<u>SUMMER INTERNSHIP REPORT</u>

On the topic

Recruitment and Selection Process of FMRI in the Department of Human Resource

at

Fortis Memorial Research Institute, Gurugram

(April 4th To June 17th, 2022)

A Report

By

Jayati Bansal

&

Dr. Shravan K. Anil

PGDM (Hospital and Health Management)

2021-2023

International Institute of Health Management Research, New Delhi

<u>ACKNOWLEDGEMENT</u>

June 17, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Jayati Bansal** has undergone an internship in the "Department of Human Resources" from **April 04, 2022** to **June 17, 2022** at Fortis Memorial Research Institute, Gurgaon.

During this period, she exhibited a high level of professionalism and a tremendous zest for learning.

We wish **Ms. Jayati Bansal** all the best in her future endeavors.

With Best Wishes,

Shivani Dhir
SBU Head-Learning & Development

Head of Department

FEEDBACK FORM
(Organization Supervisor)

Name of the Student: Jayati Bansal

Summer Internship Institution: Fortis Memorial Research Institute

Area of Summer Internship: Human Resource — All functions

Attendance: Very Regular

Objectives met: Yes – Always made extra efforts when required, very sincere and punctual.

Deliverables: Operational tasks, project on talent acquisition has contributed to the organisation in a valuable way

Strengths: Very creative, hardworking

Suggestions for Improvement: If having any vacancy we can hire her, she proved to be good resource.

Signature of the Officer-in-Charge (Internship)

Date: 13/06/22
Place: FMRI Gurgaon

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Fortis MEMORIAL
RESEARCH INSTITUTE
GURUGRAM

FORTIS MEMORIAL RESEARCH INSTITUTE
Sector 44 (Opp. HUDA City Centre Metro
Station), Gurugram 122 002, Haryana (India)
Tel   : +91 124 496 2200
           +91 124 716 2200
Fax   : +91 124 496 2222
Emergency: +91 124 421 3333
Ambulance : 105010

Email   : fmri@fortishealthcare.com
Website : www.fmri.in
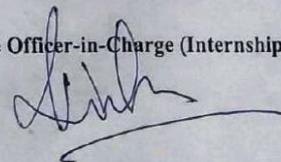
June 17, 2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Dr. Shravan k. Anil** has undergone an internship in the "**Department of Human Resources**" from **April 04, 2022 to June 17, 2022** at Fortis Memorial Research Institute, Gurgaon.

During this period, he exhibited a high level of professionalism and a tremendous zest for learning.

We wish **Dr. Shravan k. Anil** all the best in his future endeavors.
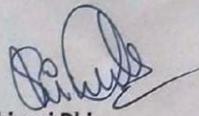
With Best Wishes,

Shivani Dhir
SBU Head-Learning & Development
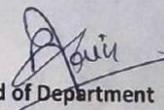
Head of Department

FEEDBACK FORM

(Organization Supervisor)

Name of the Student: Dr. Shravan K. Anil

Summer Internship Institution: Fortis Memorial Research Institute

Area of Summer Internship: Human Resources- All functions.

Attendance: Very Regular.

Objectives met: Yes. — Punctual, Sincere, Goal Oriented, made extra efforts when required, did justice to whatever assigned.

Deliverables:

↳ Operational tasks, project on talent acquisition has contributed to the organisation in a valuable way.

Strengths:

↳ Shravan is very talented & hardworking.

Suggestions for Improvement: His keenness to learn more will take him to great heights.

Signature of the Officer-in-Charge (Internship)

Date: 17/June/2022

Place:

FMRI (Gurgaon) Unit.

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<u>ABBREVIATIONS</u>

- FMRI- FORTIS MEMORIAL RESEARCH INSTITUTE
- SM- SENIOR MANAGER
- AM- ASSISTANT MANAGER
- AGM- ASSOCIATE GENERAL MANAGER
- DM- DEPUTY MANAGER

CHAPTER-1 OVERVIEW

ABOUT FORTIS MEMORIAL RESEARCH INSTITUTE

Fortis Healthcare Limited – an IHH Healthcare Berhad Company – is a leading integrated healthcare services provider in India. It is one of the largest healthcare organisations in the country with 36 healthcare facilities (including projects under development), 4000 operational beds and over 400 diagnostics centres (including JVs). Fortis is present in India, United Arab Emirates (UAE) & Sri Lanka. The Company is listed on the BSE Ltd and National Stock Exchange (NSE) of India. It draws strength from its partnership with global major and parent company, IHH, to build upon its culture of world-class patient care and superlative clinical excellence. Fortis employs 23,000 people (including SRL) who share its vision of becoming the world's most trusted healthcare network. Fortis offers a full spectrum of integrated healthcare services ranging from clinics to quaternary care facilities and a wide range of ancillary services. Started in the year 2013, FMRI is the flagship hospital. With 265 operational beds and a potential of 1000 beds, it's a multi-super specialty supported by cutting-edge technology. A premium hospital, endeavours to be the 'Mecca of Healthcare' for Asia Pacific and beyond

VISION

Saving & Enriching Lives

MISSION

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

VALUES

PATIENT CENTRICITY

- Commit to 'best outcomes and experience' for our patients.
- Treat patients and their caregivers with compassion, care and understanding.
- Our patients' needs will come first

OWNERSHIP

- Be responsible and take pride in our actions.
- Take initiative and go beyond the call of duty.
- Deliver commitment and agreement made

INNOVATION

- Continuously improve and innovate to exceed expectations.
- Adopt a 'can-do' attitude
- Challenge ourselves to do things differently

INTEGRITY
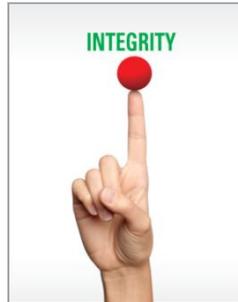
- Be principled, open and honest.
- Model and live our 'Values'.
- Demonstrate moral courage to speak up and do the right things.

TEAMWORK
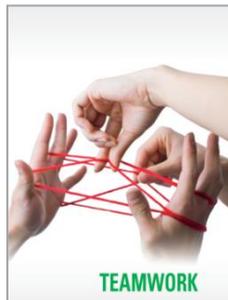
- Proactively support each other and operate as one team.
- Respect and value people at all levels with different opinions, experiences and backgrounds
- Put organization needs before department / self interest

MEANING OF FORTIS LOGO

- The word 'Fortis' is an inspired term In Latin where it stands for brave and courageous and 'Forte' in Greek which means strength.
- The Fortis symbol comprises of two hands that enclose a human form
- Green colour is representative of health, well-being, compassion, nurturing and generosity.
- Red dot gives an immediate association to our Indian roots and also represents energy, spirituality, courage and good luck.
- The integration of the hands and the human figure is completely seamless and is representative of Fortis' responsive approach to healthcare

Sculpture by

Jitish Kallat

This 'lovable curious child' symbolizes Fortis' endless quest for knowledge, while keeping a close ear on the pulse of the world; healing it with precision and dedication!

Fortis MEMORIAL
RESEARCH INSTITUTE

FORTIS SOLDIERS by

John Harwood

These shining silver bubbles of life represent happy humans. Each confident in the care provided by the army of Fortis soldiers, represented through the submerged hands. All of who work relentlessly and with single-minded purpose to nurture that gleaming healthy human body.

Fortis MEMORIAL
RESEARCH INSTITUTE

CHAPTER- 2 OBSERVATIONAL STUDY

ABOUT HUMAN RESOURCE DEPARTMENT OF FMRI

In a Healthcare unit Human Resource is considered as the most robust platform, from being able to find the right manpower at the right time to being the unsung hero of the patients they seldom meet. Human resource plays a significant role in overall performance of the organisation. Designing policies, integrating strategies, sourcing & attracting best talent, building connectivity, organising and planning training and management development programs, preventing sexual harassment at workplace, redressing grievances, and managing incessant stumbling blocks. HR plays a fundamental role in creating a work environment where employers and employees can thrive together, being in a department where managing personnel's is the most complicated and challenging breakthrough to move forward yet it is the most satisfying and growth-oriented platform. The functioning of FMRI's Human Resource department was complex and crucial. Different roles were systematically divided between managers and handled professionally, the Head of Human resource department Ms. Pratima Jain is a role model who provides guidance, maintains a healthy environment and stands firm with the team. The team of Human Resource in FMRI handles different tasks ranging from recruitment, operations, induction, training, payroll management, attendance management, work place ethics, policies etc. The department stands firm and plays a vital part in the functioning of the whole hospital. I had an opportunity to work under the mentorship of the recruitment team, where I understood the most crucial aspects of retaining the manpower in a hospital unit. I fathomed that the gap between the demand and supply for manpower could never be equal. I Hence, the learnings I got in the Human Resource department was very enriching and equally necessary.

FIGURE- 1 ORGANISATIONAL CHART OF HUMAN RESOURCE DEPARTMENT

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                          ┌─────────────────┐
                          │ ZONAL DIRECTOR  │
                          └─────────────────┘
                                  │
  ┌───────────────────┐          │          ┌─────────────────┐
  │ PROGRAMME MANAGER │──────────┼──────────│ ZD COORDINATOR  │
  └───────────────────┘                     └─────────────────┘
                                  │
   ┌──────────┬──────────┬───────┴───────┬──────────────┬──────────────┐
┌────────┐ ┌───────────┐ ┌─────────┐ ┌──────────────┐ ┌──────────┐
│ HEAD-MS│ │HEAD- ADMIN│ │ HEAD-HR │ │ HEAD-FINANCE │ │ HEAD- S&M│
└────────┘ └───────────┘ └─────────┘ └──────────────┘ └──────────┘
                              │
     ┌────────────────────────┼────────────────────────┐
┌───────────┐           ┌─────────────┐          ┌──────────┐
│ OPERATION │           │ RECRUITMENT │          │ TRAINING │
└───────────┘           └─────────────┘          └──────────┘
     │                        │                        │
 ┌───┬────┬────┐        ┌─────┴─────┐              ┌─────┐
┌────┐┌────┐┌────┐    ┌────┐    ┌────┐             │ SM  │
│ DM ││ AM ││ AM │    │ DM │    │ AM │             └─────┘
└────┘└────┘└────┘    └────┘    └────┘
┌─────┐
│ AGM │
└─────┘
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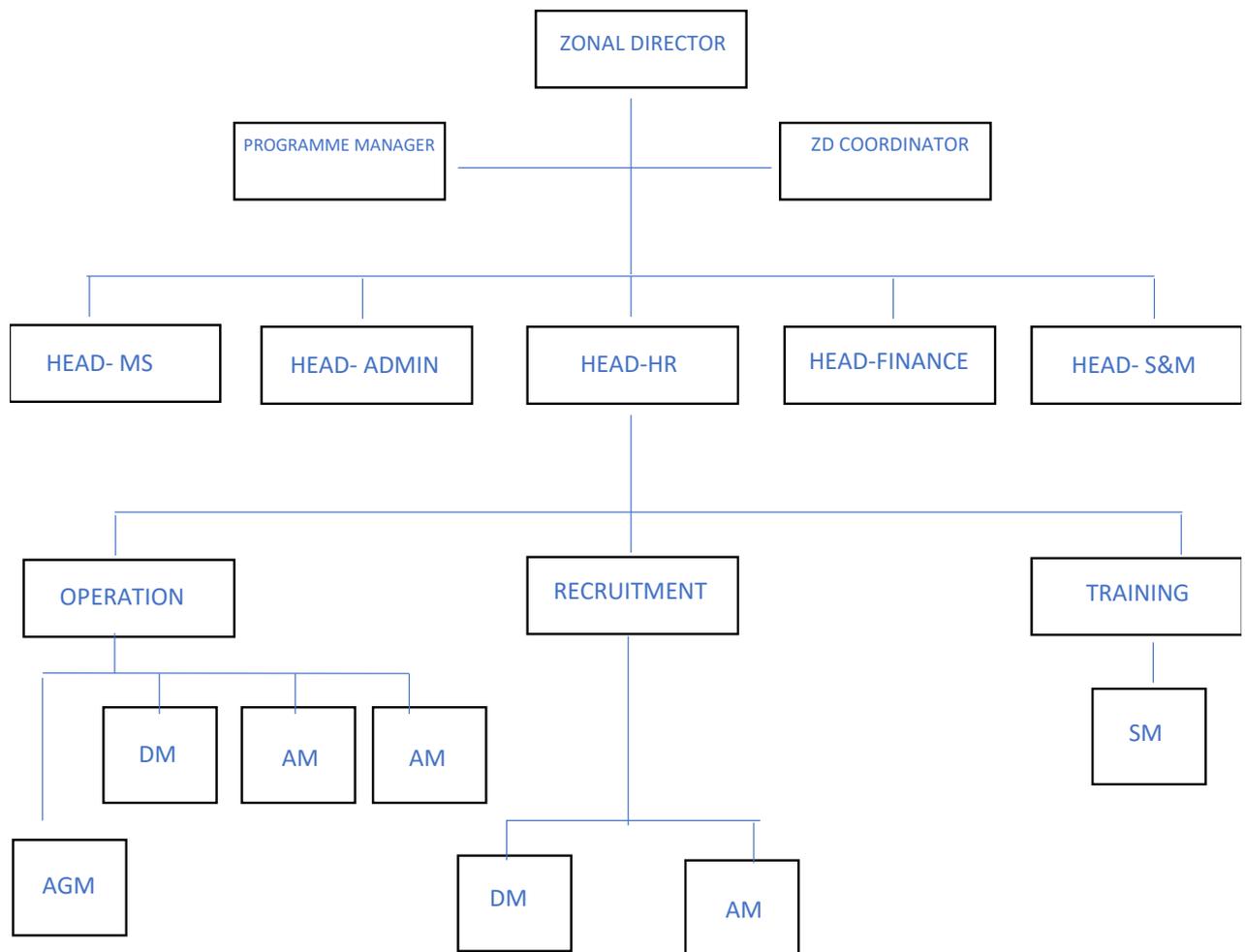
## RECRUITMENT AND SELECTION PROCESS

The process of recruitment begins from the requirement of personnel in the specific department. The Head of Department of Human Resources is contacted by the specific departmental head regarding the vacant post. HOD, then sends the approval to the recruitment team regarding open position, stating the required number of candidates the department needs and the turnaround time. Soon after, the recruitment team gathers CV'S from numerous employment portal websites Consultants are also suggested in cases where the need is truly urgent, referrals, classified advertisements, word of mouth publicity are few of the ways recruitment team follows. The HR officer screens the candidate's resumes before sending the appropriate ones to the relevant HOD for approval. The interview is planned if the CV is deemed acceptable. The first round of interviews is announced to the candidates through phone or email. The HR officer evaluates candidates during this initial screening based on their communication abilities. The HR representative includes a rating sheet with each candidate's CV. The next round of interviews will use this assessment form as a guide. A candidate is only invited to the second round of interview, which is conducted by the head of the relevant department and typically consists of technical questions from his or her field, if the HR officer finds them fit. Hospital HR teams design compensation packages based on the outcome of the second round's success or failure. These are merely suggested bundles that will ultimately be negotiated and decided. In addition, a medical examination is requested of them to evaluate whether the applicant is physically capable of performing the job being offered. The candidates must bring the necessary documentation with them when they arrive for the medical examination. The proposal sheet for the candidate is created by consulting the evaluation sheet before the candidate has the medical examination. The candidate's grade, the CTC that was offered, and his or her reporting officer are all listed on this proposal page. The candidate will receive this proposal document along with the offer letter. The concerned members of the HR Team are informed of the candidate's fitness after the medical reports are received. The offer letter with the confirmed joining date is sent to the candidate once it has been determined that they are medically qualified to work at the hospital

FIGURE-2 RECRUITMENT AND SELECTION PROCESS FRAMEWORK

Job Requisition from HOD

Vacant Position

Yes

Job Description of the Vacant Position

Sourcing CV's from:
1. Job Portals
2. Consultants
3. Company Website
4. Employee Referrals

Screening of CV's by HR Recruiter

Is CV Relevant

No → Reject CV and maintain the same in databank.

Yes

Forward CV to the concerned HOD

Approved from HOD

No

Yes

Organise Interview

Conduct Interview
1. Preliminary Round by HR
2. Second Round by concerned HOD

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                                           ┌─────────────────────────────────┐
                                           │ Sourcing CV's from:             │
                          ◇                │ 1. Job Portals                  │
                    Is candidate   ──No──▶ │ 2. Consultants                  │
                     Selected?             │ 3. Company Website              │
                          ◇                │ 4. Employee Referrals           │
                          │                └─────────────────────────────────┘
                         YES
```

┌─────────────────────────────────┐   ┌─────────────────────────────┐
│ 1. Qualification Certificates   │   │ Collect the necessary   │
│ 2. Appointment Letter of Current│ ◀───── │ documents from the candidate│
│ Company.   │   └─────────────────────────────┘
│ 3. Latest Salary Slip (Salary Proof)│
│ 4. Photocopy of PAN card/Passport│
│ 5. Duly filled Employee Application│
│ Form   │
└─────────────────────────────────┘

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                          ┌─────────────────────────┐
                          │ Define Offer and Negotiate│
                          │ 1. Designation          │
                          │ 2. Salary               │
                          └─────────────────────────┘
                                    │
                          ◇                           ┌──────────────────────┐
                       Is offer      ────────────────▶│ Reject the Candidate │
                       Accepted                       └──────────────────────┘
                          ◇                                      ▲
                          │                                      │
                          ▼                                      │
                  ┌─────────────────┐                            │
                  │ Issue           │                            │
                  │ 1. Offer Letter │                            │
                  │ 2. Medical Formalities│                      │
                  └─────────────────┘                            │
                          │                                      │
                  ┌─────────────────────────┐                   │
                  │ Coordinate for Pre-employment│               │
                  │ Health Check UP         │                    │
                  └─────────────────────────┘                    │
                          │                                      │
                          ▼                                      │
                   ◇                                             │
                Is Candidate    ──────NO──────────────────────── 
                Medically Fit
                   ◇
                   │
                  Yes
                   ▼
         ┌─────────────────────────┐
         │ Communicate the medical │
         │ fitness to the candidate and│
         │ confirm the Date of Joining.│
         └─────────────────────────┘
                   │
         ┌─────────────────────────┐
         │ Candidate is selected and starts│
         │ working in respective dept│
         └─────────────────────────┘
                   │
         ┌─────────────────────────┐
         │ Operation work for the  │
         │ team of HR starts.      │
         └─────────────────────────┘
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OPERATIONS IN HUMAN RESOURCE

Human resource is definitely a complex entity in an organisation. The managers in human resource are trained to deal with both the staffs and the tasks they perform. Being an intern for two months we were able to grasp the fact that HR operations managers are very much responsible for ensuring every day functions and the tasks that are performed at an operational level.HR operations include policies, processes and programs that define the organisation's life cycle. Management of performance, Recruitment of suitable employees, addressing to the queries of the employees and grievances, hence they act as a medium of communication between the workforce and the high-level management and most importantly HR operation managers try to ensure that the work environment is always positive and make efforts to drag away any toxicity within the work environment

The recruitment team would finish the recruitment process of documentation and collecting the documents of the new candidates, The HR operations managers would then proceed by feeding all the necessary data into the database of the hospital. Necessary information like Aadhar card and Pan card details would be checked multiple times to ensure no error happens in the future and then the designated position of the candidates in alignment with their band is designated, HR operations managers have to also keep a check and indicate if the employee is regular or a retainer. Then the HR operations manager assign their codes for payroll and the location of the hospital. The qualification and the records of the candidate's educational background is uploaded to the database by the HR operations manager and then one of the most important aspects is uploading the bank details of the candidates which cannot possess any room of error, HR operations managers ensure multiple times if the bank details of the candidates are uploaded in the most accurate way

CONCLUSIVE LEARNINGS

Overall, we as a team understood the limitations we possess and one of them being a fresher in the administration department of a corporate hospital like Fortis, It made us understand about the various complex prisms that is present in this sector. We were also able to realise that the overall happiness and satisfaction of the employees towards the organisation will always have a dire impact on the growth and success of an organisation and that is where the Human resource managers ensure that employees always will have a support, A team to understand their concerns and worries but most importantly ensure that they feel a sense of job satisfaction and job security. A maximum value for the organisation can observed when the Human Resource team carries out its activities and operations in alignment and integration with the organisational strategy

INTRODUCTION

 Recruitment is an essential process for an organisation and plays a vital role in a healthcare setup. The process of recruitment is never constant because it is a dynamic field which keeps changing because of the various factors which brings in effects [1]. The Covid pandemic had disrupted many talent acquisition teams in various organisations leading them to adopt various methods for recruitment [2]. During the first wave of COVID in 2020 organisations tackled recruitment complications by providing a choice of work from home at administration levels, after two years the issues shifted on managing complications relating to employee experience issues hence, this led to the discovery of several different prisms through which the recruitment process can be tackled the major one being ensuring the brand voice resonating with the candidates [3]. Opportunities and openings for jobs has witnessed a steep rise in the recent months and at this uncertain period the most important process is hiring the right workforce [4]. There is a key difference between recruiting and talent acquisition, when employers address a current opening, it is considered recruiting and when there is a long-term planning that involves building relationships with the talent with the intention of hiring them in some point in future it is talent acquisition [5]. When u require different positions, different strategies are to be implied by the recruitment team. Total current hiring costs is crucial to establish the no of hirings in order to calculate cost per hiring [6]. Studies suggest that within the next ten years securing top talents will be increasingly vital for the success of every organisation. It is very vital and important when other departments also engage in this vital process of selecting out the ideal candidate profiles which will lead in bringing in more quality to the talent pole [7]. Recent studies suggest that the recruiting teams are rather not keeping up with the standards and researches show that only one in four company follow an optimised method of recruitment [8]. With technological advancement growing at a rapid pace, it is observed sometimes that adaptations are much slower, During the pandemic it was observed recruitment teams adapting new employee management technology because it was the mere necessity at that point [9]. The need of adapting and adjusting new hiring plans for HR leaders is a necessity irrespective of the industry and understanding the key trends that will shape the hiring process is therefore vital [10].

RESEARCH QUESTION

1) What are the stumbling blocks arising during the whole process of talent acquisition when it comes to recruitment amongst the selected candidates in a period of 2 months in a healthcare setting like Fortis hospital?

2) How efficient is digital documentation as compared to manual documentation during recruitment?

OBJECTIVE:

- To understand the challenges faced in recruitment in an hospital.
- To understand the contentment of the candidates going through the recruitment process.

MATERIALS AND METHODS:

- **Study design-** Cross sectional review

- **Setting-** Fortis hospital

- **Study Tool-** Pubmed search and google scholar search of relevant open access articles, Public blogs and unpublished articles by industry experts

- **Operational Definitions/Keywords-** Recruitment, Talent Acquisition,Pandemic,COVID

- **Duration of study-** 2 months

Ques- 1 How did you learn about the job opening?

Row Labels	Count of How did you learn about the job opening?
classified Advertisement	4
Internet	29
Personal Enquiry	15
Reference	12
Grand Total	**60**
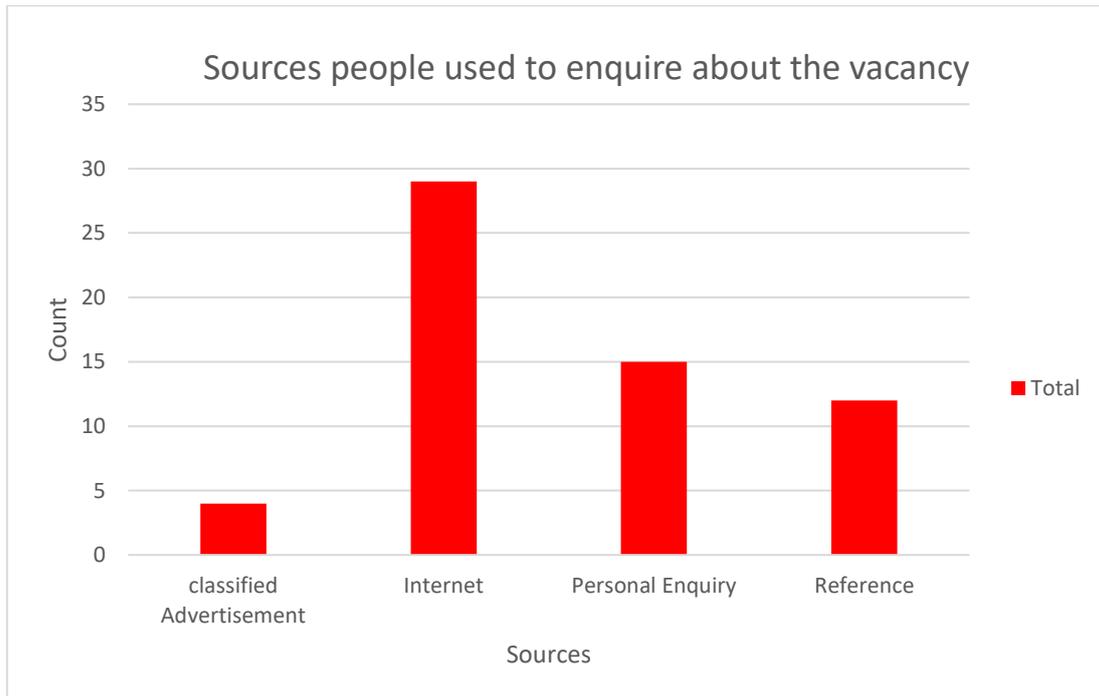
Ques 2- Was it easy to find out about the position you wanted in this organisation?

- Yes
- No
- Maybe

17.9%
17.9%
64.3%
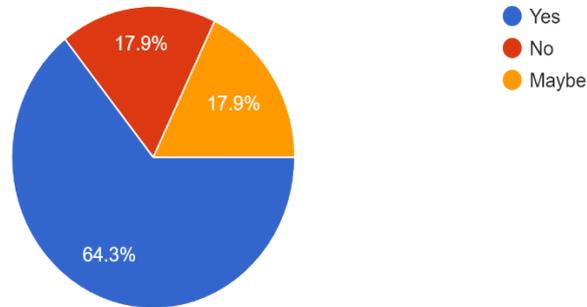
Ques-3 Did Recruiter provided you with instructions prior to the interview?

- yes
- No
- Half cooked information
- Somewhat

16.7%
80%
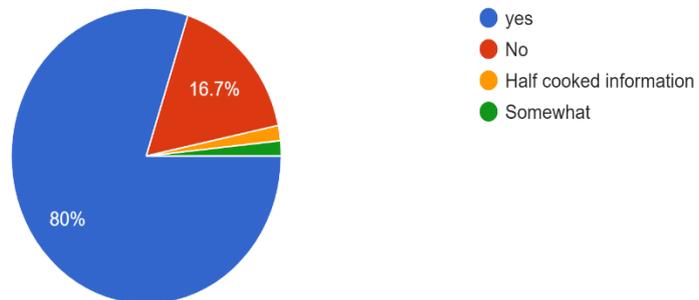
Ques-4 On a scale of 1-5 (1- strongly disagree, 5- strongly agree) The atmosphere of the workplace gave me a feeling of being welcomed when I came here for the interview.
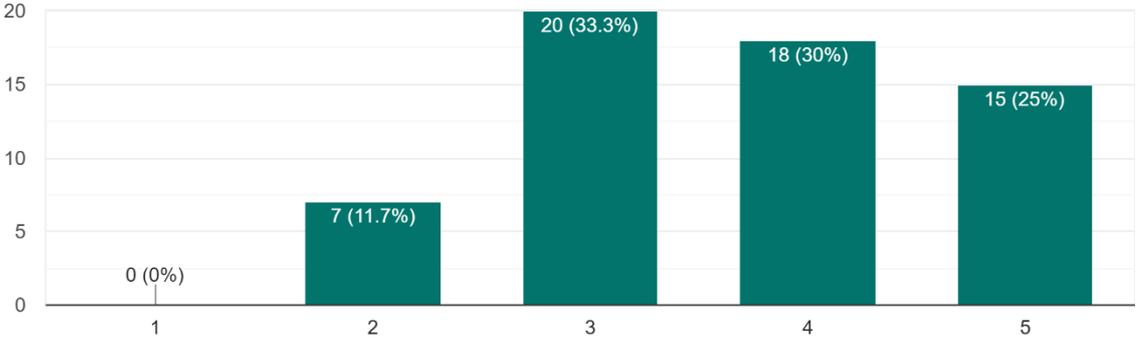
Ques-5 On a scale of 1-5 (1- strongly disagree, 5- strongly agree) were you happy with the time between the interview and the feedback?
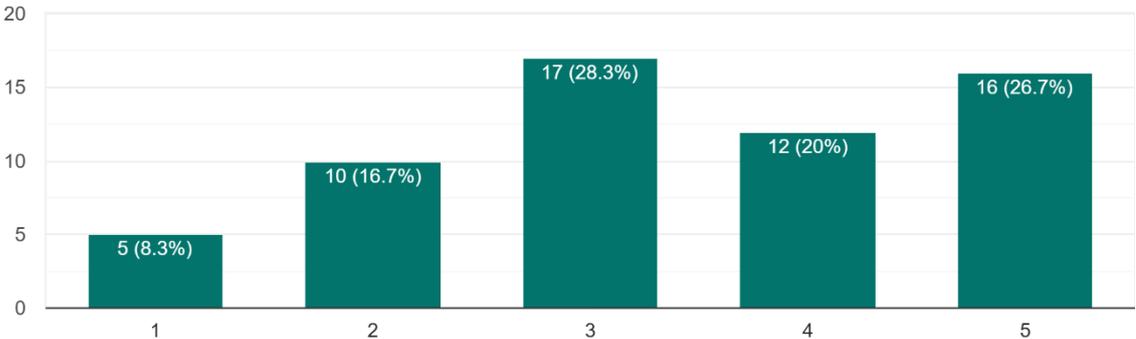
Ques- 6 Was the recruitment process effective?

Legend:
- Yes
- No
- Maybe

11.7% 25% 63.3%
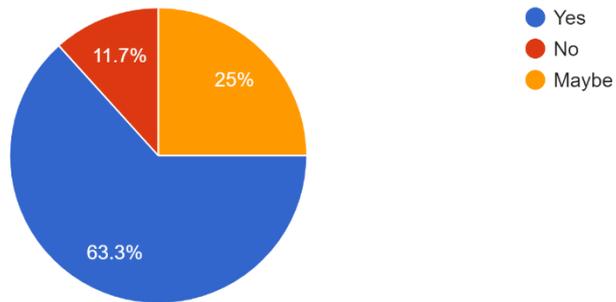
Ques- 7 Was the paperwork process followed over here for recruitment tiring according to you?

Legend:
- Yes
- No
- Maybe
- Little bit

11.7% 83.3%
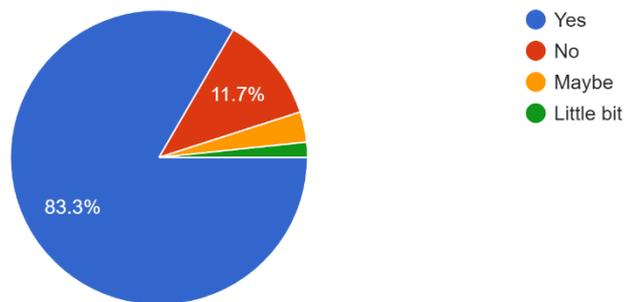
Ques-8 On a scale of 1-5 (1- strongly disagree, 5- strongly agree) Was the recruitment process properly managed?
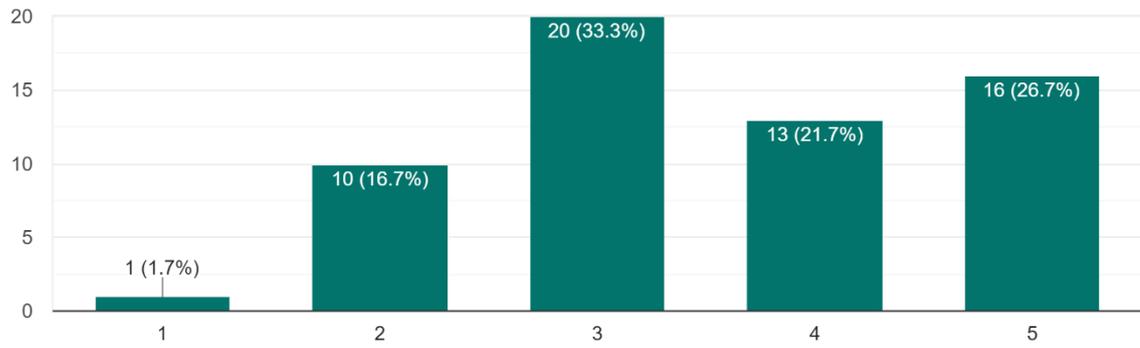
## Ques-9 Did you receive timely updates about your hiring?
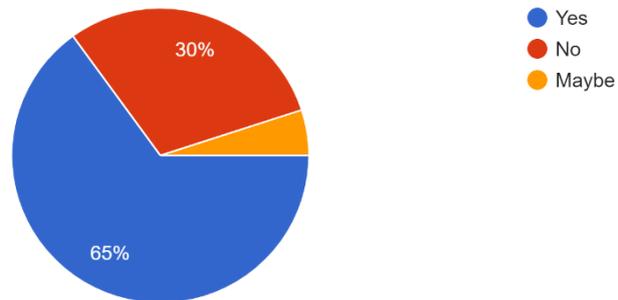
Ques-10 How many times were you called to the institution before your hiring?

| Row Labels	Count of How many times were you called to the institution before your hiring?
0	1
1	13
2	27
3	12
4	5
5	2
Grand Total	**60**
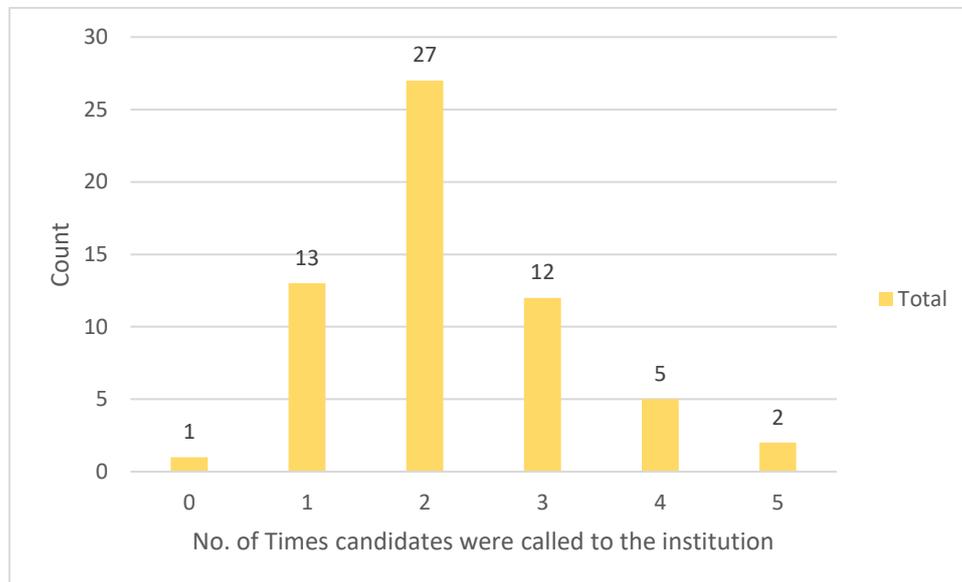
Ques-11 Were you given any assistance or provided with help through a person throughout the entire process of paperwork?

- Yes
- No
- Maybe

18.3%

11.7%

70%
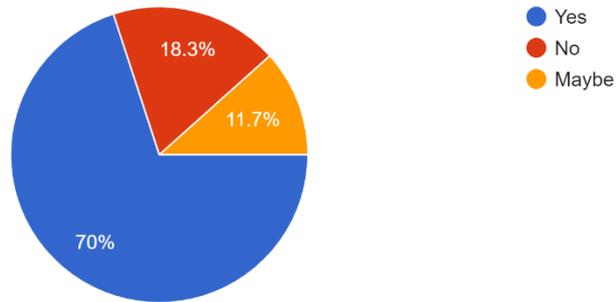
Ques-12 What was your reason for leaving the previous institute?

Row Labels	Count of What was your reason for leaving the previous institute?
fresher	10
Not satisfied with the organisation	37
Personal reason	13
Grand Total	**60**

Reasons of candidates for leaving the previous organisation
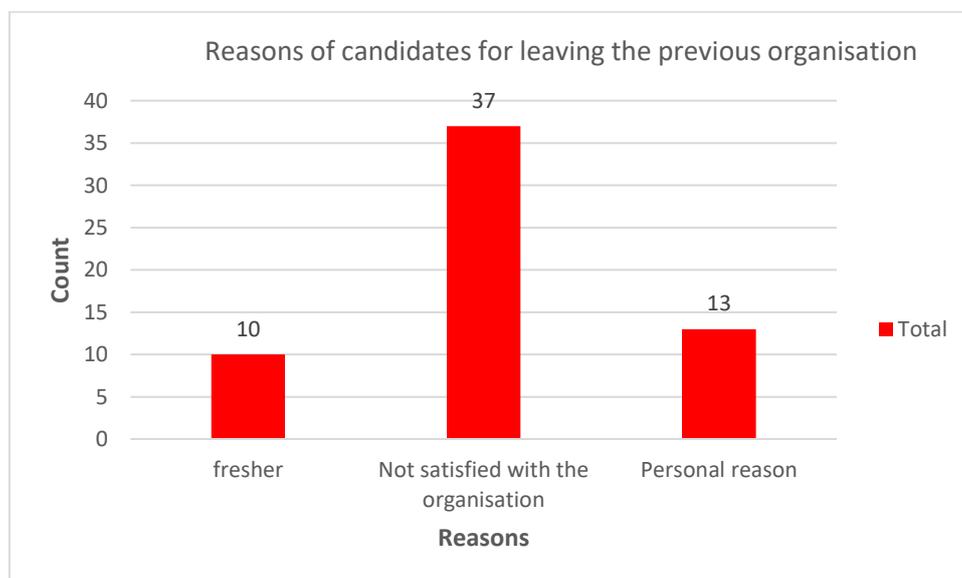
## Ques-13 Why did you join Fortis?

Row Labels	Count of Why did you join fortis?
Brand name	25
complications with the previous institution	26
Provides better career & growth opportunity	9
Grand Total	**60**

Reasons for joining Fortis
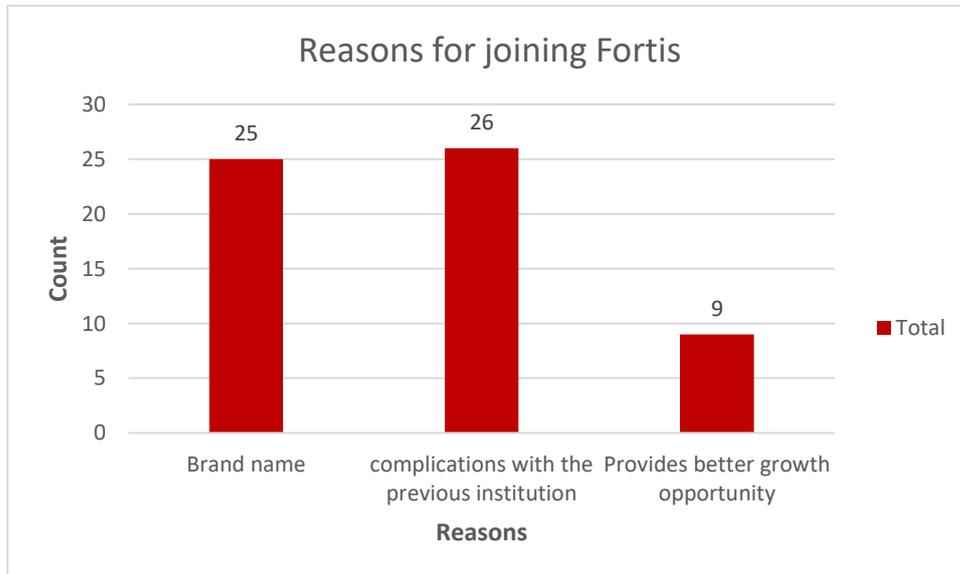
Ques- 14 How can we, in your opinion improve the hiring process?

Row Labels	Count of How can we, in your opinion improve the hiring process?
Dissatisfied	42
Satisfied	18
Grand Total	**60**
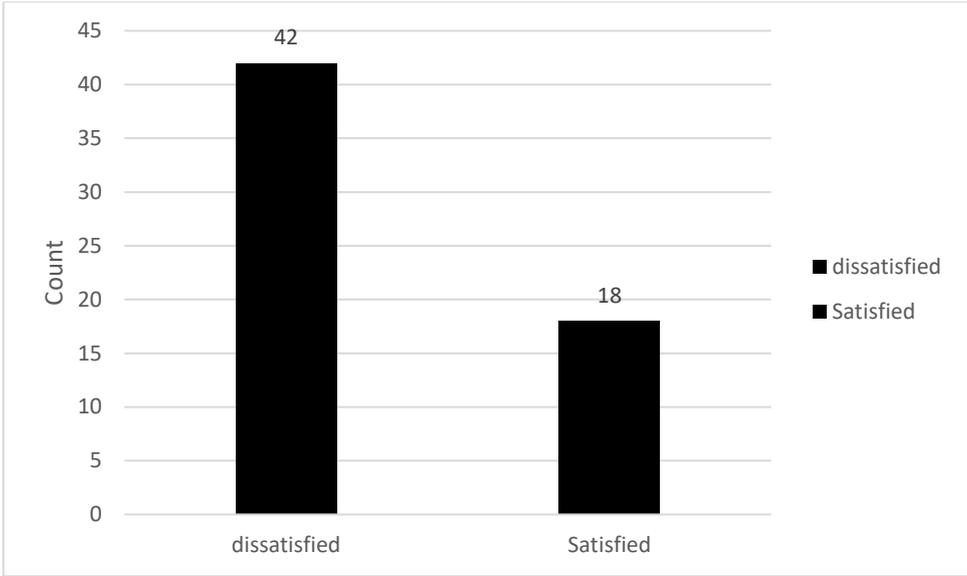
RESULT AND INTERPRETATION

After the overall compilation of the data obtained from conducting the survey, it was observed that majority of the candidates got information about their desired positions for a job opening through the means of internet whereas the rest became aware about the job positions through personal enquiry via friends and relatives working in the organisation or by providing their CV by direct walk-in into the organisation. Since Fortis has a big name in the corporate healthcare field, they have great focus on advertising and the recruiters take an effective step to project if positions are available or not. But 17.9% of the candidates still found it difficult to find a position they desired which is a drawback for an institution of this bug stature. On a scale of 1-5 most of the candidates gave a score of 3 suggesting moderate feedback regarding the environment for recruitment being positive and welcoming, similarly most of the candidates had a moderate response when asked if they were happy with the time taken between the interview and the feedback. Majority of the candidates but still felt that the overall recruitments process taking place in FMRI was indeed effective and a very less percentage felt that it was not effective, with 25 % of the candidates being unsure of the process. Documentation of theses interviews were followed up by the recruiter doing the paperwork manually, and majority of the candidates exhibited frustration because of the time taken due to this manual process. 26.7 % of the candidates strongly agreed that the recruitment process was managed properly but the rest of the candidates felt that the recruitment process required better planning and overall improvement. The details of the remainder of the hiring process were updated on time according to majority of the candidates. 18.3 % percent of the total candidates indicated that they had no help during the paperwork process at the time of hiring.

We asked the candidates on their suggestion on how the recruitment process could be improved. With the responses collected we were able to conclude that majority of the candidates were not generally satisfied with how the recruitment takes place over here in FMRI.

CONCLUSIONS AND RECOMMENDATION

From the analysis we could conclude that the recruitment team of Fortis indeed did a tremendous job, but there are certain challenges and hurdles that the team faces due to multiple factors. One of the major factors was the time taken during the entire process of recruitment. It was observed that the manual means of documentation does disturb the process because of the time taken. This could be attributed to the absence of a HRIS system and digital documentation method, which brings in a lot complications for the recruitment team in general in many hospitals of similar stature. Understanding on how to retain the potential job candidates is very essential for any institute because the workforce and employees are everything in an organization especially in healthcare setups. It was observed that majority of the candidates joined the institute because of the brand value, career growth opportunity and exposure. Hence the recruitment team should understand the depth of how the image of such a renowned institution should resonate with the candidates. Digital documentation is a dire need because of the advancements that are happening in the healthcare field with more of the population becoming aware of their general wellbeing, in turn requiring more staffs to be hired to manage this boom in patient numbers especially after the era of Covid. It also provides better security in the entire process of documentation with flushing out of unstructured and meaningless data which may arise due to illegible handwriting and incomplete data which are very rampant in manual methods of documentation. It is definitely better for the work environment as it also helps greatly in saving up physical space where one might have to go through tons of physical documents for accessing old records. Some of the major advantages of digital documentation is the improved efficiency at retrieving relevant records from vast amounts of data, and it also ensures the entered data in understandable and complete.

ETHICAL CONSIDERATIONS

Since this is a Cross-sectional article, appropriate Vancouver style referencing will be done to give credit to all associated open access articles, blogs and parties without inducing any racial, gender or religious bias. Any confidential information will be withheld accordingly to avoid any conflicting interests.

IMPLICATIONS OF RESEARCH

To disseminate vital information on efficient Human resource management and its uses to evaluate essential workforce

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