

**Summer Training at
Narayana Hrudayalaya Health City
Bangaluru
(April 9th 2012 - June 2nd 2012)**

**Study of Job Analysis Process and Job Description of Corporate Human
Resource Department**

By

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**Under the guidance of
Dr. Santosh Kumar**

**Post Graduate Diploma in Hospital and Health Management
2011-2013**



**Institute of Health Management Research,
Jaipur
2012**

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CERTIFICATE

This is to certify that Dr. Shalini Saxena from Institute of Health management Research, Jaipur has undergone summer training at Narayana Hrudayalaya Hospital, Bangalore from April 9th to June 2nd, 2012.

The candidate herself carried out all the studies related to her summer training. Her approach to the studies has been sincere, scientific and analytical. This summer training is partial fulfillment of the course requirement and is recommended for the award of Post Graduate Diploma in Hospital and Health Management.

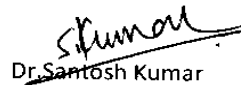
I wish her success for future endeavors.



Dr. P R Sodani

Dean Academic and Student Affairs

IHMR, Jaipur



Dr. Santosh Kumar

Mentor

IHMR, Jaipur



**Narayana
Hrudayalaya
Hospitals**

Caring with Compassion

PROJECT COMPLETION CERTIFICATE

2nd June, 2012

Bangalore.

This is to certify that Dr. Shalini Saxena, a bonafied student of first year PGDHM of IHMR, Jaipur, has undergone training from 9th April, 2012 to 2nd June, 2012 at Narayana Hrudayalaya Private Limited, Bangalore, under the specialized guidance of Jismie Jose and was working on the project titled "Job Analysis Process at Narayana Hrudayalaya Hospitals".

During this period she has successfully completed the project according to the requirements specified. I am very happy with the quality of work she has shown and wish her the best for her future endeavours.

Sachin Shenoy

Group Head, Recruitment.

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Acknowledgement

Apart from our efforts, the success of any project depends largely on the encouragement and guidelines of many others. I take this opportunity to acknowledge and extend my heartfelt gratitude to the following persons who have made the completion of this project possible.

First and foremost, I would like to thank my mentor Dr. Kapil Garg and Dr. Santosh Kumar for the valuable support and guidance at every point of the project work.

Then I would like to thank to Mr. George Thomas , Group HR head, for the valuable guidance and advice. He inspired me greatly to work in this project. His willingness to motivate me contributed tremendously to our project.

Deepest gratitude is also due to the Senior Executive HR, Ms. Jismie Jose , without her knowledge and assistance this study would not have been successful.

I wish to express my deep sense of gratitude to my Internal Guides, Mr. Ranjit Devadiga and Mr. Karan Dave for their valuable guidance and useful suggestions, which helped me in completing the project work, in time. Words are inadequate in offering our thanks to the Human resource Managers (Ms. Blossom, Mr. Sanal Menon, Mr. Sujay Bhatt) for their encouragement and cooperation in carrying out the project work.

Finally, yet importantly, I would like to express my heartfelt thanks to my beloved parents for their blessings, my friends/classmates for their help and wishes for the successful completion of this project, and to God, who made all things possible.

These two months of training has added a valuable and knowledgeable exposure in the development of my career and achievement of my objectives, for which I am highly grateful to the organization.

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SECTION A

**GENERAL PROFILING OF NARAYANA
HRUDAYALAYA HOSPITAL,BANGALORE**

1.0 Introduction

Some call it a temple. Some chose to call it the abode of saints who heal. To some, it's a last chance of survival. But to no one, it's just a hospital. Narayana Hrudayalaya (NH), means God's Compassionate Home, in Sanskrit. Situated in the city of Bangalore, almost everything about this hospital is unique, from its buildings and equipment to the doctors, nurses, and their treatment and care of patients. At the entrance to the main foyer of the hospital is a circular Chapel, equally divided into four independent quadrants, each a place of prayer and meditation for the four main religious faiths of its patient population—Hindus, Muslims, Christians, and Sikhs. The rich come here for the world's best heart care. The poor come here for the world's kindest care, for no one here is turned away for lack of funds.

Founded in 2001 by Dr. Devi Prasad Shetty, NH had grown rapidly over the years, and is set to be transformed into the world's biggest health city, with all super-specialties that the medical world offers. It houses four full fledged facilities in its health city –

1. NH Cardiac centre
2. NH –Multi-specialty hospital and Mazumdar Shaw Cancer Centre
3. Narayana Netralaya- Super specialty eye hospital
4. Sparsh - Orthopedic centre.

To provide affordable care to the masses, NH follows a hybrid strategy of attracting paying patients by virtue of its reputation for high quality, and combining this appeal with a relentless focus on lowering its costs of health care wherever possible, so that a larger number of people could afford to seek treatment. The surplus gained from paying patients is used to subsidize procedures that are performed at or below cost for patients who cannot afford the full fee.

In Bangalore NH has infrastructure to perform 30 major heart surgeries in a day. Narayana Hrudayalaya performs largest number of heart surgeries on children in the World attracting children from 26 countries. The postoperative pediatric cardiac surgical unit has 80 critical care beds to look after children who have undergone heart operations and this is World's largest Pediatric cardiac surgical Intensive Therapy Unit (ITU). Narayana Hrudayalaya is an academic institution which conducts 49 training programmes and is short-listed by the University grant commission for the status of the Deemed University.

Four years ago Narayana Hrudayalaya in association with the state government launched a Micro Health Insurance Programme called Yeshaswini, which covers the healthcare of nearly 3 million farmers and is considered as India's largest Micro Health Insurance Programme for a monthly premium of 10 rupees. This program now is launched in several other states in consultation with Narayana Hrudayalaya group.

Narayana Hrudayalaya in association with India's Space Research Organization runs one of World's largest Tele-Cardiology programs using ISRO satellite and till date has treated close to 30,000 heart patients.

Vision

Affordable quality healthcare to the masses worldwide

Mission

Dream at Narayana Hrudayalaya is "A dream of making quality Health care available to the masses worldwide"

To make the dream a reality they commit themselves to:

- 1) Being a tertiary care referral center for complex medical and surgical problems.
- 2) Developing a Health City Model, to be replicated nationally and internationally.
- 3) Excelling as an Education, Training and Research Center in Medical, Paramedical and Allied Specialties.

Concept of Health city

Narayana health city was conceptualized seven years ago by creating a conglomeration of hospitals in one campus with a 1000 bed heart hospital called Narayana Hrudayalaya, 500 bed orthopedic centre called Sparsh hospital, 300 bed eye hospital called Netralaya with the infrastructure to perform 500 cataract surgeries everyday and 1400 bed cancer hospital a joint venture of Narayana Hrudayalaya with Mrs. Kiran Mazumdar of Biocon.

Projects in the making are a 500-bed Neuro hospital, 500- bed kidney hospital and a women and children hospital. Together they will make a 5000 bed and once the entire health city is commissioned, we believe that the cost of health care should come down atleast 50%.

1.1 Quality Policy and Objective

Quality Policy

“Narayana Hrudayalaya is committed to provide professional patient care at affordable cost to reach patients globally with holistic approach and continually improve the effectiveness of quality management system”

Quality objectives

- Provide holistic, timely patient care
- Continually upgrade the knowledge and technique in patient care
- Customer relationship management

1.2 Recognition of the activities of NH:

Accreditations to the hospital-

-NABH

-JCI

NH has been honored by the following awards:

Rajyotsava award-2002, Sri M. Visvesvaraya Memorial Award -2003, Ernst & Young-Entrepreneur of the year-2003, Padmashree-2003, Dr. B.C. Roy Award 2004, Citizen Extraordinaire rotary-2004, India Innovation Award -2004 (for micro health insurance division), Social Entrepreneurship Award – World Economic Forum -2005.

Four years ago Harvard Business School chose Narayana Hrudayalaya as one of their case study and this is one of the most quoted case studies in the healthcare industry. Five years ago discovery channel made a documentary on Narayana Hrudayalaya, which was broadcasted all over the world. Four years ago Australian broadcasting corporation made a documentary about Narayana Hrudayalaya, which was broadcasted all over the world and especially in Australia during the prime time. Narayana Hrudayalaya's story is written by

Forbes, Readers Digest, and New Scientist and appears in two of the books from the Harvard Business School.

1.3 Services Offered

A. Clinical Services

- | | |
|--|-------------------------------|
| 1. Anesthesiology | 17. Bone marrow |
| transplantation | |
| 2. Breast oncology | 18. Cardiac surgery |
| 3. Cardiology | 19. Clinical genetics |
| 4. Crania maxillofacial surgery & implant logy | 20. Dental surgery |
| 5. Dermatology | 21. Dialectology |
| 6. ENT | 22. General medicine |
| 7. General Surgery | 23. Head & neck surgery |
| 8. Hematology | 24. Medical gastroenterology |
| 9. Medical oncology | 25. Nephrology |
| 10. Neurosurgery | 26. Neurology |
| 11. Obstetrics & gynecology | 27. Pediatrics |
| 12. Pediatric surgery | 28. Psychiatry |
| 13. Pulmonologist | 29. Reproductive medicine |
| 14. Solid organ transplant | 30. Surgical gastroenterology |
| 15. Surgical oncology Urology | 31. Vascular surgery |
| 16. Thoracic surgery | |

B. Diagnostic Services

- **Cath lab**
 - Interventional cardiology
 - Interventional Radiology/neurology
- **Laboratory services**
 - Biochemistry
 - Histopathology
 - Microbiology
 - Clinical pathology
 - Serology

- **Neuron electrophysiology**

ECG

ENMG

Sleep lab

- **Non Invasive Cardiology**

ECG

ECHO

TMT

Halter

- **Nuclear medicine**

PET/CT Scan

Gamma Camera

- **Radiation medicine**

Linear accelerator

Brach therapy

- **Radiology & imaging**

MRI

CT SCAN

X ray

USG

Mammography

C. Other Services Offered

- Ambulance services,
- Blood bank,
- Cardiac rehabilitation,
- Day care centre,
- Dialysis,
- Executive health check up,
- Facial prosthetic service,
- Homograft & valve banking,
- Nutrition & dietetics,
- Pharmacy,
- Pain and palliative services

Table 1

1.4. Floor Wise Location of Departments in MSH

BASEMENT	Administrative offices, Security control room, CSSD, Radiology imaging room, Engineering, Cafeteria, Housekeeping department, Linen department, Audiometry, Brachy therapy, Nuclear medicine, Pharmacy store, Yeshaswini counter, Endoscopy room.
GROUND FLOOR	Reception, Admission, Billing, Out-patient Pharmacy, OPD, Emergency, Emergency base station, Emergency admission counter, OPD consultants, , Waiting areas, Cafeteria
FIRST FLOOR	Executive OPD, Waiting area, Day care center, Chairman's office, board room, Head & neck oncology, Minor OT, Academic room, cafeteria , Admission & billing of corporate & insurance patients, Pharmacy office for Yeshaswini patients
SECOND FLOOR	General ward, Semiprivate ward, Private ward, Deluxe ward, IP Pharmacy, Return Pharmacy.
THIRD FLOOR	Wards, MICU, Isolation unit
FOURTH FLOOR	OT Complex, IP pharmacy, Transplant ICU, Adult SDICU, SICU, Dialysis unit, Palliative care unit.
FIFTH FLOOR	Wards, PITU, NICU, Pediatric SDICU, Transplant ICU, Delivery room, Day care unit, Pediatric OPD, Gynecology OPD, Triage room, Infrastructure for 8 new OT, Women & Child care unit.
SIXTH FLOOR	Dialysis unit
SEVENTH FLOOR	Oncology department, Day care unit, Hematology department, Chemotherapy unit , Cafeteria, Auditorium, Admission counter, Day Care Pharmacy
EIGHTH FLOOR	Stem Cell Research Centre, Administrative Office

2. Hospital Profiling

2.1 Front Office & OPD

2.1.1 Introduction

The out-patient department (OPD) often called “shop window” & front office (which is first point of contact between patients & hospital) becomes a key area which can made or mar the reputation of the hospital. There are two types of OPD -one is General OPD & the other is called Executive OPD (fast track OPD).

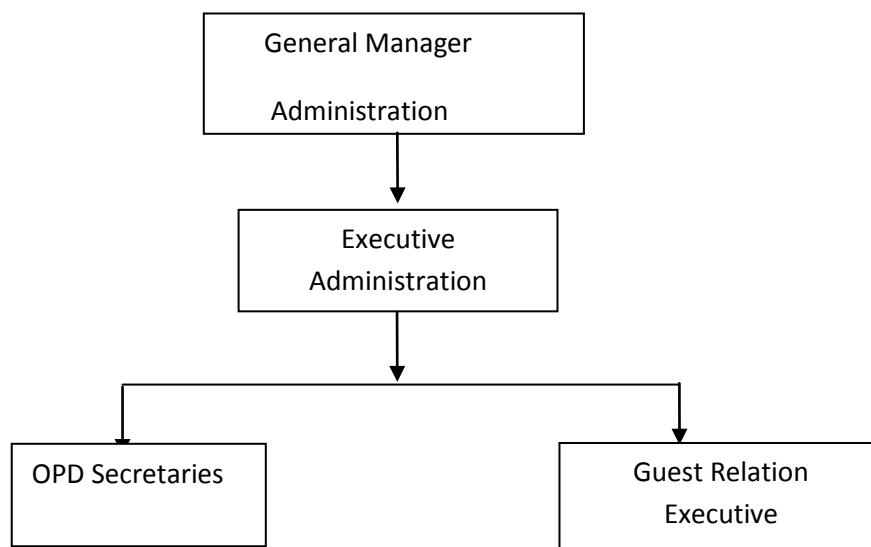
Executive OPD –also called fast track OPD, there is personalized care by secretary. Doctors come to patients and waiting time is also less & charges are higher than general OPD.

2.1.2 Location & Layout

At the entrance of hospital there is one enquiry counter & 2 registration counters, where the registration of all patients is done.

There are two types of OPD -one is General OPD on ground floor & Executive OPD (fast track) on the first floor.

2.1.3 Organogram of OPD



2.1.4 Table Depicting Staffing Pattern in OPD

Table 2

Sr No	Position	Area of operation	No.	Reporting authority	Shift time	Qualification
1.	Executive administrator	Front office	1	General manger administration	9:00 am – 5:00 pm	MHA/MBA
2.	Guest relation executive	Front office	3	General manger administration	Morning shift 7:00 am – 3:00 pm general shift 9:00 am – 5:00 pm Evening shift 11:00 am - 7:00 pm	Graduate/non graduate
3	OPD secretary	Front office	12	General manger administration	Morning shift 7:00 am – 3:00 pm general shift 9:00 am – 5:00 pm. evening shift 11:00 am - 7:00 pm	Graduate/non graduate

2.2 Admission, Billing & Discharge

2.2.1 Introduction

Accurate and timely billing and admission procedures are critical to the success of any health care organization. The complexity of the health care industry has resulted in an equally complex process for billing and admissions.

2.2.2 Admission Process

Admission is the process whereby the hospital accepts responsibility for the patient's care or treatment.

Types of admission:

Planned admission - A planned admission is an inpatient admission of a patient pre-planned in advance of the patient's presentation for inpatient care.

Admission from doctor's offices - Patients may be directly admitted by Consultants from their offices in the outpatient clinic. The request for admission form shall be completed in the clinic and submitted to the admitting desk. The admitting desk shall complete the necessary admission process & the patient shall be escorted to the assigned bed.

Admissions from the emergency room - Emergency room patients requiring inpatient admission shall have the request for admission form and other required information forwarded to the Admitting Desk. The Admitting Desk shall complete the admission process and the patient shall be transported from the emergency room to the assigned bed.

Discharge Process

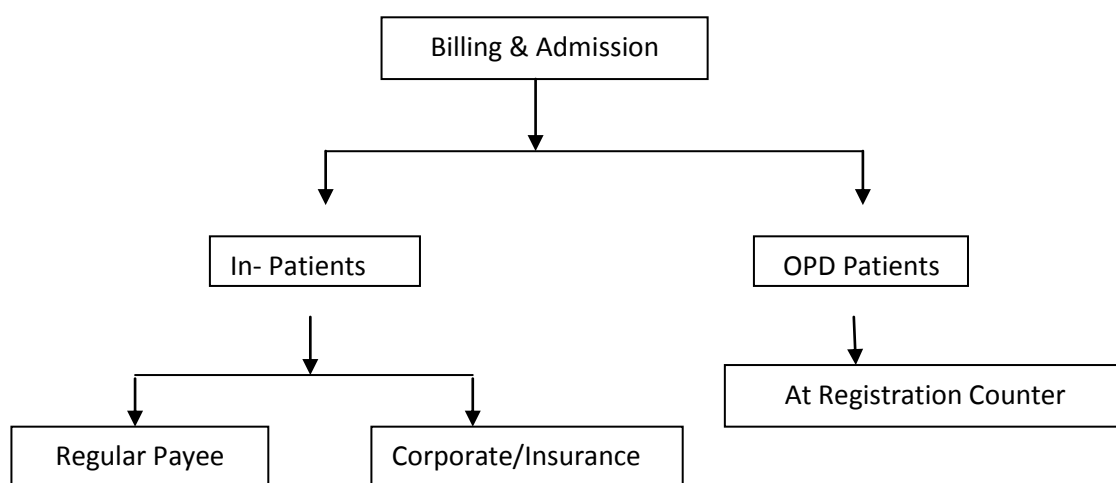
- Discharge procedures shall be followed to ensure patients are discharged effectively and efficiently, allowing for optimal utilization of available resources.
- An authorized hospital discharge shall only be made by an authorized, written order. However, a patient may discharge himself/herself against medical advice.
- The plan for discharge shall be informed to the MRD, who in turn shall intimate to the police in case of discharge against medical advice or death.
- The Senior Consultant / Consultant shall document discharge instructions in the discharge order at the time of anticipated discharge.

- Discharge Summary shall be prepared and the Consultant signs the discharge summary, the patient shall be provided a copy.
- The floor coordinators shall be the responsible person to ensure compliance with this policy.
- The nurse shall be responsible for completing the discharge checklist and explaining the discharge summary to the patient. Patient/family understanding shall be documented on the discharge checklist by obtaining the patient/family signature.
- The discharge summary shall contain:
 - a. The reason for admission, diagnosis
 - b. Allergies
 - c. Significant findings
 - d. Any diagnosis
 - e. Procedures performed
 - f. Any medications administered
 - g. Condition at discharge
 - h. Discharge medications and follow-up instructions

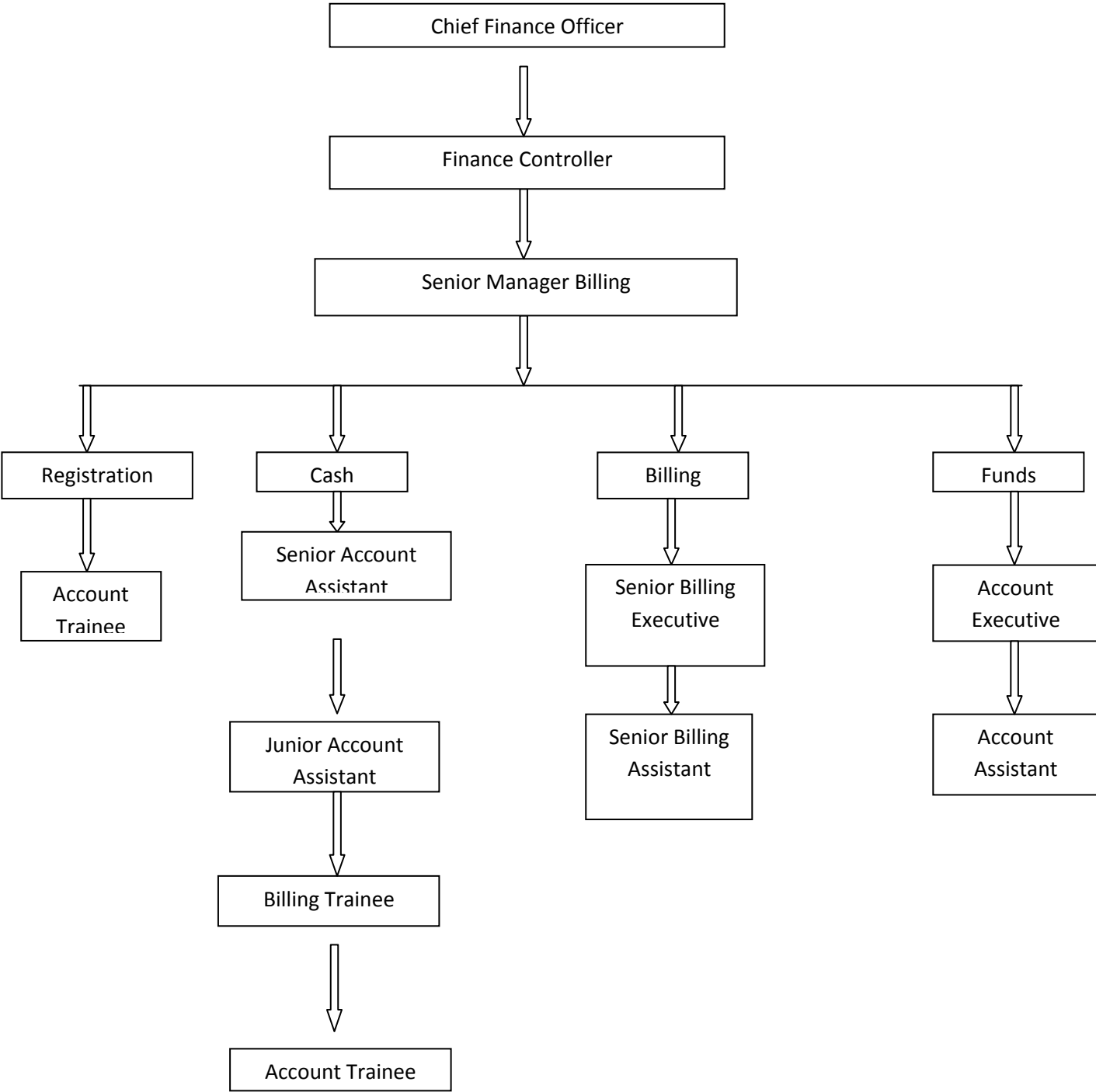
2.2.3 Location & Layout

There is separate billing counter for OPD (at registration counter) & In- patients.

The billing & admission counter for In- patients (regular payee) is present on ground floor & for corporate /insurance patients is present on first floor.



2.2.3 Organogram



2.2.4 Staffing Pattern

Table 3

Sr no.	Position	Area of Operation	Number	Reporting Authority	Shift Time	Qualification
1	Senior billing executive	In patient billing	3	Senior manager billing	9:00 am – 5:00 pm	B.Com
2	Senior billing assistant	Registration / cash	6	Senior manager billing	7:00 am – 3:00 pm	B.Com
3	Senior accounts assistant	Cash	4	Senior manager billing	12:30 pm – 8:30 pm	B.Com
4	Junior accounts assistant	Registration	5	Senior manager billing	10:00 am – 6:00 pm	B.Com
5	Account assistant	Funds enquiry	2	Senior manager billing	10:00 am – 6:00 pm	B.Com
6	Account trainee/ billing intern	Cash(night shift)	2	Senior manager billing	7:00pm – 8:00 am	B.Com

SECTION B

PROJECT

JOB ANALYSIS PROCESS

AND

JOB DESCRIPTION OF CORPORATE HUMAN

RESOURCE DEPARTMENT

Job Description

1. Introduction:-

A **job** is a collection of tasks and responsibilities that an employee is responsible to conduct. Jobs have titles. A **task** is typically defined as a unit of work, that is, a set of activities needed to produce some result, e.g., vacuuming a carpet, writing memo, sorting the mail, etc. Complex positions in the organization may include a large number of tasks, which are sometimes referred to as **functions**

Job descriptions are written statement that describe the duties ,responsibilities, required qualifications, and reporting relationships of a particular job. Job description are based on objective information obtained through job analysis, an understanding of the competencies and skills required to accomplish needed tasks, and the needs of the organization to produce work. Job description clearly identify and spell out the responsibilities of a specific job. Job description also include information about working conditions, tools, equipments used, knowledge and skills needed, and relationships with other positions.

A well written job description will help you align employee direction. Alignment of the people you employ with your goals, vision, and mission spells success for your organization.

Job description set clear expectations for what you expect from people. According to Ferdinand Fournies in *Why Don't Employees Do What They're Supposed to Do and What To Do About It,*" this is the first place to look if people aren't doing what you want them to do. He says you need to make certain that they clearly understand your expectations. This understanding starts with the job description. Job description helps you cover all your legal bases.

Importance:-

- The job description is important for an effective performance evaluation process.

- The job description is a formal method of communicating work planning and feedback.
- This can help an organization identify areas of weakness of an incumbent and focus training efforts in these areas.
- A definite asset for wrongful termination lawsuits or claims of prejudice and/or discrimination
- This is particularly valuable for recruiting as potential employees can obtain a clear understanding of the job during interview.
 - Provides the Director, as well as co-workers with an understanding and appreciation for the how the job contributes to the achievement of the organization's goal

2.Objective:

To prepare the job description of the department assigned.

3. Methodology:

3.1 Study area- Corporate human resource department of Narayana Hrudayalaya hospital, Bengaluru..

Respondents- 12

3.2 Study Method-

1. The first step was to understand the job profile of concern employees. That was done by collecting and reviewing available job information at the hospital. The objective was to develop an understanding of the job responsibilities and qualifications necessary for the job.
2. The next step was to identify the specific work included in the job . A questionnaire was developed to obtain information from employees and supervisors. The questionnaire included specific and directed questions related to the job responsibilities along with areas for additional input.
3. Next, the information was analyzed and the job description are created. The final description include information collected through the questionnaire and interviewing

the supervisors. The description included typical duties, required and preferred qualifications and grade to each job.

3.3 Method of Data collection-

Primary Data:- The methods can be broadly classified as given below:-

A. Observation: -

In this method the individuals performing the job were observed and relevant points were noted, Method was helpful in making detailed profile of the department and the job profile.

B. **Questionnaire method:** - An unstructured questionnaire was prepared and administered to collect data pertaining to job information from respondents.

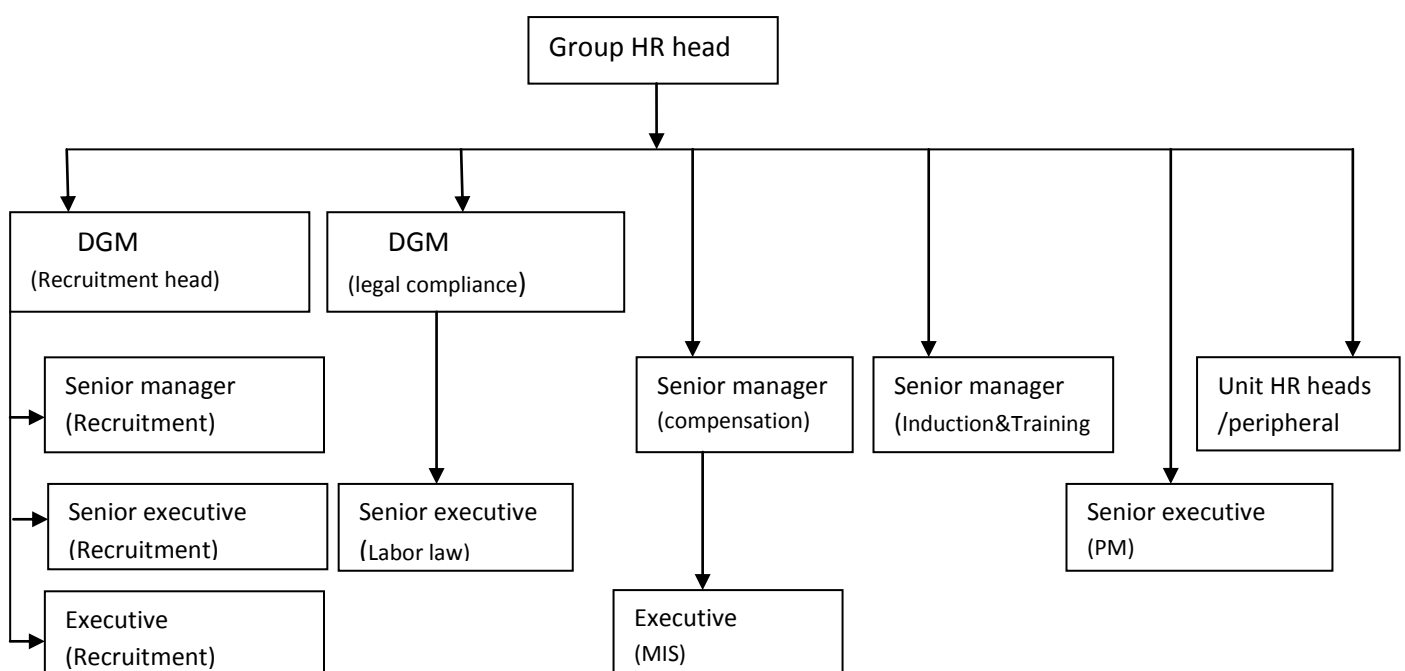
C. **Interview method:-** An unstructured interview was conducted with the head of department to identify certain requirements of job.

Secondary Data: -

In this, all the job related information is gathered from the existing records.

4. Findings:

4.1 Department Hierarchy



4.2 Job Description

Designation	Executive HR (Recruitment)
Job purpose	Assist in recruiting best manpower at right time with best cost effective way
Reporting to	Group recruitment Head
Job Responsibilities	- Understand staffing needs, job specifications, qualifications and skills. - Managing end-to-end supply chain of sourcing in terms of Hiring Agencies, Employee Referral Program, and Advertisements etc - Sourcing profiles through job portal, database, references etc and short listing the relevant profiles and processing further. - Conduct interviews, short listing candidates and coordinating the same with the seniors. Also to look after out station recruitment -Communicate with candidates with the status updates, reference requirement etc. - Post interview follow up. -Perform reference checks on potential employees. - Issuing offer letters - Guiding, directing and developing a team of executives - Monitoring the Selection Process - Mapping and Documenting of all processes related to the recruitment function.
Desired profile	
Education	MBA (Full Time) /PGDM
Experience	Min 4 years of post MBA experience. Hands on experience in recruitment

Skills	• Should be able to lead a team • Excellent communication skills. • Should have good negotiation skills.
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Designation	Manager HR (Recruitment)
Job Purpose	Assist in recruiting best manpower at right time with best cost effective way
Reporting to	Group recruitment head
Job Responsibilities	- Manpower planning in consultation with the Functional heads. - Develops and maintains network of contacts to help identify and source qualified candidates. - Liaise with consultants/vendors to meet staffing requirement - Coordinate recruitment activities for any manager level recruitments - Conduct interviews, short listing candidates and coordinating the same with the seniors. Also to look after out station recruitment - Updating recruitment process and redefining it. - Campus hiring.
Desired Profile	
Education	MBA (HR)
Experience	Min. 5 years post MBA experience
Skills	Excellent Interpersonal skills Excellent communication skills

Designation	Senior Manager (Compensation)
Job Purpose	To develop compensation policies to retain existing and attract new/fresh talent End to end planning and execution of Compensation & Benefits processes.
Reporting to	Group HR head
Job Responsibilities	-Aid and development of incentive pay program. -Monitoring the organization's salary structure and benefits provision. -Ensure that all new hires in the organization are in compliance with pay structure and company policies -Prepare and present cost(employee) analysis to the management monthly -Developing and implementing new benefit packages, ensuring that these are current and competitive and in line with legal requirements. -Help prepare compensation budgets annually. -Manage and organize the compensation review for the hospital in accord to the budget and market condition. -Direct preparation and distribution of written and verbal information to inform employees of benefits, compensation, and HR policies -Identifying and determining the causes of personnel problems and developing recommendations for improvement. -Liaise closely with industry peer groups and assimilate emerging C&B trends and practices so as to explore potential fit with organization's existing and anticipated business / people challenges. -Offer potential C&B design solutions for optimizing investments in salaries and benefits.
Desired Profile	
Education	MBA/PGDM

Experience	7-10 years
Skills	• Excellent Communication Skills. • Excellent attention to detail and documentation skills. • Must be proficient in Microsoft Word, Excel, and Power Point. • Proactive individual who is going to take a hands-on approach in regards to growing and building a compensation module.

Designation	Executive HR (Legal and compliance)
Job Purpose	To accomplish full compliance of statutory requirements under various labor laws at all branches of Narayana Hrudayalaya hospital.
Reporting to	DGM (legal and compliance)
Job Responsibilities	-Provide legal support and direction for a variety of employment and personnel-related policies and programs - Provide expertise to regional Human Resource team and Operation team on labor and employment law matters -Address, anticipate and shape employment and related employment law issues, positions and policies throughout the organization -Manage statutory compliances relating to Labor & Employment Laws across all facilities - Prepare checklist for return submission and compliance. - Follow up timely returns submission - Timely renewal of hospital licenses and agreements.
Desired Profile	Candidates with Labor/Employment laws experience HR candidates who have done LLB/LLM or with experience in

	Labour/Employment Laws.
--	-------------------------

Designation	Senior Manager HR (Training and Induction)
Job Purpose	To cater to learning and development needs of the company.
Reporting to	Group HR head
Job Responsibilities	-To plan and conduct a proper on job training program of the staff in association with concerned departments -A proper orientation and hospital induction program of new employees should be planned and conducted as a part of HD. -Organize seminars, workshops, conducting internal and external training to staff - Provide inputs, facilitate and supervise the Induction Training provided to all employees. -Provide support in designing the training module including the content as well as the mode of delivery. -Conduct a Training needs analysis by analyzing the performance review data in consultation with managers and department heads. -Arrange and co-facilitate career development programs that help employee retention, individual development and domain expertise. -Evaluate the Quality of training imparted and use the feedback to improve the same. -Collate the data for Training Need Identification. -Prepare the Training calendar in co-ordination with team -Ensure the implementation of the training as per the training calendar
Desired Profile	Any graduate with certification in learning and development /MBA/PGDM 5-7 years

- | | |
|--|--|
| | <ul style="list-style-type: none">• At least 4 years experience in developing training content for specific training requirements.• Good written and oral communication skills• Good interpersonal skills• Good analytical skills• Knowledge of MS Office, excel, word, power point. |
|--|--|

Designation	Senior Executive HR (Performance management)
Job Purpose	To handle the employee performance management system in the hospital.
Reporting to	Group HR head
Job Responsibilities	- Developing, Implementing and monitoring Performance Management Systems for all staff employees - Tracking systematically the list of employees in the staff cadre eligible for Performance Appraisals. - Ensure the Annual Performance Appraisal process gets completed in time. - Ensure normalization process is carried out as per the hospital policy. -To develop and update job description of employees on periodic basis in co-ordination with other departments. -To set objectives and KRAs for various departments and individuals. -To perform competency mapping procedure and succession planning for employees in the hospital.
Desired Profile	• MBA/PGDM • Experience of 3 or more years in similar organizations • Excellent communication skills • Knowledge of MS Office.

Designation	Senior executive HR (Policy making)
Job Purpose	To develop policies to standardize processes and procedures in organization.
Reporting to	Group HR head
Job Responsibilities	- Develop various HR policies in the hospital . - Customize the software based on the Organization need - Development of modules which assist in generating reports (either centralized at IT OR ability to customize report generation based on the hierarchy - Take care of employee deputation - Development of new modules (centralized as far as possible) as per the instructions from the Senior management
Desired Profile	• Any Postgraduate with prior experience of handling HRMS. • Experience of 4-6 years. • Good verbal and written communication skills. • Computer Proficiency

Designation	Executive HR (MIS)
Job Purpose	To manage the database for easy accessibility and analysis.
Reporting to	Senior manager (compensation)
Job Responsibilities	-Creating and maintaining reports in Excel that allows the senior management to get information on hospital activities -To maintain all the record for the Employee in the Organization working at present and had been working earlier. -Design reporting formats to provide accurate information in a clear and concise manner - To maintain the attendance of all the employees in the hospital on day to day basis. - Mapping of Data to provide trend analysis. - To ensure that the attendance, leave and overtime is updated in the records manually or computer on daily basis. - To prepare the salary statement in regards to the no. of days of working and paid leaves. The said ready report for the statement for the salary should be forwarded to the accounts department for preparation of the cheques for the salary
Desired Profile	• Education: Any Graduate/Any PG Course • MIS Database handling skills • Access Knowledge • Good Communication skills • Excellent Excel skills

5. Annexure

Position Description Questionnaire

Respected madam/sir,

As a part of my project I would like to gather some information from you which would help me in completion of my study. I would be obliged if you cooperate with me in filling the questionnaire.

Kindly fill the questionnaire

Name: _____

Date: _____

I.

Position title	
Position reporting to	

II.

- Qualification : _____ (Required)
- Experience : _____ (Required)

III.

1. Purpose of the job

i) Why does this position exist?

ii) What is it expected to accomplish?

2. Essential job functions:

a)

i) Daily duties & activities

ii) Periodical/ monthly/ yearly activities

iii) Key Responsibilities of position title

b)

i) List most important activities to least important

Essential Function	How Outcomes Could be Measured

ii) List most time consuming responsibilities.

3. Secondary job function

Activities/ duties/ responsibilities performed occasionally or “as needed” basis

4. Supervisory/ management responsibility

5. Job Momentous

If you are on leave a particular day, can this job be handled by anybody else?
mention.

Thank you for completing the Job Description Questionnaire. If you have additional job-related information you wish to provide, please enter them here:

Signature :

6. References

- 1.HRM in hospital – R C Goyal
- 2.Hospital planning – B M Sakharkar.
- 3.Effective Hospital Management – Pragna Pai.
- 4.Human Resoource Management – Robbins