

INTRODUCTION:

A training/learning needs analysis (TNA) is a review of learning and development needs for staff, volunteers and trustees within in your organisation. It considers the skills, knowledge and behaviours that your people need, and how to develop them effectively. Organisational TNA should ideally be undertaken at 3 levels: Organisational level , Team/departmental level , Individual level. These three levels are inter-linked, and using this structure will help ensure a balanced analysis that takes into account the big picture as well as the specific needs of individuals. Methods that can be used to identify learning needs include: Questionnaires – paper based or online, One-to-one interviews, Focus groups - facilitated small group discussions with a representative sample of people
It is a systematic means of determining what training programs are needed. Steps include: Gathering facts about training needs, Analyzing those facts, Recommending a training program

OBJECTIVE:

To identify the areas in which training is needed by the doctors, nurses and paramedics

RESEARCH METHODOLOGY:

Research Study design: Descriptive study design was used in this study.

Target Population: The Total number of cases studied was 70 out of which 30 were doctors (Junior and Senior Residents) , 20 were nurses and 20 were paramedical staff who joined the organisation between September 2016 to February 2017

Sample size: Sample size was 70

Sampling technique: Non-Probability (Convenience) sampling to get the sample size.

Tool : Questionnaires to be filled by the Head Of Department of the sample cases

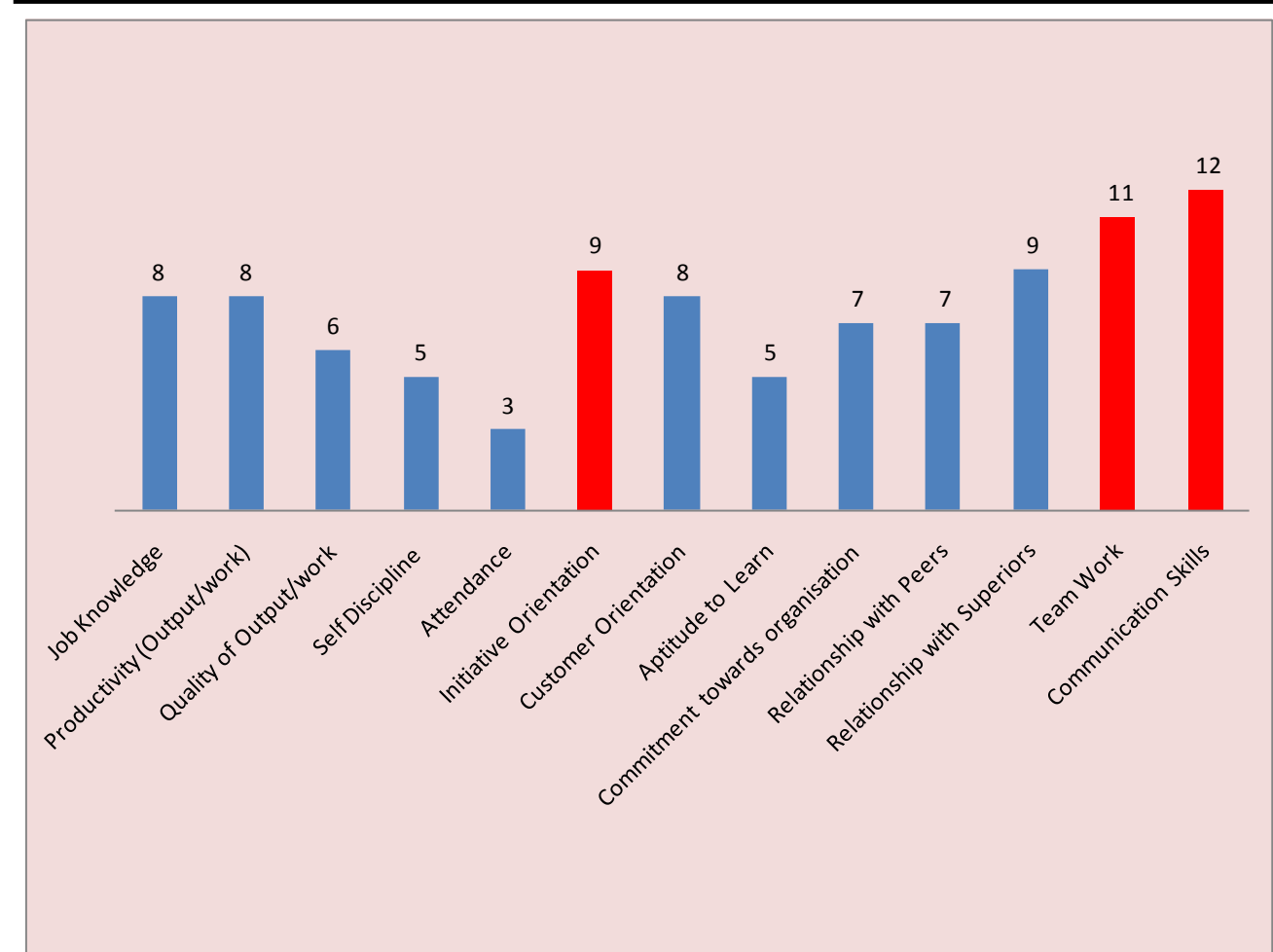
Data collection methods: The research involved data collection from primary sources.

PARAMETERS USED:

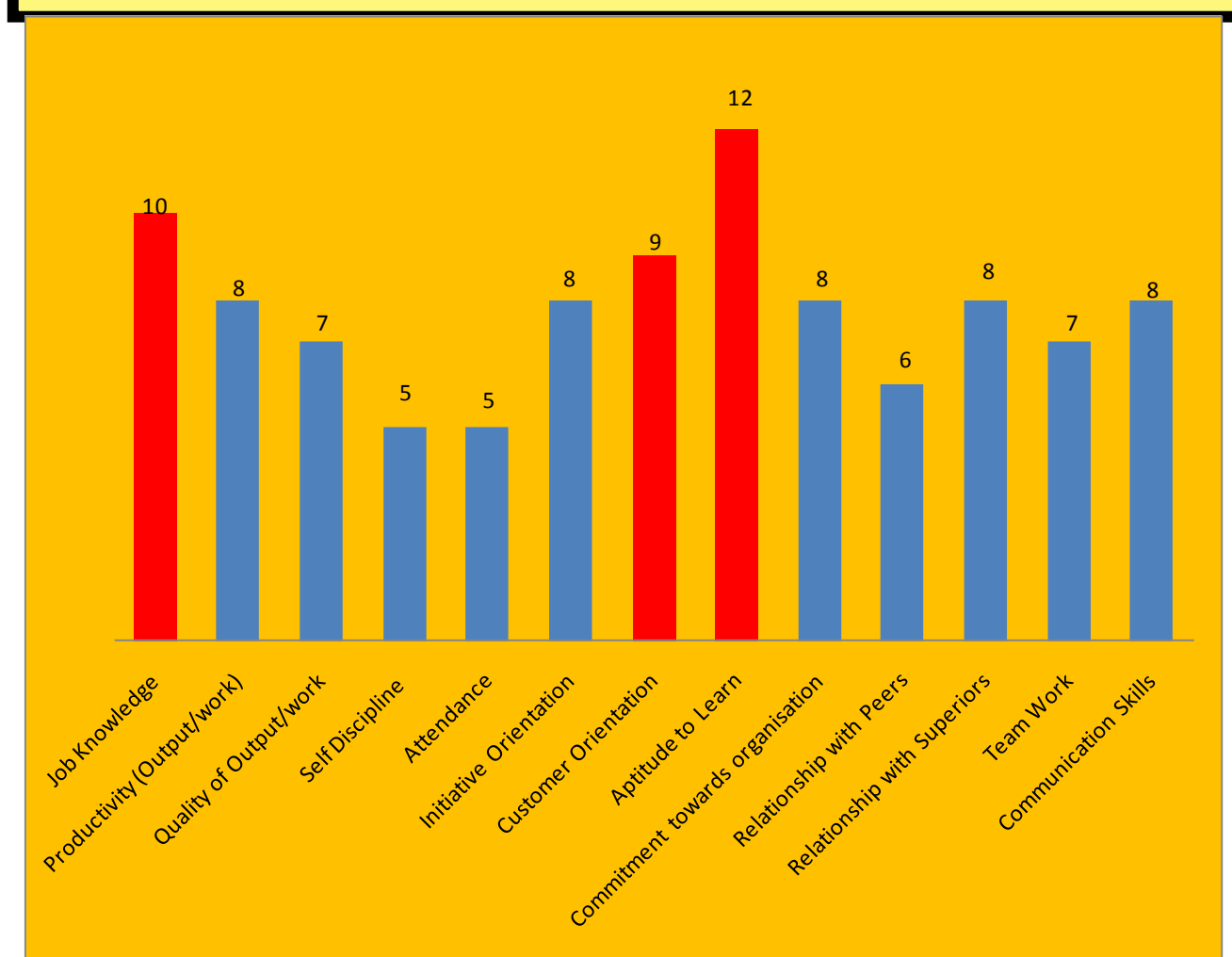
Total 13 parameters used

- Functional Aspects of Employee**
 - Job Knowledge
 - Productivity (Output/work)
 - Quality of Output/work
- Behavioural Aspects of Employee**
 - Self Discipline
 - Attendance
 - Initiative Orientation
 - Customer Orientation
 - Aptitude to Learn
 - Commitment towards organisational values/needs/objectives
 - Relationship with Peers
 - Relationship with Superiors
 - Team Work
 - Communication Skills

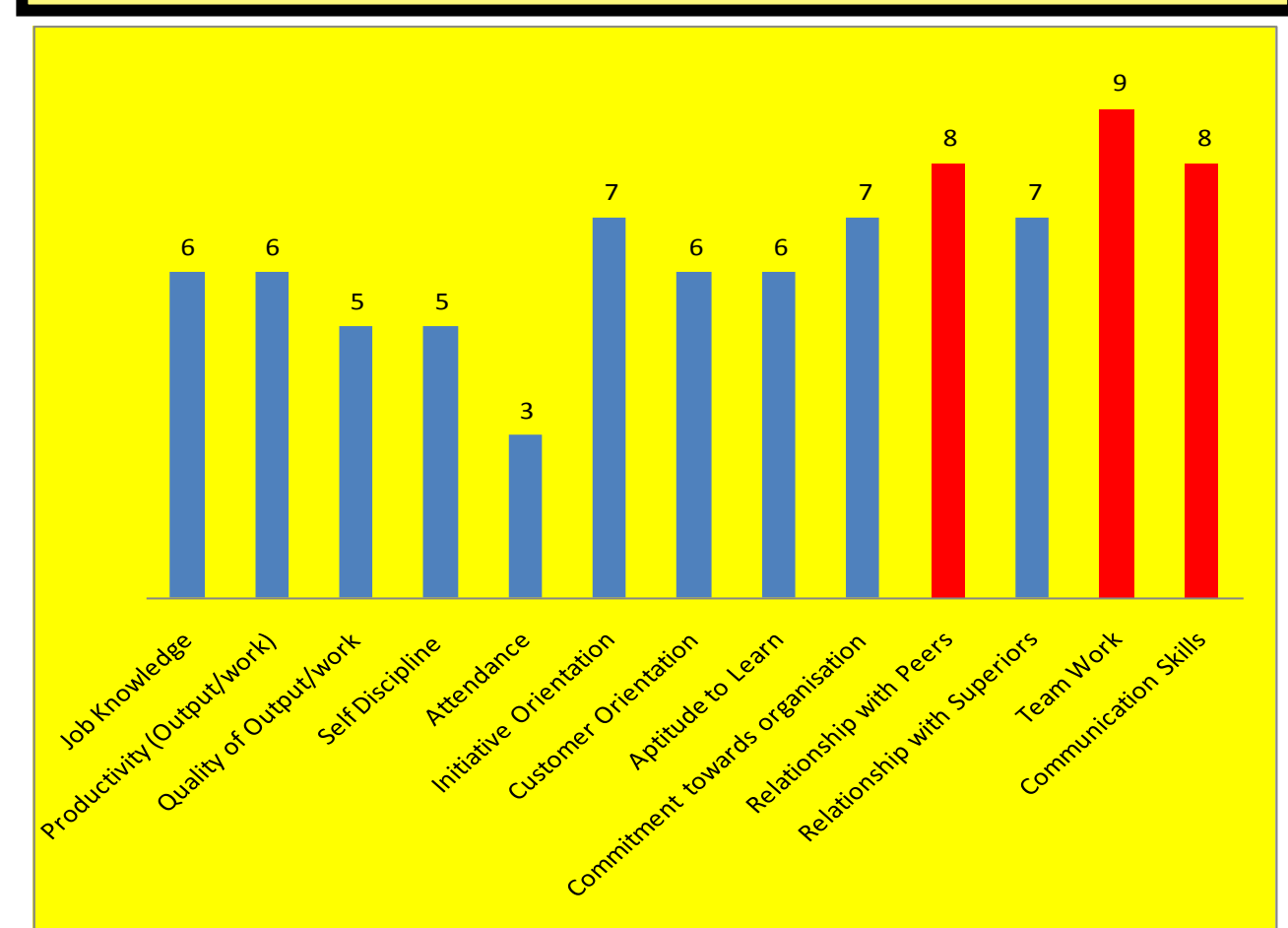
Number of Doctors who got scores 1 & 2
N=30



Number of Nurses who got scores 1 & 2
N=20



No. of Paramedics who got scores 1 & 2
N=20



RECOMMENDATIONS:

Team Work:
TIMJ2(This Is My Job Too)

Initiative Orientation:
Reach Your Peak
Motivation
Stress Management

Communication Skills:
AIDET
LEAP (Patient First)
Tele-Etiquette
Email-Etiquette
Hindi Communication Skills-SPARSH
English Communication Skills
Grooming
Body Language Training

FOR DOCTORS

AIDET
A: Acknowledge and attend
I: Introduce
D:Duration
E:Explain
T:Thank you

LEAP
L: Listen
E: Empathise
A:Apologise

Job knowledge
Technical Training
Understanding your KRAs and Job Description
Departmental Induction

Customer Orientation:
Reinforce Patient Centricity
Patient First

Aptitude To Learn
Nothing Much can be done in this regard

FOR NURSES

Team Work:
TIMJ2(This Is My Job Too)

Relationship with Peers
Buddy Mentoring
PULSE(Hum Tum Milenge)

Communication Skills:
AIDET
LEAP (Patient First)
Tele-Etiquette
Email-Etiquette
Hindi Communication Skills-SPARSH
English Communication Skills
Grooming
Body Language Training

FOR PARAMEDICS

BUDDY MENTORING
_The objective of peer mentoring relationship is to help newly joined Employees acclimatize with the organization and accustomed to their job. The duration of this relationship is short i.e. 1 month.

EMPLOYEE ENGAGEMENT STUDY

INTRODUCTION:

Employee engagement is integral to driving successful organisations. Engaged employees are satisfied and feel a sense of attachment to their job and employer. They promote the very best in the organisation to their friends and family and work towards its success. Scarlett Surveys International defines Employee Engagement as “a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work.”

Aspects of Employee Engagement

- The employees and their own unique psychological make-up and experience
- The employers and their ability to create the conditions that promote employee engagement
- Interaction between employees at all levels.

AIM OF STUDY

To improve Employee Retention at Fortis

OBJECTIVE OF STUDY

To identify the areas in which improvement is needed for a better employee engagement at Fortis

RESEARCH METHODOLOGY:

Research Study design: Descriptive study design was used in this study.

Target Population: Employees of Fortis Memorial Research Institute

Sample size: Sample size was 50

Sampling technique: Non-Probability (Convenience) sampling to get the sample size.

Tool used for data collection: Questionnaire was used to examine responses from the respondents ranging from 1 to 6 on likert type scale

Data collection methods: The research involved data collection from primary sources.

Data analysis:

- Reliability test was computed through Cronbach Alpha to check whether data items in the questionnaire are reliable or not.
- Factor Analysis was applied to identify the underlying factors influencing employee engagement at the hospital

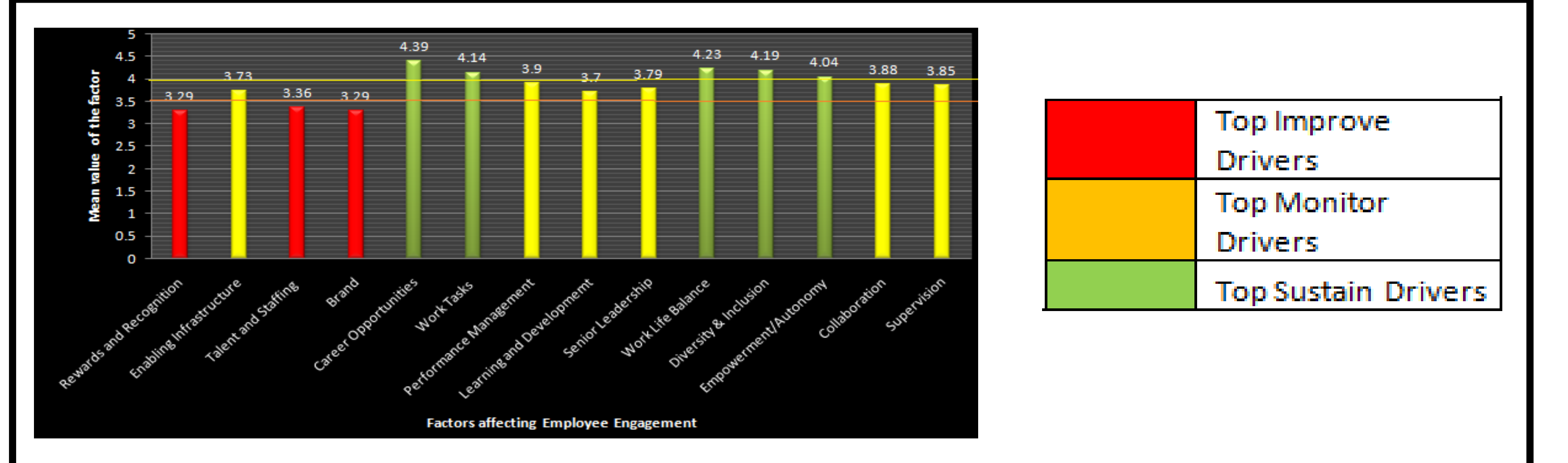
Tool Reliability Testing	
Cronbach's Alpha	No. of Items
.790	52

Principal Component Analysis

The raw scores of 52 items converged into **14 factors** namely: Rewards and Recognition, Enabling Infrastructure , Talent and Staffing, Brand, Career Opportunities, Work Tasks, Performance Management, Learning and Development, Senior Leadership, Work life Balance, Diversity and Inclusion, Empowerment/ Autonomy, Collaboration, Supervision

Guided by :
Mrs. Tanjul Saxena (Academic Mentor)
Ms. Shivani Dhir (Corporate Mentor)
Mr. Dinesh Negi
Submitted By:
Dr. Sinia Bhardwaj, MBA-HM 21, Roll no 501

FINDINGS



CONCLUSION

The top Improve drivers under concern need to be worked upon as per the recommendations suggested. The Top monitor drivers namely Enabling Infrastructure , Collaboration, Supervision act as hygiene factors and therefore to improve employee engagement it must be tried that their mean values donot fall below 3.5
The other 3 monitor drivers namely Performance Management, Learning and Development, Senior Leadership act as Motivation factors and therefore to improve employee engagement it must be tried to rise their mean values above 4.0

RECOMMENDATIONS

Rewards and Recognition
Recognizing talent and rewarding individuals for their performance
Increasing recognition of high pots and acknowledging the same through various incentives

Brand
It needs to be checked whether the brand is getting defamed because of the word of mouth(individual marketing) or wrong mass marketing
To transform employees into brand ambassadors, follow Personal Branding, Corporate Branding

Talent and Staffing
Due to the disqueued demand and supply of the human resources in the healthcare industry ,employee attraction has been difficult at Fortis
Organizing career path training to promote internal talent
Clarity on existing functional SOPs and processes