about salary negotiation provided a real-world view of compensation strategies, linking directly to my previous recruitment exposure and understanding the full talent acquisition cycle. • HR Operations: Continual practice in file management solidified my understanding of HR administration and compliance.
Gaps identified on the working area.	Gaps Identified and Suggestions for Improvement One area that could enhance efficiency is streamlining the coordination process for recognition programs like "Employee of the Month." Currently, arranging logistics across multiple departments can be complex and timeconsuming.

Suggestions for improvement	My suggestion for improvement is to develop a standardized digital checklist and communication template for recognition events. This would simplify the coordination efforts, ensure consistent execution, and reduce the manual back-and-forth communication required to book resources and arrange specifics like cake orders. A centralized digital system could also help track nominations and award history more efficiently.
Plan for the next week	Plan for the Next Week Next week, I plan to delve deeper into performance management systems and how they integrate with L&D initiatives. I also aim to gain more exposure to employee grievance handling processes and further assist with ongoing recruitment efforts, applying my new knowledge of salary negotiation.

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Week-05)

Name of the Organisation: FORTIS HEALTHCARE, MANESAR GURUGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE (HR)

Name of the Student: JAGYASENI GHOSH

Roll no: 1963 **IIHMR-U/01/2024-26/1963** **Stream:** MBA Hospital and health management

Week no: 05

From:.....09/06/2025.....**to:**.....14/06/2025.....

Activity Done	My Internship: Week 5 in Review This week focused on deepening my understanding of Performance Management and Employee Relations, while continuing to support Recruitment and L&D initiatives. Activities Done (June 9th - June 14th) Day 25 (Monday, June 9th): Began the week by researching different performance management systems. I analyzed their key features, advantages, and disadvantages to understand how they align with L&D goals. Day 26 (Tuesday, June 10th): Attended a meeting discussing a current employee grievance. This provided valuable insight into the grievance handling process, from initial complaint to resolution strategies. Day 27 (Wednesday, June 11th): Assisted in preparing materials for an upcoming performance review cycle, including reviewing job descriptions and performance metrics. This helped me see the practical application of performance management. Day 28 (Thursday, June 12th): Engaged in further recruitment activities, specifically focusing on drafting offer
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Suggestions for improvement	grievance cases could enhance efficiency and ensure timely resolution. Suggestions for Improvement: I suggest exploring the implementation of a dedicated digital case management system for employee grievances. This system could standardize the documentation process, provide real-time updates on case status, and generate reports to identify recurring issues or areas for proactive intervention. This would improve transparency and accountability in the grievance resolution process.
Plan for the next week	Plan for the Next Week Next week, I plan to dive deeper into the training needs analysis (TNA) process to understand how L&D programs are designed based on organizational requirements. I also aim to contribute more directly to ongoing recruitment efforts, perhaps by conducting initial candidate screenings. Furthermore, I will seek to understand the employee benefits administration process and its role in overall HR operations.

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Week-06)

Name of the Organisation: FORTIS HEALTHCARE, MANESAR GURUGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE (HR)

Name of the Student: JAGYASENI GHOSH

Roll no: 1963 **IIHMR-U/01/2024-26/1963** **Stream:** MBA Hospital and health management

Week no: 06

From:.....16/06/2025.....**to:**.....21/06/2025.....

Activity Done	Here's the weekly summary for June 16th - June 21st, focusing on recruitment, calling, candidate sourcing, and reference checks: Week 6: June 16th - June 21st This week was heavily focused on the core aspects of talent acquisition, from proactive candidate sourcing to final checks, ensuring a robust pipeline for current and future hiring needs. Activities Done (June 16th - June 21st) Day 31 (Monday, June 16th): Kicked off the week by diving deep into Naukri.com, utilizing advanced search filters and Boolean logic to identify suitable candidates for open positions. The goal was to build a strong initial pool of relevant profiles. Day 32 (Tuesday, June 17th): Engaged in extensive candidate calling to pre-screen potential applicants identified from Naukri.com. This involved discussing their experience, understanding their career aspirations, and assessing their initial fit for various roles. Day 33 (Wednesday, June 18th): Continued talent acquisition efforts by focusing on alternative sourcing channels beyond Naukri.com, exploring professional networks and social media platforms to uncover passive
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Linking theory (Classroom learning) with practice at your organisation	candidates. This expanded the reach and diversity of the candidate pool. Day 34 (Thursday, June 19th): Conducted a significant number of reference checks for shortlisted candidates. This involved contacting previous supervisors and colleagues to verify employment history, performance, and professional conduct, ensuring a comprehensive understanding of each candidate's background. Day 35 (Friday, June 20th): Assisted in coordinating and scheduling interviews for promising candidates, ensuring smooth communication between candidates and hiring managers. This also involved preparing interview guides tailored to specific roles. Day 36 (Saturday, June 21st): Reviewed and organized all recruitment documentation from the week, including candidate profiles, call notes, and reference check reports. This maintained accurate and up-to-date records for ongoing and future recruitment cycles. Linking Theory with Practice This week provided practical applications for several theoretical concepts: Performance Management: My research and assistance with performance review materials directly linked to classroom learning on performance appraisal methods, goal setting, and feedback mechanisms. Shadowing a counseling session showed the real-world application of performance improvement strategies. Employee Relations/Grievance Handling: Attending a grievance meeting and reviewing past cases provided practical exposure to conflict resolution, employee rights, and fair labor practices. Recruitment/Compensation: Drafting offer letters and applying salary negotiation strategies further solidified my understanding of the talent acquisition lifecycle and compensation theory.
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Gaps identified on the working area.	L&D Integration: Understanding performance management systems highlighted how L&D initiatives are crucial for employee development and addressing performance gaps.
Suggestions for improvement	Gaps Identified and Suggestions for Improvement Gaps Identified on the Working Area: While I gained exposure to grievance handling, a more structured approach to documenting and tracking the progress of grievance cases could enhance efficiency and ensure timely resolution. Suggestions for Improvement: I suggest exploring the implementation of a dedicated digital case management system for employee grievances. This system could standardize the documentation process, provide real-time updates on case status, and generate reports to identify recurring issues or areas for proactive intervention. This would improve transparency and accountability in the grievance resolution process.
Plan for the next week	Plan for the Next Week Next week, I plan to dive deeper into the training needs analysis (TNA) process to understand how L&D programs are designed based on organizational requirements. I also aim to contribute more directly to ongoing recruitment efforts, perhaps by conducting initial candidate screenings. Furthermore, I will seek to understand the employee benefits administration process and its role in overall HR operations.

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Week-07)

Name of the Organisation: FORTIS HEALTHCARE, MANESAR GURUGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE (HR)

Name of the Student: JAGYASENI GHOSH

Roll no: 1963 **IIHMR-U/01/2024-26/1963** **Stream:** MBA Hospital and health management

Week no: 07

From:.....23/06/2025.....**to:**.....28/06/2025.....

Activity Done	Here's the weekly summary for June 23rd - June 28th, reflecting your activities: Week 7: June 23rd - June 28th This week began with continued focus on recruitment, ensuring a steady pipeline of candidates. However, a significant portion of the week was dedicated to a critical project: understanding and addressing the reasons behind employee absconding at Fortis. This involved direct outreach to gather insights into sudden departures. Activities Done (June 23rd - June 28th) Day 37 (Monday, June 23rd): Continued with recruitment activities, specifically reviewing new applications and conducting initial telephonic screenings for various open positions. The aim was to keep the candidate flow consistent and identify potential matches. Day 38 (Tuesday, June 24th): Transitioned into a new and crucial project: investigating employee absconding cases at Fortis. I began by compiling a list of individuals who had left abruptly without following proper resignation procedures. Day 39 (Wednesday, June 25th): Initiated direct outreach to absconded employees. This involved calling former Fortis employees who had left suddenly to understand their
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Suggestions for improvement	Reactive approach to departures: The current process seems to react to absconding rather than proactively address reasons for potential departure. Suggestions for improvements: Implement a formal exit interview process: For all departing employees, not just absconders, to gather consistent feedback. Analyze absconding data regularly: Use the insights from your project to identify trends and common reasons for sudden departures. Develop retention strategies: Based on the reasons identified, propose solutions to improve employee satisfaction and reduce unexpected exits. Strengthen initial onboarding/expectation setting: Ensure new hires clearly understand roles and company culture to reduce early exits.
Plan for the next week	Plan for next week (June 30th - July 5th): Deep dive into absconding data: Fully categorize and summarize all reasons identified from the calls. Draft initial report/findings: Prepare a summary of the absconding project insights for discussion with the HR manager. Brainstorm recommendations: Start formulating actionable steps to address the identified reasons for absconding. Continue essential recruitment: Balance project work with ongoing talent acquisition needs.

Signature of the Student

Approved by the IIHMR University's Mentor

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Reporting Format (Week-08)

Name of the Organisation: FORTIS HEALTHCARE, MANESAR GURUGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE (HR)

Name of the Student: JAGYASENI GHOSH

Roll no: 1963 **IIHMR-U/01/2024-26/1963** **Stream:** MBA Hospital and health management

Week no: 08

From:.....30/06/2025.....**to**.....05/07/2025.....

Activity Done	Here's a summary for Week 8: June 30th - July 5th This week marked a crucial shift with an intensified focus on the employee absconding project at Fortis, building on the insights gathered from direct outreach. While recruitment continued, the primary effort was dedicated to deeply analyzing the collected data and preparing actionable recommendations to enhance employee retention. Activities Done (June 30th - July 5th) Day 43 (Monday, June 30th): Kicked off the week by diving deeper into the qualitative data from the calls with absconded employees. The focus was on meticulously categorizing and quantifying the reasons for departure, ensuring a comprehensive understanding of underlying issues. Day 44 (Tuesday, July 1st): Continued with the data analysis, cross-referencing information to identify the most prevalent factors contributing to sudden exits. This involved looking for patterns related to specific departments, tenure, or other demographic data if available. Day 45 (Wednesday, July 2nd): Began the initial drafting of the absconding project report. This involved summarizing the key findings, highlighting the most common reasons for
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	departure, and presenting the qualitative data in a structured format for clear understanding. Day 46 (Thursday, July 3rd): Dedicated time to brainstorming actionable recommendations based on the identified reasons for absconding. This involved thinking through practical solutions related to employee experience, management practices, and communication strategies. Day 47 (Friday, July 4th): Refined the draft report and recommendations, ensuring clarity, conciseness, and impact. I also continued with essential recruitment activities, reviewing new applications and conducting initial screenings to maintain the candidate pipeline. Day 48 (Saturday, July 5th): Finalized the preliminary report and recommendations for discussion with the HR manager, ensuring it was ready for presentation and further strategic planning.
Linking theory (Classroom learning) with practice at your organisation	This week provided practical application of employee retention strategies and organizational development principles. The deep dive into absconding data directly informed potential improvements in the employee lifecycle, from onboarding to exit management.
Gaps identified on the working area.	Gaps Identified in the Working Area: Absence of proactive retention mechanisms: The need for this extensive project underscores a current reactive approach to employee departures rather than a system designed to prevent them. Limited systematic feedback channels: The reliance on calling absconded employees highlights a gap in established, consistent feedback mechanisms for all employees, which could provide early warning signs.
Suggestions for improvement	Suggestions for Improvements: Develop a comprehensive retention framework: Beyond exit interviews, consider implementing regular employee pulse surveys, stay interviews, and manager training on employee engagement.

Plan for the next week	Establish clear internal communication channels: Improve avenues for employees to voice concerns and receive support before issues escalate to the point of absconding. Integrate insights into HR policy: Use the findings from the absconding project to inform and revise existing HR policies, particularly those related to onboarding, performance management, and employee well-being. Plan for Next Week (July 7th - July 12th): Present absconding report and recommendations: Discuss the findings and proposed solutions with the HR manager. Collaborate on implementation plan: Work with the HR manager to prioritize recommendations and outline steps for their execution. Continue strategic recruitment: Maintain focus on key open positions, leveraging insights from the absconding project to attract and retain talent effectively.
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Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Week-09)

Name of the Organisation: FORTIS HEALTHCARE, MANESAR GURUGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE (HR)

Name of the Student: JAGYASENI GHOSH

Roll no: 1963 **IIHMR-U/01/2024-26/1963** **Stream:** MBA Hospital and health management

Week no: 09

From:.....07/07/2025.....**to:**.....12/07/2025.....

Activity Done	Activity Done (Week 9: July 7th - July 12th) This week, my primary focus was on intensifying recruitment efforts, particularly in direct candidate outreach and interview scheduling. Day 43 (Monday, July 7th): The week started by conducting extensive candidate calls, focusing on understanding their qualifications and interest in open positions. Day 44 (Tuesday, July 8th): Continued with candidate outreach, identifying suitable candidates from our database and external platforms (i.e LinkedIn, Naukri etc.) Began initial scheduling of interviews for promising profiles. Day 45 (Wednesday, July 9th): Dedicated time to scheduling and coordinating interviews between candidates and hiring managers, ensuring smooth logistics. Day 46 (Thursday, July 10th): Followed up on scheduled interviews to confirm attendance and addressed any lastminute changes. Continued sourcing for new talent to build the candidate pipeline. Day 47 (Friday, July 11th): Conducted initial screenings of new applications received, prioritizing candidates that
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Linking theory (Classroom learning) with practice at your organisation	aligned with critical hiring needs. Maintained communication with candidates throughout the process. Day 48 (Saturday, July 12th): Reviewed the week's recruitment progress, organized candidate data, and prepared for the upcoming week's focus areas in talent acquisition. Linking theory (Classroom learning) with practice at your organisation This week provided practical application of talent acquisition strategies learned in the classroom, directly engaging in candidate sourcing, screening, and interview coordination to meet the organization's hiring needs.
Gaps identified on the working area.	Gaps identified on the working area.
Suggestions for improvement	Optimized screening processes: Opportunities exist to further refine initial screening methods to ensure an even higher quality of candidates are moved forward. Speed of feedback: Streamlining the feedback loop from hiring managers after interviews could accelerate the recruitment cycle. Suggestions for improvement Develop clearer screening checklists: Create more detailed checklists for initial candidate calls to ensure all essential criteria are consistently covered. Implement automated interview scheduling tools: Explore tools that could reduce manual effort in coordinating interview times between multiple parties. Regular syncs with hiring managers: Establish brief, regular check-ins with hiring managers to expedite candidate feedback and decision-making.

Plan for the next week (July 14th - July 20th)	Continue extensive candidate calling and screening for open positions. Prioritize scheduling and coordinating second-round interviews.
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Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Week-10)

Name of the Organisation: FORTIS HEALTHCARE, MANESAR GURUGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE (HR)

Name of the Student: JAGYASENI GHOSH

Roll no: 1963 **IIHMR-U/01/2024-26/1963** **Stream:** MBA Hospital and health management

Week no: 10

From:.....14/07/2025.....**to**.....19/07/2025.....

Activity Done	Weekly Report: Week 10 (July 14th – July 19th) – Activity Done: This past week has been highly productive, focusing on both ongoing recruitment efforts and the successful completion of my project on employee absconding. Monday, July 14th: Recruitment: Commenced the week by reviewing new job requisitions and screening incoming resumes for various open positions. Absconding Project: Began the final phase of data collection, focusing on ensuring the completeness and accuracy of all previously gathered information related to absconding cases. This involved cross-referencing data points. Tuesday, July 15th: Recruitment: Conducted initial telephonic interviews with shortlisted candidates for entry-level and mid-level roles. Coordinated schedules for in-person interviews with hiring managers. Absconding Project: Dedicated the majority of the day to data analysis. Began identifying patterns, common reasons
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Linking theory (Classroom learning) with practice at your organisation	for absconding, and the organizational impact using the now complete dataset. Started outlining the structure of the project presentation.
	Wednesday, July 16th: Recruitment: Followed up with hiring managers for interview feedback and provided updates to candidates. Continued with resume screening for new applications.
	Absconding Project: Focused heavily on developing the presentation. This included creating slides, visualizing key data points, and crafting the narrative for the briefing. Ensured the presentation was concise and impactful.
	Thursday, July 17th: Recruitment: Scheduled further interviews based on feedback received. Updated recruitment trackers with candidate statuses and interview progress.
	Absconding Project: Finalized the content and design of the absconding project presentation. Performed a selfreview to ensure accuracy of data and clarity of message. Prepared for the briefing session.
	Friday, July 18th: Absconding Project: Successfully conducted the briefing session for the absconding project with relevant stakeholders. Presented the findings, identified gaps, and proposed actionable recommendations. Engaged in a Q&A session. This marked the formal completion of the project.
	Recruitment: Wrapped up any urgent recruitment tasks for the week, ensuring all active pipelines were updated.
	Saturday, July 19th: Documentation & Handover: Spent the day ensuring all documentation for both ongoing recruitment activities and the completed absconding project was organized and ready for handover. Prepared for the final debriefing.
	Linking Theory (Classroom Learning) with Practice at Your Organisation:

Gaps identified on the working area. Suggestions for improvement Plan for the next week	This week provided several excellent examples of linking theoretical knowledge with practical application across recruitment and the absconding project, specifically applying concepts of talent acquisition, HR analytics, and employee retention strategies. The project briefing further reinforced effective communication skills. Gaps Identified on the Working Area: Standardization in recruitment feedback process. Need for more proactive absconding prevention strategies based on project findings. Potential for greater cross-departmental data integration for HR analytics projects. Suggestions for Improvement: Implement a standardized candidate feedback mechanism. Develop and roll out proactive retention strategies using insights from the absconding project. Explore HRIS integration to enhance data accessibility and streamline future analytical projects. Plan for the Next Week: As this was my final week, the primary plan was to: Finalize all pending tasks related to recruitment. Ensure all documentation for the absconding project is thoroughly completed and shared with relevant stakeholders. Complete the handover of any ongoing responsibilities to the relevant team members. Prepare for my final debriefing with my mentor/supervisor.
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Signature of the Student

Approved by the IIHMR University's Mentor

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