

HRM (Human Resource Management)		DH/ITSGN/SOP/HRM/01	
Implementation Date		Review Date	
Prepared By		Approved By	

HRM-1. HUMAN RESOURCE PLANNING

HR Planning

For every specific activity performed in patient care, staff has been employed commensurate with the qualification, experience and skills required for the job defined. Manpower is planned after analyzing the existing positions and estimating the job vacancies.

Job specification & job description are well defined for each category of staff.

The staffing caters for shift and roster duties, leave reserves and variation in workload.

Pre- employment reference checks are performed in the prescribed Performa for every employee selected for employment. Antecedent check is done for employees with special reference to criminal/ negligence background.

HRM-2. ORIENTATION OF STAFF

Orientation of staff. Orientation upon joining is mandatory. For each staff, orientation includes HR policies, service standards, vision, mission and values, patient's rights and responsibilities and rights & responsibilities of employees. Orientation program is conducted once in 15 days for all new joiners.

HRM-3& 4. TRAINING OF THE STAFF

Training & Development Policy

Special emphasis is laid on training and development of staff of each category. The policy covers various aspects of ITSDH functioning, roles and responsibilities to be carried out and safety & risk issues.

A training calendar has been prepared that ensures timely conduct of training and monitoring. Training Calendar is at Annexure-I to this document.

Training on risks is included in Training calendar. Staff is also made aware of reporting of an untoward incident.

The training is mandatory for staff / personnel whenever there is a change in job profile/ description/charter of duties or up gradation in role.

Responsibility for conduct of training is delineated in the Training Calendar.

Feedback of participants is taken for all conducted training programs.

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HRM-5. APPRAISAL SYSTEM

Performance appraisal is carried out for each employee once a year at the end of financial year as per format given at Annexure –II.

For a new employee, an interim appraisal is carried out at 6 months.

Parameters of appraisal are part of orientation training of staff.

HRM-6. DISCIPLINARY PROCEDURES

Following constitutes a discipline breach

- Undesirable behaviour with patients/visitors.
- Undesirable behaviour with staff and consultants
- Wilful neglect of duties which may or may not lead to injury, loss or damage.
- Disruption of smooth functioning of the hospital
- Any action that leads to injury/loss or damage to patients / visitors and / or staff of the clinic.

Undesirable behaviour means disruptive behaviour, using foul language/gestures or activities, harassment of patients, visitors or staff, habitual late arrival, inciting other staff members, damage to clinic property or reputation and any other manner of behaviour that has caused or has the potential to cause loss or damage to the clinic in any manner.

Each instance of discipline breach shall be reported and recorded as **Incident Report**. A record shall also be made in the personal file of the staff member.

Administrator shall be responsible to maintain discipline in the clinic.

Each instance of breach in discipline will be investigated by the Administrator who will take necessary action as appropriate.

All instances where wilful default is suspected, recourse to approaching law enforcement agencies shall invariably be considered and will be carried out in all cases of discipline beach leading to grievous injury to anyone.

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HRM-7: GRIEVANCE HANDLING

All staff members are apprised of their right to complaint.

Complaint can be submitted in writing or verbally.

In each case, complainant and accused shall be heard.

Administrator is the first level of redress.

An appeal can be made to the principal.

Record of each complaint made shall be kept in Complaint register wherein redress actions shall also be recorded.

In all cases, redress shall be completed within three weeks of submission of complaint. In case of delay the complainant shall be kept informed.

Redress as granted shall be recorded in the Complaint Register.

Discipline & Grievance Redress Committee

Constitution

- Chairperson: Dr.SachitAnand Arora
- Member 1: Mr. Vijay Sharma
- Member 2: Dr.MousumiGoswami
- Member 3: Dr.Manisha Lakhnupal
- Member 4: Dr. Monika Jain (External Member)

Committee shall meet once every quarter and record of all meetings shall be maintained.

All cases of alleged sexual assault shall be investigated by this committee.

Report shall be made to police as applicable.

HRM-8. HEALTH NEEDS OF THE EMPLOYEES

Pre-employment medical examination is conducted for all employees involved directly or indirectly in patient care.

Health check of doctors & nurses is done annually. The findings are documented.

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The staff are trained in safe healthcare practices.

Vaccination for hepatitis B is provided & vaccination records are maintained.

HRM-9. PERSONAL RECORD FOR EACH STAFF MEMBER

Each staff has a personal file containing following information:

- Credentialing information – Qualification, experience, job profile.
- Disciplinary background including background check from previous employer. In case previous employer cannot be contacted: a copy of communication made for the same

For consultant – They are asked to provide two references that can be approached for verification.

For all other staff – Police verification is carried out.

- Records of all training/workshops attended by the staff member and results of all evaluations
- Performance appraisals
- Health check and vaccination records (for applicable employees)

Each file has a checklist as given at Annexure –III.

HRM-10. CREDENTIALING AND PRIVILEGING OF MEDICAL PROFESSIONALS

Credentialing and privileging is carried out for all doctors permitted to provide patient care without supervision. Format as given at Annexure – IV will be used. The information is verified from concerned authority.

No consultant shall exceed the privileges granted.

Privileging for consultants shall be carried out by the principal.

HRM-11. CREDENTIALING AND PRIVILEGING OF NURSES & ALLIED PROFESSIONALS

Credentialing and privileging shall be carried out for all nurses, technicians and dental hygienist. Format as given at Annexure –V will be used. The information shall be verified from concerned authority.

No person shall exceed the privileges granted.

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Privileging shall be carried out by Administrator in consultation with principal.

HRM-12. JOB RESPONSIBILITIES OF AUXILIARY STAFF

Assisting staff like DCA are assigned routine work like dispensing of instruments & materials. They are not assigned any clinical work.

HRM-13 FUNDING FOR TEACHING STAFF ATTENDING CONFERENCES/WORKSHOPS

By order from The Chair college authorities have decided to reimburse conference expenses for attending specialty conference in a year as per the following entitlements:

Designation	Amount Rs. (maximum upto)
Professor	25,000/-
Reader	15000/-
Sr. Lecturer	7,000/-

Conditions:

1. Amount - Includes travel, Stay & conference registration.
2. Document required - Proof of conference registration, attendance certificate & original bills.
3. Eligibility
 - i. Minimum one year of service from the date of joining in the institution.
 - ii. As per Dental Council of India requirements, the following conditions are to be met for reflecting in the inspection proformas.

§ Presentation of Scientific Paper/Poster

Or

§ Chairing of the Scientific Session/Judging of papers – posters

Or

§ Member of Panel Discussion

Or

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§ Member of the Organizing Committee of the Conference.

Or

§ Conducting a preconvention/ Preconference course.

iii. At a time only 50% of the faculty from the department will be allowed to attend the conference in the interest of patient care and teaching and provided it does not clash with any other activity going on in the college.

iv. It has been observed that faculty members proceed to attend the conference without prior permission of sanctioning authority, thus permission must be obtained at least 15 days before proceeding for conference.

v. The final permission for the participation in the conference rests with the college authorities.

vi. The bills for reimbursement must be submitted along with the attendance certificate & a copy of the academic leave application within 7 days after attending the conference.

These instructions must be strictly followed failing which necessary disciplinary action will be taken and no reimbursement of expenses will be sanctioned.

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Annexure – I

Training Calendar

Category of Staff	Jan – Mar (Event & Responsibility)	Apr – Jun (Event & Responsibility)	Jul – Sep (Event & Responsibility)	Oct – Dec (Event & Responsibility)
Doctors				
Nurses				
Technicians				
Administrative Staff				

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Annexure-II

ANNUAL APPRAISAL FOR NON ACADEMIC STAFF

Part – I: To be filled by employee

1. Responsibilities shared:
2. Other short term responsibilities shared at Institute level (related to Admissions/ Examinations/ Hostel/ Anti ragging/ Sports/ Cultural/ professional Society/ any other):
3. Please mention any other useful contributions made by you during the session in the interest of the Institution:
4. Difficulties faced if any:
5. Any suggestions/ improvements/ training required:

Part- II: To be filled by HOD

S.N.	Performance Indicators	Outstanding	Excellent	Good	Average	Below Average
		5	4	3	2	1
1	Job Knowledge/Goal/KRA					
2	Capacity to shoulder additional responsibility					
3	Accuracy/Quality(conversion ratio)					
4	Attendance & Office Discipline					
5	Relationship with superiors/Team/others					
6	Problem Solving					
7	Adaptability & Dependability					
8	Managing People / Team Management					

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9	Communication skills					
10	Initiatives and Responsibilities					
11	Creativity/ innovation					
12	Work Behavior					
	Overall assessment					

Over All Grading _____

<input type="checkbox"/> 81%-100%	<p>Outstanding</p> <p>Performance is exceptional and far exceeds expectations. Consistently demonstrates excellent standards in all job requirements.</p>
<input type="checkbox"/> 61%-80%	<p>Excellent</p> <p>Performance is consistent, and exceeds expectations in all situations.</p>
<input type="checkbox"/> 41%-60%	<p>Good</p> <p>Performance is consistent. Clearly meets essential requirements of job.</p>
<input type="checkbox"/> 21%-40%	<p>Average</p> <p>Performance is inconsistent. Meets requirements of the job occasionally. Supervision and training is required for most problem areas.</p>
<input type="checkbox"/> 0%-20%	<p>Below Average</p> <p>Performance does not meet the minimum requirements of the job.</p>

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KEY PERFORMANCE INDICATORS FOR FACULTY

2.1 – 2.5) Number of Research Projects /Publications Undertaken

2.6 Membership of Professional Bodies

Sr. No	RESEARCH	NUMBER OF PROJECT INITIATED IN HOUSE (2.1)	NUMBER OF PROJECT COMPLETED IN HOUSE (2.2)	NUMBER OF RESEARCH PROJECT FUNDED BY GOVT/ICMR/ CSIR (2.3)	NO. OF PUBLICATIONS PUB MED / MEDLINE INDEXED JOURNAL (2.4 -a)	NO. OF PUBLICATIONS IN INDEXED JOURNAL OTHER THAN PUB MED / MEDLINE (2.4 -b)	NO. OF PUBLICATIONS AS CO AUTHOR IN PUB MED / MEDLINE AND INDEXED JOURNAL (2.5)
1.	As Guide						
2.	As Faculty						

2.7 Participation in National & International Conferences

***Enclose a copy of related Proofs**

NOTE: In addition to above, if you want to highlight something about your achievement during this period, please mention below:

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Annexure-III

Employee Personal File Checklist

Documents Check-List		
S.No.	Required Documents	Status
1.1	Manpower Request Form	
1.1	Resume	
2	Pre Joining Report	
2.1	Candidate Profile	
2.2	Interview assessment sheet	
2.3	Any other Test Report	
3	Post Joining Report	
3.1	Joining Report	
3.2	JD Accepted Copy	
3.3	Pre Medical Checkup report	
3.4	Vaccination Record	
3.5	Offer Letter	
3.6	Appointment Letter (Accepted Copy)	
4	Salary account details	
5	Relieving and Experience Letter From Previous Company	
6	Last 3 Month Salary Slip From Previous Company or Bank Statement	
7	Background/Police Verification Report	
8	Photo ID and Address Proof (Passport/Voter ID/Adhar Card(any other Govt. ID)	
9	Attested photocopy of educational testimonials (10th/12th/Graduation/PG(If Applicable)	
10	Registration Certificate of Doctors, Nurse, Technician & others	
11	From16/ITR & Copy of Pan Card	
12	PF Form Nomination form	
13	Passport size photograph 3 No's	
14	Induction Feedback	
15	Training Records	

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16	Anti Sexual Harassment form	
17	Confirmation letter (Confirmation Assessment Report)	
18	Warning Letters (if any)	
19	PIP Letters (if any)	
20	Promotion Letter	
21	Appraisal Letter Along with Annual Assessment Report	
22	Resignation letter & Exit Form	
23	Relieving & Experience Letter from ITS	
24	NDC & F&F Statement	
25	Other Letters	

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Annexure – IV

DOCTORS' CREDENTIALING & PRIVILEGING FORM FOR THE YEAR

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1.	Particulars			
	Name	Dr.		Signature & date
	Date of Joining			
	Year of Graduation			
2.	Credentials			
	Level	Degree	Institution	
	Graduate			
	Post Graduate			
	Post Doctoral			
	Fellowships			
	Trainings			
	Workshops			
3.	Privileges Sought & Granted			
	Procedure/ Skill Name	Sought (Please tick)	Granted (Please tick)	Remarks
	Date:			Signature of Approving Person

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Annexure –V

NURSES’ CREDENTIALING & PRIVILEGING FORM FOR THE YEAR

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1.	Particulars			
	Name		Signature & date	
	Date of Joining			
	Year of Graduation			
2.	Credentials			
	Level	Degree	Institution	
	Graduate			
	Post Graduate			
	Post Doctoral			
	Fellowships			
	Trainings			
	Workshops			
3.	Privileges Sought & Granted			
	Procedure/ Skill Name	Sought (Please tick)	Granted (Please tick)	Remarks
Date:			Signature of Approving Person	

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Annexure –V

ALLIED PROFESSIONALS’ CREDENTIALING & PRIVILEGING FORM FOR THE
YEAR

1.	Particulars			
	Name		Signature & date	
	Date of Joining			
	Year of Graduation			
2.	Credentials			
	Level	Degree	Institution	
	Graduate			
	Post Graduate			
	Post Doctoral			
	Fellowships			
	Trainings			
	Workshops			
3.	Privileges Sought & Granted			
	Procedure/ Skill Name	Sought (Please tick)	Granted (Please tick)	Remarks
Date:			Signature of Approving Person	