

# **To Study the Process of Recruitment and Selection in Primus Super Specialty Hospital**

**A dissertation submitted in partial fulfillment of the requirements**

**for the award of**

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

**by**

**Rahul Singh**

**(PG/12/070)**



**International Institute of Health Management Research**

**New Delhi -110075**

**May, 2014**

**Internship Training**

**At**

**Primus Super Speciality Hospital, New Delhi**

**Process of Recruitment and Selection in Human Resources**

**By**

**Rahul Singh**

**Under the guidance of**

**Prof (Dr) A K Khokar**

**Post Graduate Diploma in Hospital and Health Management**

**Year 2014**



**International Institute of Health Management Research**

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The Certificate is awarded to

**Col Rahul Singh**

In recognition of having successfully completed his

Internship in the department of

**Administration / Human Resources**

and has successfully completed his Project on

**‘Study on Recruitment and Selection in HR’**

From **1<sup>st</sup> February 2014** till **30<sup>th</sup> April 2014**

In

**Primus Super Speciality Hospital, Chanakyapuri, New Delhi-21**

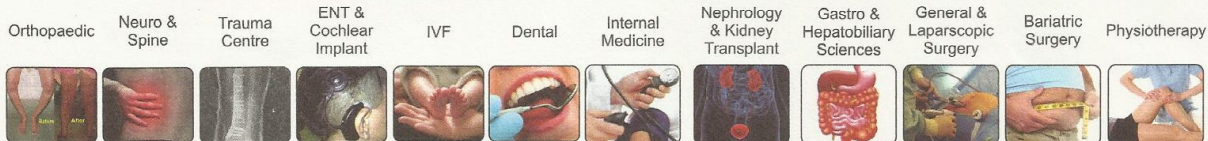
He comes across as a committed, sincere and diligent person who has a strong drive and zeal for learning

We wish him all the best for future endeavors



**Bhagwat Singh Bisht**  
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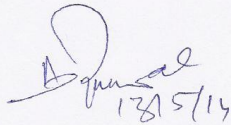
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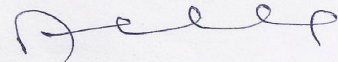
The Candidate has successfully carried out the study designated to him during internship training and his approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish him all success in all his future endeavors.



Dr. A.K. Agarwal  
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Col. Rahul Singh

**Certificate Of Approval**

The following dissertation titled **"Recruitment and Selection at Primus Super Speciality Hospital"** at **"Primus Super Speciality Hospital, New Delhi"** is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a prerequisite for the award of **Post Graduate Diploma in Health and Hospital Management** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

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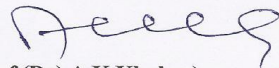
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This is to certify that **Col Rahul Singh**, a graduate student of the **Post- Graduate Diploma in Health and Hospital Management** has worked under our guidance and supervision. He is submitting this dissertation titled "**Process of Recruitment and Selection**" at "**Primus Super Speciality Hospital**" in partial fulfillment of the requirements for the award of the **Post- Graduate Diploma in Health and Hospital Management**.

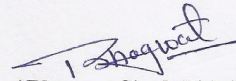
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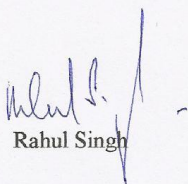
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**CERTIFICATE BY SCHOLAR**

This is to certify that the dissertation titled **Process of Recruitment and Selection at Primus Super Speciality Hospital, Chanakyapuri, New Delhi** and submitted by **Rahul Singh** Enrollment No **PG/12/070** under the supervision of **Prof (Dr) A K Khokar** for award of Postgraduate Diploma in Hospital and Health Management of the Institute carried out during the period from 01 February to 30 April 2014 embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

  
Rahul Singh



### **FEEDBACK FORM**

**Name of the Student** : Col. Rahul Singh

**Dissertation Organisation** : Primus Super Speciality Hospital,  
New Delhi

**Area of Dissertation** : Administration / Human Resources

**Attendance** : 85%

**Objectives achieved** : Working Knowledge of Administration and  
Human Resources processes in Primus Hospital.

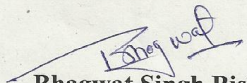
**Deliverables** : Required deliverables were met favourably.

**Strengths** : Strong Knowledge of Administration, Management  
and delegation, positive attitude with a can do  
attitude.

**Suggestions for Improvement** : Working on Computers.

**Date:** 4th May 2014

**Place:** New Delhi

  
**Bhagwat Singh Bisht**  
(Manager - HR)



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I express my sincere gratitude to my mentor in the Institute, Prof. (Dr.) A K Khokar, at International Institute Of Health Management Research, Dwarka New Delhi. Most of all, I pay my sincere offering to the almighty without whose grace I would not be able to add a new dimension to my life.

I would also thank my Institution and my faculty members without whom this project would have been a distant reality. I also extend my heartfelt thanks to my family and well wishers.

RAHUL SINGH

Batch E

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## **ABSTRACT**

I had the proud privilege to work during my dissertation in Primus Super Specialty Hospital, Chanakyapuri, and New Delhi from 01<sup>st</sup> Feb to 30<sup>th</sup> April 2014. This was part of my PGDHM for a period of three months to obtain first hand information about the functioning of hospitals.

During the first month in Feb 2014 I worked for about 25 days under the administrative branch of the hospital. I was assigned to assess both the kitchen and the laundry both outsourced. The kitchen was functioning with 11 employees to serve for different diets on the directions of the dietician. The standard of food was satisfactory but there was scope for improvement in cleanliness, utensils utilised.

As regards the laundry the machines belonged to PSSH however the manpower and chemicals were of sparkle associates the outsourced company. It was functioning satisfactorily however due to the deficiency of a tailor there were about 18% torn clothes especially in ICU and OT which was glaringly high. A manager in both the departments to check their functioning was strong felt.

Thereafter I was sidestepped to the HR departments where there were glaring shortcomings due to absence of a HR head for about 4 months. I became more involved in the recruitment and selection of candidates to fill up the blank vacancies of employing which was causing functional problems in the hospital. A observational cross-sectional study on the employees enrolled was done by me.



A total of enrolment of 31 employees was coordinated and facilitated by me in the 3 months at PSSH. Out of the 31 employees 13 were nurses and bulk (41%) employees 13 were in the age group of 25-29 years. Maximum (13 out of 31) nurses were enrolled i.e. 42%. Also 82% of the nurses had their permanent residence out of Delhi.

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# **PART-1**

## **INTERNSHIP**

### **REPORT**

## **INTRODUCTION TO PRIMUS SUPER SPECIALITY HOSPITAL**

Primus Super Speciality Hospital is the state of the art multi speciality hospital conveniently located in the heart of India's capital, New Delhi.

Primus Super Speciality Hospital has been designed and constructed using the most advanced medical technology, available in the world. The hospital is located in serene diplomatic area of Chanakyapuri. The infrastructure of the hospital and the quiet environment are conducive to faster recovery, health and well being.

Having Capacity of 250 beds, with prominent surgeons from across the globe excellent infrastructure and state of art advanced technology, Primus Super Speciality Hospital has set new benchmarks in Medical care and strives to become the best place for treatment of all Medical problems.

The trust and hope patients place in primus hospital says a lot about the people of primus hospital. It also says a lot about the expectations lived up to each time a patient comes through doors.

Primus staff members continuously work to improve the quality of care, improve systems, and improve the services provided. The outstanding staffs at primus hospital have been and continue to be the hallmark for this organization. The hospital stand by the motto of health to all and are committed towards every social cause and upliftment of our country.

### **PSSH LOGO**



## **PSSH VISION**

*"To establish a network of World Class Centres in Healthcare by providing State of the Art facility and creation of ethical, compassionate patient care through professional excellence"*

## **PSSH MISSION**

*"Our primary measure of success will be delivering a benchmark quality of medical Services."*

*"Our Organization will be run by responsive, caring and efficient people with a never- ending focus on service and medical excellence."*



### **Infrastructure at Primus:**

The hospital complies with international guidelines and follows the International Patient Service Protocols. The infection control norms will ensure the highest standards of healthcare and patient safety. Our aim is to bring the best of Medical practices worldwide to India and deliver them in an open, warm and patient centric atmosphere.

- Modular seamless operation theatres
- OT's with laminar air flow and laminar shields
- 1.5 Tesla MRI
- 64 slice spiral and cardiac CT Scan
- Bone densitometry
- VIP suits
- ICU/CCU
- Dialysis
- Mammography
- High Resolution Ultrasound
- Digital X-Ray

The department of Laboratory Medicine is open 24 hrs a day every day of the year. It is a high tech lab that has fully automated instruments which are directly interfaced with the hospital information System and Laboratory Information System. It comprises of departments for:

- Biochemistry
- Haematology
- Serology
- Microbiology
- Electrophoresis
- Histopathology
- Cytology

- Clinical Pathology

**Specialties:**

- Anesthesia
- Blood bank
- Bone & Joint
  - Joint Replacement Surgery
  - Arthroscopy
  - Complex Fractures and Trauma Services
- Cosmetic Surgery
- Dental
- ENT & Cochlear Implant
- General surgery
- Institute Of Reproductive Medicine & IVF Center
- Institute Of Digestive & Hepatobilliary Sciences
- Internal medicine
- Neurosciences
  - Spine Surgery
  - Neuro Surgery
- Nephrology & Kidney Transplant
- Nutrition & Diet
- Ophthalmology
- Physiotherapy
- Surgical Oncology
- Sports Medicine And Rehabilitation
- Urology & Stone Center

### **Objectives of internship:**

To complete my internship with full efficacy and efficiency.

To understand working of whole hospital and seek opportunity that provides me real experience.

To groom myself as a professional in a hospital setup.

The primary objective of the Internship program is to provide a student interested in the field of hospital working some experience and knowledge on the management and operations of a hospital.

To accomplish the objective the student is expected to participate in variety of activities in the hospital and co-operate in the day to day working.

The duties require significant involvement in management activities the various responsibilities require the ability to work effectively with co workers and to meet the demands of the public as well.

### **List of areas visited:**

- Front Office
- Preventive Health Check up
- OPD
- Procedure Room
- Radiology
- Endoscopy
- Emergency Department
- Billing
- Laboratory
- Blood Bank
- Physiotherapy
- Intensive Care Unit
- Dialysis
- Wards

- Medical Record Department

**Tasks Performed as Management Trainee:-**

1. As a Management trainee I was initially assigned to work in different hospital departments especially the departments directly or indirectly linked to Administration. The departments initially assigned by the Chief Operating Officer, Dr A K Khurana were visits to various departments in the first two days and learning about their Scope of services, Departmental Organogram, working hours of the particular department, their manpower and equipment utilization, process flow of the department.
2. Thereinafter a detailed plan for me to visit eight different departments was made starting 05 February 2014 by the chief operating officer Dr A K Khurana. The following departments were planned for my evaluation, assessment and giving a feedback to the hospital as to their functioning, utilization of manpower and to recommend/suggest drawbacks and shortcomings in their functioning. The planned departments were.
  - Kitchen.
  - Laundry.
  - Housekeeping.
  - A & E Services including Ambulances.
  - Engineering Department.
  - Security.
  - Front office.
  - Non Medical Stores.
3. Due to certain changed circumstances in the Primus Super Speciality Hospital, I after having efficiently completed the assessment of Kitchen and Laundry by 26 February 2014 was told by the new management, led by the newly appointed Chief Operating Officer Mr. Raj Ahuja to assist in the functioning of the Human Resources Department. This had been necessitated due to absence of any executive/manager in the Human Resources Department for the last 3 to 4 months and a great crisis had developed in the Primus Super Speciality Hospital due to non existence of an HR Manager.

4. Thus after having worked in the Laundry and Kitchen for about 25 days, I moved to the Human Resources Department for the balance part of my dissertation where a new Manager had been appointed recently on 01 February 2014.
5. The Human Resource Department of Primus Super Specialty Hospital (PSSH) was in quite a state of disarray with most of the procedures and documentation not being in order. There was a high requirement of staff to be recruited and glaring deficiencies in staff affecting hospital efficiency was seen especially nursing. Thus the major important task entrusted to me was recruitment of the staff deficiencies in the Human Resources Department of Primus Super Speciality Hospital.
6. Thus, over the next 65 days I was entrusted the task to facilitate the recruitment and selection of employees in the Human Resources Department at Primus Superspeciality Hospital. I worked under the guidance of the newly appointed Human Resources Manager Mr. Bhagwat Singh Bisht.
7. To Summarise I worked during my dissertation in the following departments.

<b>Department</b>	<b>From</b>	<b>To</b>	<b>Total Days</b>
Kitchen	03 Feb 14	14 Feb 14	12 Days
Laundry	15 Feb 14	24 Feb 14	10 Days
Human Resources	25 Feb 14	30 April 14	65 Days

# **Projects Other Than Dissertation**

## **Assessment of the kitchen services of Primus Super Speciality Hospital(PSSH)- Chanakyapuri by Col Rahul Singh (Ex IIHMR, Dwarka) as part of Internship from 03-14 Feb 2104**

### **General**

1. Out of the two projects done by me other than dissertation I have given my short findings and recommendations as part of the Internship at PSSH.
2. Food and its preparation is one of the important services provided to the different categories of admitted patients and their attendants. The quality of the food and the service provided by the kitchen are one of the important parameters on which both the patients and attendants form an opinion of the hospital as they are not able to comment directly on the medical services except for an adverse fall out of the treatment given.
3. The kitchen services of the Primus Super Speciality Hospital have been outsourced to Gvision Hospitalities, Pvt Ltd. Mr Sunil Sharma is the manager at the kitchen on behalf of Gvision Hospitalities, Pvt Ltd. A total of two shifts are primarily functional in the kitchen with one lone person to handle the night shift for mini emergent requirements. The average availability of staff in the kitchen in the day shifts is as follows :

(a) Kitchen Manager	- 1
(b) Store man	- 1
(c) Supervisor	-1
(d) Head Chef	-1
(e) Kitchen helpers	-2

(f) Steward for patients	-2
(g) Stewards for room service	-1
(h) Cleaning / utilities staff	<u>-2</u>
<b>Total</b>	<b><u>11</u></b>

#### 4. **Observation on functioning of the kitchen:**

The overall functioning of the kitchen within the existing parameters was found to be reasonably satisfactory with certain issues / spheres where scope of improvement existed.

(a) **Quality and quality of supplies procured:** It was seen that the non perishable items store was adequately well stocked and managed efficiently. The quality of perishable vegetables and fruits was also found to be of decent good quality and a daily topping of supply was done as per the menu of the next day.

(b) **Standard of cooked food:** The standard of food within the constraints of variety and taste for a wide variety of patients to include diabetic, oral, fluid, low protein and foreign patients etc has been found to be of a reasonably high standard. The food is checked by the dieticians on a regular basis and a fixed 8 day cyclic menu for patients is cooked as per schedule. The patient wise advance diet requirement summary is given to the kitchen in the pre designated timings by the dieticians. The designated timings for food supply to the patients are being followed.(timings are displayed prominently in the kitchen) The standard of the Ala carte menu provided to the attendants on as required basis has a scope for improvement in taste and more importantly in response timings on certain occasions by the kitchen staff.



- (c) **Standard of cleanliness in the kitchen:** Though regular cleaning of the kitchen is done, it is felt that this is an area of concern and there is positively more scope of improvement on the issue. The standard of cleanliness of the cooking utensils is below acceptable standards for a hospital kitchen. The hospital dieticians could stress further on the issue to maintain high standard of cleanliness.
- (d) **Quality of service provided:** The quality of service of food supplied to patient is reasonably adequate with two stewards being available. However, the food service for the attendants occasionally tends to have delays due to one steward available for service during peak demand hours, however there is usually no delay in the cooking of the food by the helper cooks as per requirement of the attendants.
- (e) **Training and courteousness of staff:** The training of the staff has been found to be adequate and they have been found to be reasonably courteous.

## 5. **Additional Recommendations for the Kitchen.**

- (a) **Infrastructure in the kitchen:** The following improvements in the kitchen infrastructure could be considered;
- (i) Water heating arrangement specifically for cleaning utensils be considered for installation to ensure better hygiene and cleanliness.
  - (ii) Of the two flycatchers installed in the kitchen area the one in the utensil cleaning room is non functional and the other in the kitchen cooking area is partially functional.
  - (iii) The fly proofing of the two separate entry doors is partially broken and needs repairs.
  - (iv) Two out of eight CFL lights over the cooking area are non functional/non existent, the balance be considered for repair. Repair of the few non functional tube lights in the kitchen area could be also undertaken.

**(b) Cleanliness of cooking utensils :** The cleanliness and the maintenance of the cooking utensils was not up to the adequate standard and more stress on their cleanliness is recommended. Small 3/5 litres cookers were deficient of lids as well besides being dirty.

**(c) Standard of crockery and cutlery :** The standard of cutlery as per hospital standards was primarily adequate however the following were observed-

(i) The standard of tea spoons in use were of poor quality.

(ii) Normal table spoons are being used with soup for patients. Soup spoons be considered for use instead.

(iii) Half cut straws are being supplied with tea/coffee for stirring sugar which looked inappropriate as per our hospital standards and a thick plastic stirrer be considered for use.

**(d) Sleeping of Gvision staff in hospital premises during night :** A total of about 6-8 persons of Gvision hospitality sleep in the staff change room and the kitchen premises but get up early for cleaning and kitchen preparations for the day.

**(e) Supply of food for staff at basement :** The standard of food for the staff at the basement is barely satisfactory and the layout of tables, chairs and lightening of the room during lunch hours was also found to be inadequate.

**(f) Regular checking and enforcement by dieticians :** It is proposed that the dieticians besides checking the cooked food regularly could also check and improve cleanliness, hygiene, perishable and non perishable items of the kitchen on a regular basis and endorse the same, this would contribute towards improving the kitchen standards even further.

## **Conclusion**

It is seen that the overall functioning of the outsourced kitchen is of a reasonably good standards. Observations given above are entirely my personal perception and their implementation or otherwise be considered keeping in view the functional and financial feasibility of the Hospital administration.

## **6. Key Learning's During Internship:**

- Overall functioning of the hospital including interdepartmental coordination and dependence.
- Detailed Insight into functioning of a hospital kitchen.
- Detailed Insight into the Functioning of a hospital Laundry.
- Major Shortcomings being faced in the functioning of a hospital on a regular basis and ways to overcome them.
- Broad responsibilities and functioning of the Human Resources Department.
- Procedures for recruitment of employees in a hospital.
- Detailed procedure of documentation during induction of newly appointed employees.
- Various sources for recruitment of employees.
- Developing Team spirit, leadership and motivation among the staff as a function of Human Resources Department.

# **PART-II**

# **DISSERTATION**

# **REPORT**

## **RECRUITMENT AND SELECTION**

## **AT PRIMUS SUPER SPECIALITY**

## **HOSPITAL**

### **Chapter - 3**

#### **Introduction To Recruitment And**

#### **Selection**



## Selection



### **Introduction**

3.0 This section of introduction has been described as under:-

3.1 Introduction

3.2 Rationale of the Study

3.3 Objectives of the Study

### **3.1 Introduction**

**3.11. Recruitment and Selection** forms a core part of the central activities underlying human resource management in hospitals, namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by a combination of non-specialists of the human resources and by the line managers. There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that HR managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee. Recruitment and selection is often presented as a planned rational activity, comprising certain sequentially-linked phases within a process of employee resourcing, which itself may be located within a wider HR management strategy. Bratton and Gold differentiate the two terms while establishing a Clear link between them in the following way:

**3.12.** Recruitment is the process of generating a pool of capable people to apply for employment to an organization or say a hospital. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given hospital management goals and legal requirements. In setting out a similar distinction in which recruitment activities provide a pool of people eligible for selection. Although the two functions are closely connected, each requires a separate range of skills and expertise, and may in practice be fulfilled by different staff members as well.

**3.13.** I had the privilege to do maximum part of my dissertation training at the Human Resources department of Primus Super Speciality Hospital from 25 February to 30 April 2014. There was no manager/executive in HR from about October 2013 and the hospital was without a HR manager/executive for about 5 months, when a Manager HR Mr. Bhagwat Singh Bisht had joined from another hospital. There was great deficiencies in the existing number of employees for the smooth functioning of the hospital. I thus was entrusted the responsibility to facilitate the process of recruitment and I thus got the opportunity to work in the human resources department of PSSH learning in the process all the procedures and methods for efficient recruitment and selection of the employees. An in depth on the job training was imbibed by me. During



my stay I facilitated the selection of 31 employees into PSSH. A learning of the detailed induction procedure to include background checks, authentication of certificates, filling up of various forms/documents prior to induction, Thus to ensure a smooth induction post selection was also learnt and practiced by me during the part of my stay during the Dissertation training at PSSH.

**3.2. Objectives of the Study.** The main objectives of the study of the recruitment and selection in Primus Super Speciality Hospital (PSSH) are:-

- To understand and observe the practical work in the HR department of Primus Super Speciality Hospital.
- To gain more practical knowledge about the “Recruitment and Selection” procedures in the Hospital.
- To ensure all recruitment and selection procedures comply with Recruitment Policy of the hospital. To ensure that all appointments are made on merit.
- To attract sufficient applications from potential candidates for appointment with the skills, qualities, abilities, experience and competencies deemed as being necessary to the job.
- To develop and maintain procedures which will assist in ensuring the appointment of the most suitable candidate.
- To ensure that recruitment procedures are clear, valid and consistently applied by those involved in recruitment and that they provide for fair and equitable treatment for those who apply for employment.
- To base selection decisions and criteria directly on the demands and requirements of the job and the competencies identified as necessary for satisfactory performance.

=====

## **Chapter – 4**

### **Review of Literature**



## **Review of Literature**

4.0 Review of Literature has been covered in the following in the dissertation study as under:-

4.1 Introduction.

4.2 Broad Recruitment Methods and Strategies in Hospitals.

### **4.1 Introduction.**

The process of recruitment and selection is a very important function of the Human Resources Department; it involves getting the right person, at the right time and at the right cost. The importance of efficient recruitment is being realized by hospitals and more importance is also being given to retention of existing employees. It is also strongly felt to get good employees who will add value in the long run but may be slightly costly to start with. The process of recruitment primarily entails getting the maximum eligible candidates to apply for a vacant post thereafter selection envisages selection of a suitable candidate from among the eligible candidates. There are various procedures followed by hospitals for recruitment and selection.

**4.1.1** In the broad recruitment methods being used by hospitals an endeavor has been made to explain the present methods in vogue for recruitment of employees in hospitals and the method may vary with different type of staff to be enrolled. Each hospital may use a method most suitable for enrollment depending on the location and availability of job aspirants.

**4.1.2** An endeavor has also been made by me to briefly give out the process of recruitment at Primus Super Speciality Hospital wherein I had the privilege to work in the Human Resources Department specially coordinating recruitment, selection and induction documentation of employees under the guidance of the newly appointed head HR at PSSH. I had the privilege to coordinate the enrollment of 31 employees of different types viz. driver, nurses, OT technicians, RMOs, Senior Resident doctors of different specialties, physiotherapists etc. It has been my endeavour to elicit out the procedure being followed. I will also like to mention that a difference will be found in hospitals that are relatively

bigger in size than smaller hospitals in the various protocols being followed for recruitment.

## **4.2. Broad Recruitment Methods and Strategies in Hospitals.**

**4.2.1.** The process of Recruitment and Selection of employees being used in hospitals has a few broad steps and certain strategies are used for recruitment and selection of the employees in hospitals. An endeavor has been made to explain the same briefly in the steps enumerated below:-

4.2.2. Stages of Recruitment and Selection.

4.2.3. Difference between Recruitment and Selection.

4.2.4. Process of Recruitment.

4.2.5. Recruitment Approaches.

4.2.6. Selection Process.

**4.2.2. Stages of Recruitment and Selection.** The various stages of recruitment and selection can be illustrated by the diagram given below. Recruitment refers to the process of attracting job seekers so as to build a pool of qualified job applicants, it involves various stages varying from hospital to hospital. Selection is however the process of selecting the most suitable employee from the pool of available employees.



Figure 4.11 Schematic representations of the stages of recruitment and selection.

#### **4.2.22. Stages in the Recruitment and Selection Process**

**Step 1:** Advertise the position of the hospital in the appropriate place. Be clear and highlight the capabilities needed for the job.

**Step 2:** Resume screening. The goal is to eliminate the applicants who definitely don't fit the profile you are seeking and create a pool of employees from within which selection can be done.

**Step 3:** Phone interview. The phone interview can be the second screening device. All the steps till now are usually processed by the Human Resources Department.

**Step 4:** Face-to-face interview. This should be a detailed interview and could have ½ or more stages as per the appointment to be filled. Initial interview should focus on the capabilities required for the job in the hospital.

**Step 5:** Secondary face-to-face interview. The goal is to clear up any discrepancies, sell the candidates on the position, and broadly explain the compensation package.

**Step 6:** Job Shadow. The purpose is to see if the applicant is a good fit. It also helps you identify whether the applicant is comfortable with the actual job.

**Step 7:** Reference Check. Ask about their capabilities as it relates to the job. Also ask about attribute match.

**Step 8:** Job Offer. Make sure the compensation plan offered is clear and unambiguous

#### **4.2.3 Difference between Recruitment and Selection**

Some of the major differences between Recruitment and Selection are enumerated below.

<b>Basis</b>	<b>Recruitment</b>	<b>Selection</b>
Meaning	It is an activity of establishing contact between employers and applicants.	It is a process of picking up more competent and suitable employees.
Objective	It encourages large number of Candidates for a job.	It attempts at rejecting unsuitable candidates. <b>(contd)</b>
Process	It is a simple process.	It is a complicated process.
Hurdles	The candidates have not to cross over many hurdles.	Many hurdles have to be crossed.
Approach	It is a positive approach.	It is a negative approach.
Sequence	It proceeds selection.	It follows recruitment.
Economy	It is an economical method.	It is an expensive method.
Time Consuming	Less time is required.	More time is required.

Figure 4.12 Differences between Recruitment and Selection.

#### **4.2.4 Process of Recruitment.**

The process of recruitment broadly has been given out in the following sub paragraphs.

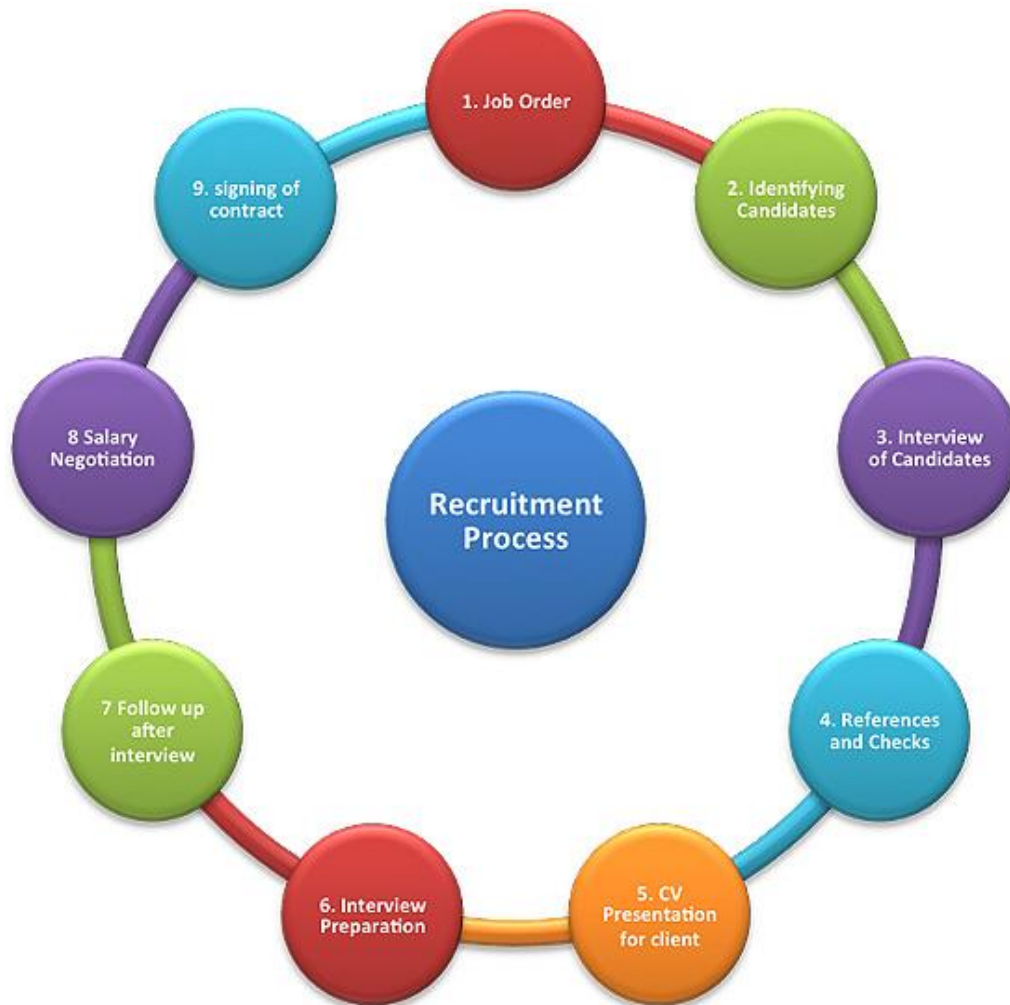


Figure 4.13. A schematic diagram of the process of recruitment

##### **4.2.41. Job analysis**

In situations such as where one or more new jobs are to be created and recruited to for the first time, a job analysis and/or in some cases a task analysis might be undertaken to document the actual or intended requirements of the job in the hospital. From these the relevant information is captured in such documents as job descriptions and job specifications. Often a hospital HR department will already have job descriptions that



represent a historical collection of tasks performed. Where already drawn up, these documents need to be reviewed or updated to reflect present day requirements. Prior to initiating the recruitment stage.

#### **4.2.42. Sourcing of Candidates in Hospitals**

Sourcing is the use of one or more strategies to attract or identify candidates to fill job vacancies. It may involve internal and/or external advertising, received CVs (résumés) in hospital, using appropriate media, such as local or national newspapers, specialist recruitment media, professional publications, or in a variety of ways via the internet. Alternatively, employers may use recruitment consultancies to find otherwise scarce candidates who may be content in their current positions and are not actively looking to move companies may be proactively identified.

#### **4.2.43. Screening and selection**

Suitability for a job is typically assessed by looking for relevant skills, knowledge, aptitude, qualifications and educational or job related experience. These can be determined via: screening résumés (also known as CVs), job applications, interviews. More proactive identification methods include performance assessments, psychological, aptitude, numeracy and literacy testing and is done by some hospitals for larger initial recruitment. Many recruiters and agencies use applicant tracking systems to perform the filtering process, along with software tools for psychometric testing and performance based assessment. Performance based assessment is a process to find out if job applicants can perform the responsibilities for which they are applying.

In addition to the above selection assessment criteria, employers are likely to recognise the value of candidates who also have the so-called 'soft skills', such as interpersonal or team leadership and have the ability to reinforce the hospital brand through their behaviour in front of customers especially staff dealing with patients eg. front office, counselors, patient welfare appointments etc.

#### **4.2.44. Lateral hiring**

"Lateral hiring" refers to a form of recruiting; the term is used with two different, almost opposite meanings. In one meaning, the hiring hospital targets employees of another, similar organization, possibly luring them with a better salary and the promise of better career opportunities. An example is the recruiting from other hospitals or healthcare organisations.

## **4.2.5. Recruitment Approaches in Hospitals.**

There are a variety of recruitment approaches and most hospitals will utilise a combination of two or more of these as part of a recruitment exercise or to deliver their overall recruitment strategy. In summary seven basic models more commonly found to be utilised in hospitals, they have been briefly described in the succeeding paragraphs. The two primary sources of recruitment are internal and external approaches to recruitment. Internal recruitment could be by internal promotions, transfers of employees. External recruitment could be due to referrals, resumes, advertisement, use of recruitment agencies.

4.2.51. In house Recruitment.

4.2.52. Outsourcing

4.2.53. Employment Agencies.

4.2.54. Internet Employment Agencies.

4.2.55. Advantages and Disadvantages of External and Internal Recruitment.

### **4.2.51. In-House Recruitment**

Many hospitals undertake at least some if not most of their own in-house recruitment, using their human resources department, front-line hiring managers and recruitment personnel who handle targeted functions and populations. In addition to coordinating with the agencies mentioned above, in-house recruiters may advertise job vacancies on their own websites, coordinate internal employee referrals, work with external associations, trade groups and/or focus on campus graduate recruitment. Some large employers choose to outsource all or some of their recruitment process (recruitment process outsourcing) however a much more common approach is for employers to introduce referral schemes where employees are encouraged to source new staff from within their own network and existing or previous references. There are two types of in house recruitment in hospitals;

#### ***(a) Internal recruiters***

An **internal recruiter** (alternatively **in-house recruiter** or **corporate hospital recruiter HR**) is member of a company or organization and typically works in the human resources (HR) department. Internal recruiters may be multi-functional, serving in an HR generalist role or in a specific role focusing all their time on recruiting. Activities vary from firm to firm but may include, screening CVs or résumés, conducting aptitude or psychological testing, interviewing, undertaking reference and background checks, hiring; administering contracts, advising candidates on benefits, on boarding new recruits and conducting exit interviews with employees leaving the organisations. They can be permanent employees or hired as contractors for this purpose.

### ***(b) Employee referral***

An employee referral program is a system where existing employees recommend prospective candidates for the job offered from their known acquaintances, and if the suggested candidate is hired, the employee who referred receives a cash bonus. In some cases the organization provides the employee referral bonus only if the referred employee stays with the organization for stipulated time duration (most cases 3 – 6 months). Referral bonus depends on the grade of the referred employee, higher the grade higher the bonus however the method is not used for senior level hiring.

### **4.2.53. Outsourcing**

An external recruitment provider may suit small hospitals without the facilities to recruit. In typically the largest organisations a formal contract for services has been negotiated with a specialist recruitment consultancy. These are known in the industry as Recruitment Process Outsourcing. Recruitment process outsourcing may involve strategic consulting for talent acquisition, sourcing for select departments or skills, or total outsourcing of the recruiting function.

### **4.2.54. Employment agencies**

Employment agencies operate in all types of hospitals. The commercial recruitment industry is based on the goal of providing a candidate to a hospital for a price. At one end of the spectrum there are agencies that are paid only if they deliver a candidate that successfully stays with the client beyond the agreed probationary period. On the other end of the spectrum there are agencies that are paid a retainer to focus on a client's needs and achieve milestones in the search for the right candidate, and then again are paid a percentage of the candidate's salary when a candidate is placed and stays with the organization beyond the probationary period.

The agency recruitment industry is highly competitive, therefore agencies have sought out ways to differentiate themselves and add value by focusing on some area of the recruitment life cycle. Though most agencies provide a broader range of service offering, at the two extremes are the traditional providers and the niche operators.

**4.2.54. Internet recruitment services.** Internet recruitment services including recruitment websites and job search engines used to gather as many candidates as possible by advertising a position over a wide spectrum of area. In addition social network sourced recruitment has emerged as a major method of sourcing candidates. Sourcing and Recruiting suitable candidates from sites like *naukri.com* or *monster.com* have evolved as the latest trends in the hospital Industry, though they may be cheaper but have limited success rates.

***(a) Recruitment websites***

Such sites have two main features: job boards and a résumé/curriculum vitae (CV) database. Job boards allow member companies to post job vacancies. Alternatively, candidates can upload a résumé to be included in searches by member companies. Fees are charged for job postings and access to search resumes. Since the late 1990s, the recruitment website has evolved to encompass end-to-end recruitment. Websites capture candidate details and then pool them in client accessed candidate management interfaces (also online). Key players in this sector provide e-recruitment software and services to organizations of all sizes and within numerous industry sectors, who want to e-enable entirely or partly their recruitment process in order to improve business performance.

The online software provided by those who specialize in online recruitment helps organizations attract, test, recruit, employ and retain quality staff with a minimal amount of administration. Online recruitment websites can be very helpful to find candidates that are very actively looking for work and post their resumes online, but they will not attract the "passive" candidates who might respond favorably to an opportunity that is presented to them through other means. Also, some candidates who are actively looking to change jobs are hesitant to put their resumes on the job boards, for fear that their companies, co-workers, customers or others might see their resumes.

***(b) Job search engines***

The emergence of meta-search engines allows job-seekers to search across multiple websites. Some of these new search engines index and list the advertisements of traditional job boards. These sites tend to aim for providing a "one-stop shop" for job-seekers. However, there are many other job search engines which index solely from employers' websites, choosing to bypass traditional job boards entirely. These vertical search engines allow job-seekers to find new positions that may not be advertised on traditional job boards, and online recruitment websites.

***(c) Social Recruiting***

Social recruiting is the use of social media for recruiting including sites like Face book, Twitter, and LinkedIn

**4.2.55. Advantages and Disadvantages of External and Internal Recruitment.** The advantages and disadvantages each for external and internal recruitment have been given out in the succeeding tabular column.

	<b>Advantages</b>	<b>Disadvantages</b>
<b>Internal Recruitment</b>	Cheaper and quicker to recruit	Limits the number of potential applicants
	People already familiar with the business and how it operates	No new ideas can be introduced from outside
	Provides opportunities for promotion with in the business – can be motivating	May cause resentment amongst candidates not appointed
	Business already knows the strengths and weaknesses of candidates	Creates another vacancy which needs to be filled
<b>External Recruitment</b>	Outside people bring in new ideas	Longer process
	Larger pool of workers from which to find the best candidate	More expensive process due to advertising and interviews required
	People have a wider range of experience	Selection process may not be effective enough to reveal the best candidate

Figure 4.14. Advantages and disadvantages of External and Internal Recruiting

#### **4.2.6. Selection Process of Employees In Hospitals.**

The various broad steps involved in selection process are as given.

**4.2.61. Application Blank**— The application blank is invariably used as one of the selection tools. The applications are the starting point of the selection process. Further it provides factual information needed for evaluating the candidate's suitability. Application blank contains written record of the following information.

(a) Identifying Information— Such a family background, date and place of birth, age, sex, height, citizenship, marital status etc.

(b) Information regarding Education— It includes information, his academic career, subjects taken at various school certificate and degree levels, grade, division or place awarded in school and college, technical qualification etc.

(c) Information regarding Experience — Giving full details of past jobs such as nature of work, job responsibilities, periods involved, designations, salaries with allowances, reasons for leaving the present assignment etc.

(d) Expected salaries and allowances and other fringe benefits.

(e) Information regarding Community Activities consisting of details regarding extra-curricular activities, hobbies, positions.

**4.2.62. Preliminary Interview**—Preliminary or initial interview is usually of a short duration and is aimed at obtaining certain basic information with a view to identifying the obvious misfits or unqualified. If the candidate seems to be possessing the basic minimum requirements for efficient job performance, he is given an application form for being filled out by him/her.

**4.2.63. Screening application forms** — Information on application form is used for selection purposes. Sometimes, detailed information is sought for the prospective employees. The criteria for the contents of the application form are generally to get data that are primarily factual.

**4.2.64. Employment Tests**—An employment or a selection test is an instrument designed to measure selected qualities and abilities of a prospective incumbent in terms of job specifications. Such tests provide a sample behavior that is used to draw inferences about the future behaviour or performance of an individual. The use of tests is wide spread and hence there is a long list of tests. A variety of tests are used as selection tools. They may be classified as *intelligence tests, aptitude tests, achievement tests, interest tests and personality tests*. The use of these tests are more done when numbers are large or during campus recruitment is undertaken by healthcare facilities.

**4.2.65. Interviewing.** Interviewing is the most widely used selection technique by all kinds of organisations. It is relied upon to a great extent in accepting or rejecting a candidate. Despite the relative subjectivity and unreliability of interviewing as a selection technique, the fact remains that intangible personality variables left to be evaluated by the interviewer are important for job success and some evaluation is better than no evaluation. Interview enables the person responsible for hiring to view the individual and to appraise the person and his behaviour directly. The basic objective of the interview is to measure the applicant against the specific requirements of the job. It, being a two way communication, also permits the applicant to ask questions about the job and organisation.

**4.2.66. Reference Checks.** Reference checks serve as an important selection technique, if conducted properly. The applicant is asked to mention the names and addresses of his former employers and also of two or three persons known but not related to him. If references are checked in the correct manner, a great deal can be learned about a person that an interview or tests cannot elicit. Referees may be called upon to give detailed information about candidate's capabilities.

**4.2.67. Selection.** If a candidate successfully overcomes all the obstacles or tests given above he would be declared selected. An appointment letter will be given to him mentioning the terms of employment, pay scales, post on which selected etc.

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# **Chapter – 5**

## **Process of Recruitment and Selection at Primus Super Speciality Hospital, New Delhi**

## **Process of Recruitment and Selection at Primus Super Speciality Hospital.**

**5.0.** The process of Recruitment and Selection at Primus Super Speciality Hospital has very closely been observed, implemented and executed in my presence and had the opportunity to understand the same in the months of February – April 2014 when my dissertation was being done at this hospital. I had the opportunity to have effectively worked from 25 February to 30 April 2014 in the Human Resources Department wherein, I had the opportunity to understand and implement the process of recruitment and selection of required candidates. The present process being followed was presently being implemented by the newly appointed Human Resources Manager from 03 February 2014 onwards. An endeavor has been made to explain the broad process of recruitment and selection of employees being followed in Primus Super Speciality Hospital.

### **5.1. Background.**

### **5.2. Recruitment and Selection Procedure being followed at PSSH.**

### **5.3. Joining Formalities on Selection.**

**5.1 Background.** It had so happened that there was no Human Resources Manager/Executive in the HR department of PSSH creating huge deficiencies in recruitment and documentation of the employees. It was seen that no data prior to 03 February 2014 of the existing employees was available in PSSH as the previous HR manager had left no trace of documentation in soft copies nor the individual files were updated. Thus seeing the heavy voids in the HR department, I who was working in the administrative department during my dissertation was shifted to the HR department commencing my initiation of this dissertation journey. I under the guidance, of the newly appointed HR manager assisted in the recruitment procedure in the bargain learnt about the procedure and its nuisances.

**5.2 Recruitment Procedure being followed at PSSH.** The procedure being broadly followed has been explained briefly in the succeeding paragraphs.

**(a) Approval.** As and when any department felt the need for recruitment of a particular employ it would be the onus of the department head to obtain sanction from the management to recruit a new employ. The format of the *People Requisition Form* is attached at **Appendix A**. Prior consultation with HR is done. Once the approval is in place the HR department starts the procedure by obtaining the Job description for that particular post as to the experience and qualification required.

**(b) Recruitment of Suitable Candidates.** This was by far the most difficult task to obtain data of persons who meet the QR of the post to be recruited. This was usually done from checking the existing CVs both printed and copies received by mail. However this would not suffice and data of recruit able employees was also obtained online from recruitment agencies like naukri.com. Once reasonable or at least 8-10 times of candidates required then calls would be made from the HR department and interested persons would be called for preliminary interviews by the HR manager.

**(c) Interview and Selection of candidates.** Once the HR manager has cleared the employ initially then he would be send to the concerned department for Interview and testing of the job skills. The candidate prior to being interviewed has to fill up the *Candidate Information Sheet* sample attached at **Appendix B** by The concerned department head would then endorse his/her remarks in the *Interview Evaluation Sheet* form attached at **Appendix C**. The said form would then be send back to the HR department. If the individual has been recommended for recruitment a confirmatory interview would be held by the next senior official of the hospital. In the case of a nurse the channel would be HR manger then nursing Superintendent followed by the medical Superintendent. Once the candidate has been found suitable then the Manager HR in consultation with the management would negotiate the salaries with the prospective candidate. In case the candidate agrees to join then a date of joining is fixed and he is asked to report on that date for joining formalities to the HR department. The candidate is then given the offer letter for appointment either the same day or subsequently. The selected candidate is then asked to sign on a form confirming his date of joining in the **Joining Report Form** copy of the same is attached at **Appendix C**. A letter called Welcome to PSSH is then given to the candidate which asks the individual to get a few documents on the day of joining viz .educational certificates, PAN card, address proof for bank account opening, Delhi medical council registration, ID proof etc copy of the letter **Welcome to PSSH** is attached at **Appendix E**.

**5.3. Joining Formalities of Selected Candidates.** The selected candidates on being selected are asked to complete certain formalities which was done lately and streamlined after the new HR manager had decided to improve the procedure of documentation. It was further incumbent on the HR department to check all original certificates of the

photocopies submitted earlier by the candidates. It must be ensured that the all doctors, nurses, OT technicians are registered in the Delhi State Medical council, prior to induction of the employees. The forms for opening the bank account are also opened. The documents required to be filled are then filed in the personal confidential file of the individual. Documents filled on joining are as given below. The then is sent to his concerned where he introduced to his work profile. A formal hospital visit or introduction to other departments was not being done for the newly inducted employees.

- i. ***Composite Information sheet.*** Sample attached at **Appendix F.**
- ii. ***Form of Declaration of dependents.*** Sample attached at **Appendix G.**
- iii. ***Nomination and Declaration Form.*** Sample attached at **Appendix H.**
- iv. ***Form 11 for Declaration of PPF.*** Sample attached at **Appendix I.**
- v. ***Identity Card Format.*** Sample attached at **Appendix J.**
- vi. ***Declaration of Investment for Tax Deduction.*** Sample attached at **Appendix K.**
- vii. ***Forms for opening of Bank Accounts.***

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# **Chapter – 6**

## **Methodology And** **Objectives**

## **Methodology and Objectives**

In this chapter Details of the objectives and the Methodology used for the Dissertation guidelines are as enumerated below:-

5.1 Objectives of the Study.

5.2 Methodology used for the Study.

5.3 Limitations of the Study.

### **5.1 Objectives of the Study**

**5.11. Specific Objective.** The specific objective was to learn the process in detail, about the Recruitment and Selection at Primus Super Speciality Hospital.

**5.12. Detailed Objectives.**

- (a) To understand and observe the practical work in the HR department of Primus Super Speciality Hospital.
- (b) To gain more practical knowledge about the “Recruitment and Selection” procedures in the Hospital.
- (c) To attract sufficient applications from potential candidates for appointment with the skills, qualities, abilities, experience and competencies deemed as being necessary to the job.
- (d) To develop and maintain procedures which will assist in ensuring the appointment of the most suitable candidate.
- (e) To ensure that recruitment procedures are clear, valid and consistently applied by those involved in recruitment and that they provide for fair and equitable treatment for those who apply for employment.
- (f) To base selection decisions and criteria directly on the demands and requirements of the job and the competencies identified as necessary for satisfactory performance.

### **5.2 Methodology of the Study.**

**5.21. Study Area.**

The study was done under the aegis of the Human Resources Department of Primus Super Speciality Hospital, at Chanakyapuri, New Delhi. The area of study under the HR department during my dissertation was to facilitate and co-ordinate the recruitment and selection of job vacancies that were lying vacant and to be filled at the earliest. The work was focused on getting to select and enroll employees fitting the job description in the earliest possible timeframe so as not to adversely affect the functioning of the hospital.

### **5.22. Study Duration.**

The study of Recruitment and Selection was done over a period of 65 days from 25 February to 30 April 2014. This was part of my dissertation training at PSSH. 25 days prior I had the opportunity to work at the Administrative department of PSSH.

### **5.23 Sample Size.**

The sample size of my study was the employees that I had coordinated in enrollment and a total of 31 newly enrolled employees was the size of my study. The newly recruited employees were of different grades and appointments ranging from drivers, nurses to Senior Resident Doctors.

### **5.24 Study Design.**

The present study was done on the employees who were enrolled from 01 Jan to 30 April 2014. The study consisted of 31 appointed staff in that period. The primary Study design was Observational Crossectional study. The sample were the ones who were enrolled and was Non probable samples.

### **5.25 Data Tools and Techniques.**

The data was collected primarily by observation and in the process learning the intricacies of Human Resource Recruitment and Enrollment. Sample were the enrolled employees and were non probable samples.

## **5.3 Limitations of the Study.**

Some of the primary limitations of the study were as follows:-

- (a) PSSH being a small hospital the number of enrolled employees over a period of 4 months was limited to only 31, however in case the hospital was one of a large hospital then the sample size could have been much more and analysis more refined.
- (b) It is a privately owned hospital and due credence to investment in high quality employees was not seen.
- (c) Input on the salary negotiations and salary fixed to employees was not available due to the confidentiality of the issue.

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# **Chapter – 7**

## **General Findings**



## **General Findings.**

7.0 The General findings of the study from the sample of the 31 enrolled employees are given in the succeeding paragraphs:-

7.1 The Gender profile of the enrolled employees was 45%(14) female and 55%(17) male out of the 31 employees enrolled. Thus it can be seen that the male employees were only marginally(10%) more than the female employees.

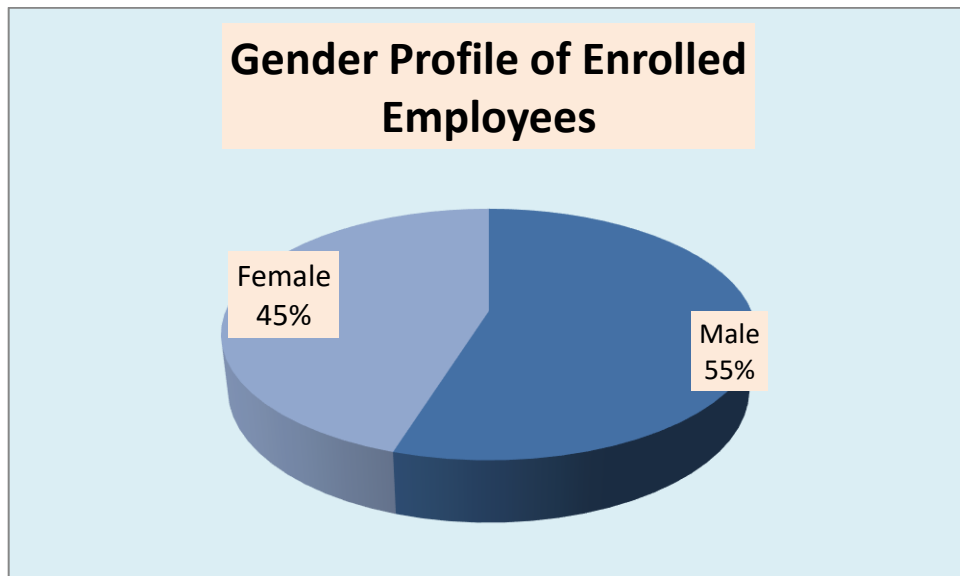


Figure 7.11 Gender profile of Enrolled Employees.

7.2. The number of employees enrolled per month in PSSH were as given below. The employees enrolled in March 2014 was proportionately higher by about 20% than the months of Jan and Feb ,however in the month of April the enrollments further lower to just 5 employees.

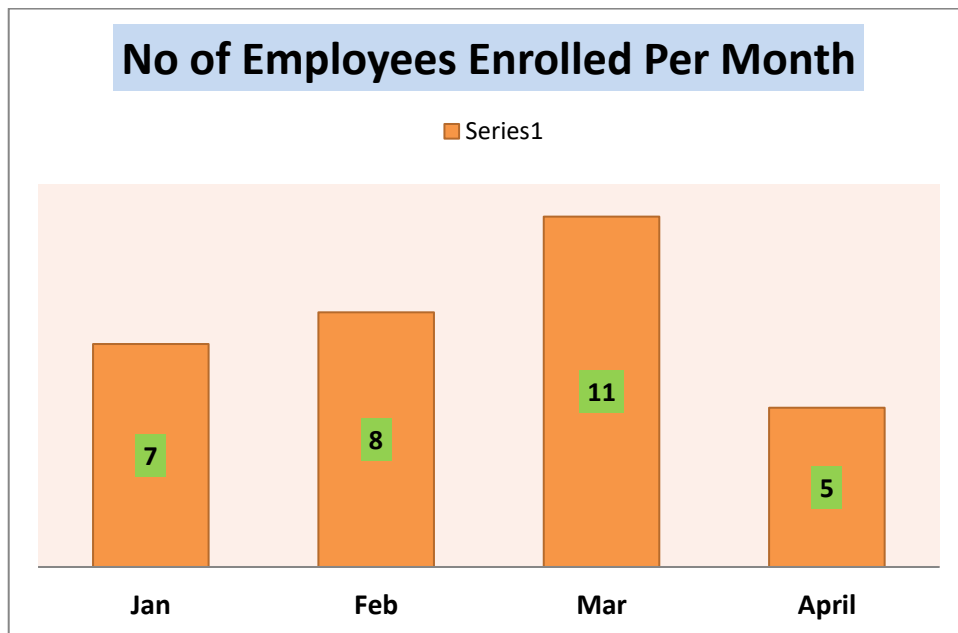


Figure 7.12 No of Employees enrolled per month.

7.3. The bulk of the employees 41% (13 out of 31) were in the age group of 25-29 years of age out of the employees enrolled.

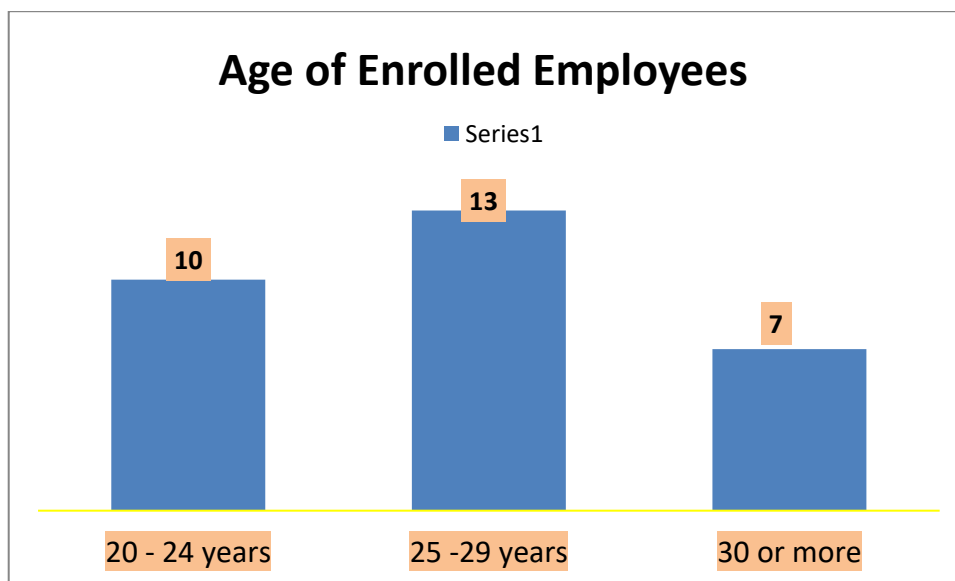


Figure 7.13 Age of enrolled employees.

7.4 Out of the different employees enrolled maximum (41%) were Staff nurses and the next were Managers/ Executives(22%).

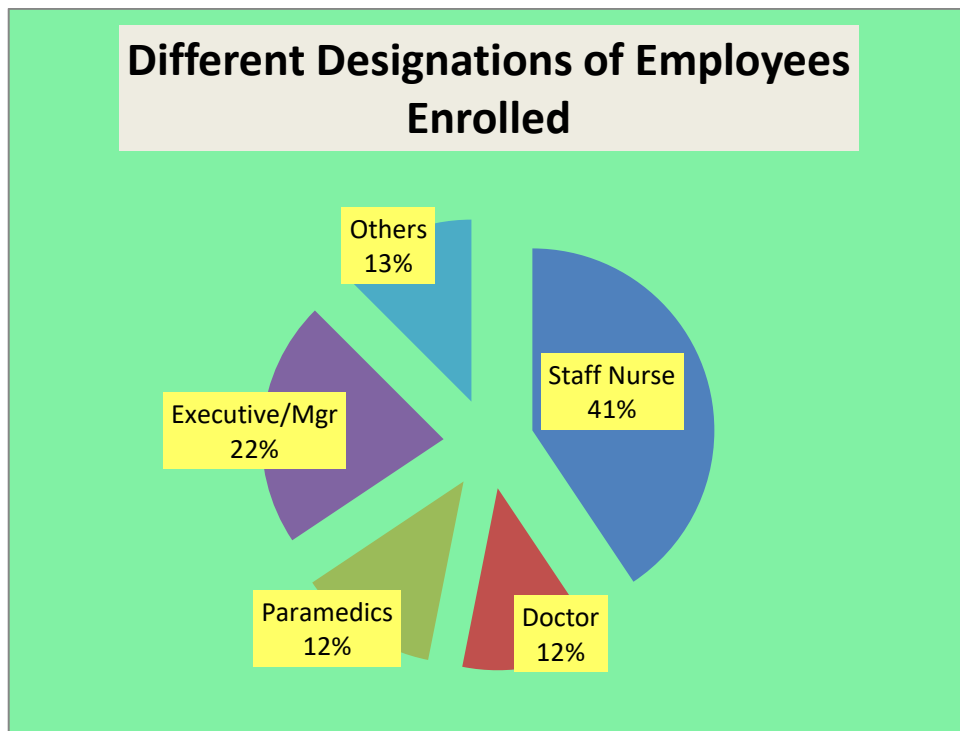


Figure 7.14 Different designations of employees enrolled.

7.5 Among the recently enrolled employees Nursing had the maximum enrollment at 42% and Administrative branch had enrolled 35% which was the next highest.

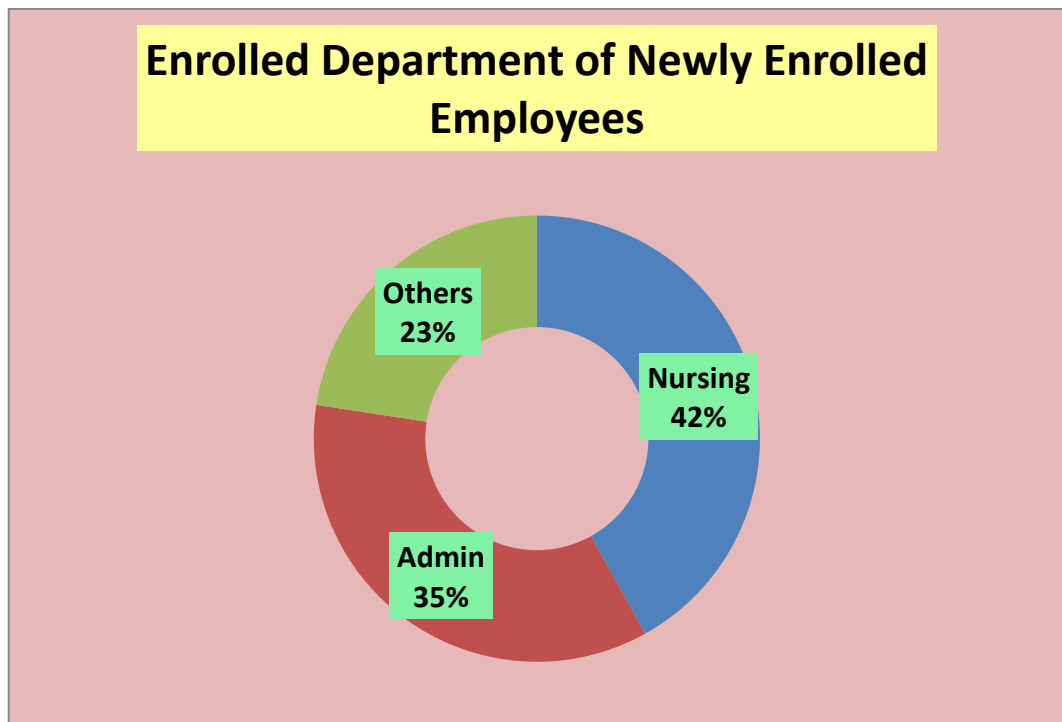


Figure 7.15 Enrolled Department of the newly enrolled employees.

7.6 The employees with 0 - 4 years of prior experience were the maximum(58%) and 35% of the enrolled employees had an experience of 5 – 9 years.

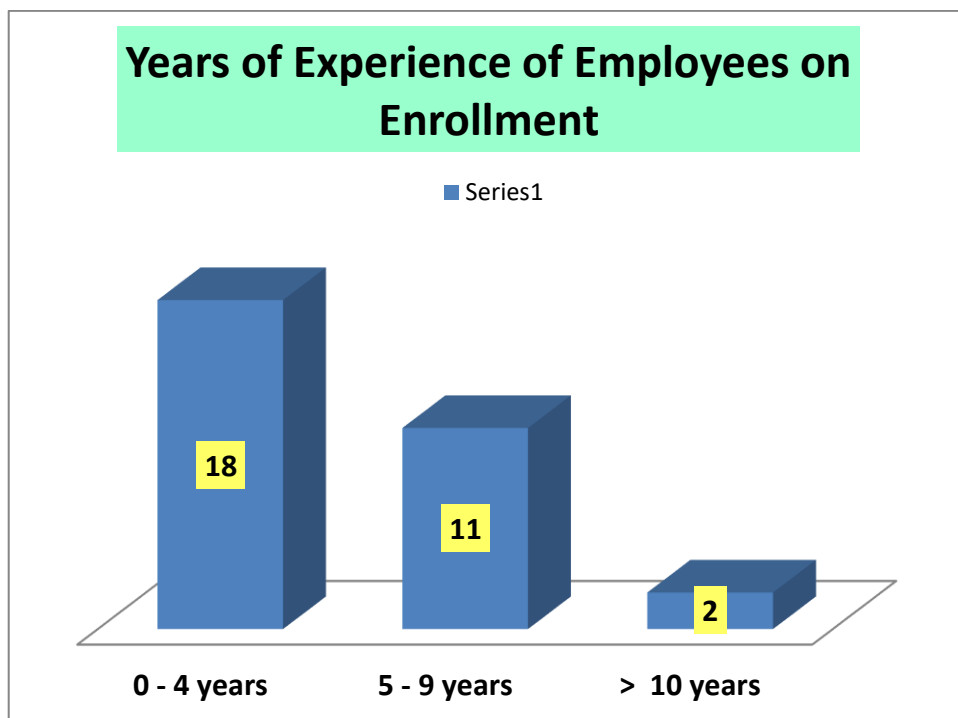


Figure 7.16 Years of experience of employees on enrollment

7.7 Place of Residence of the newly enrolled employees reveals that 14(45%) had their permanent residence in Delhi whereas about 17(55%) of the employees were from outside Delhi.

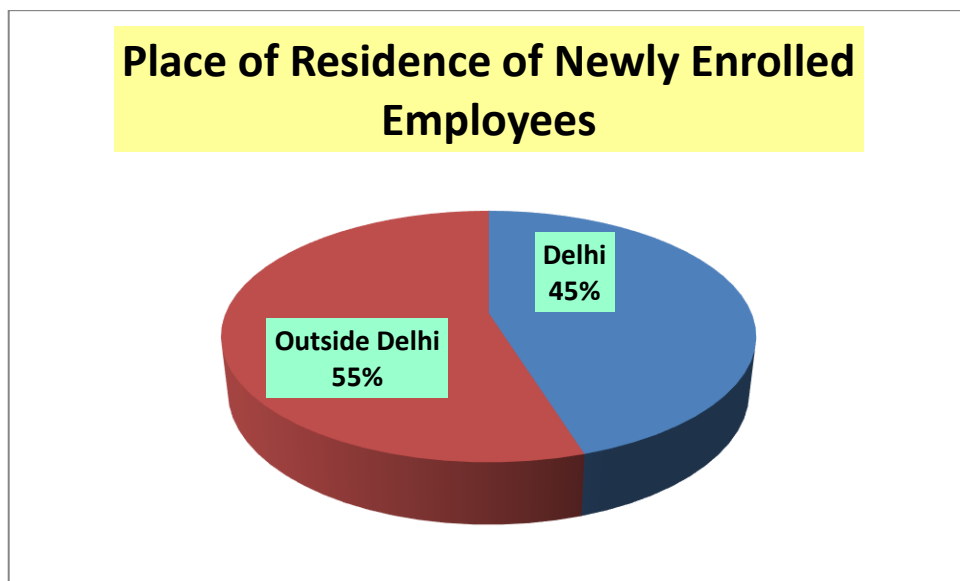


Figure 7.17 Place of residence of newly enrolled employees.

7.8 Out of the 13 nurses enrolled 85% Nurses were from outside the state of Delhi and only 15% of the Nurses were from were permanent residents of Delhi.

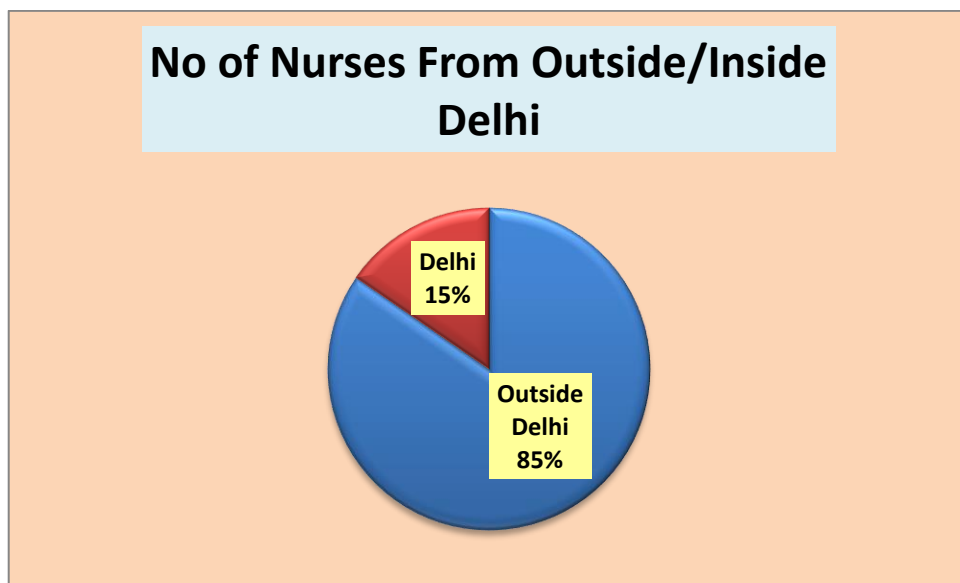


Figure 7.18 Number of nurses from Outside/Inside Delhi.



# **Chapter- 8**

## **DISCUSSION**

## **Discussion**

8.1 the discussion on the findings of the employees that were enrolled in Primus Super Specialty Hospital from 01<sup>st</sup> January'14 – 30<sup>th</sup> April'14 is given in the succeeding paragraphs .The discussion is focused mainly on two aspects :

8.1 – The procedure of enrolment

8.2 – The analysis of the persons enrolled

### **8.1 The Procedure of Enrolment**

The procedure for enrolment of deficient vacancies in the primary task I had worked on during my stay at PSSH. Prior to joining of the new HR manager, Mr. Bhagwat Singh Bisht, enrolment was outsourced to a recruitment agency which was paid a months' salary of every acceptable and employee recruited and calculating an average salary of `25000 of employees for enrolment of eight employees a payout of `2 Lakhs was imminent and finally the hospital decided to employ a Human Resource Manager . (The vacancy was vacant for about 4 months) The new HR Manager from 03 February onwards tried to get the HR department in some sort of semblance. No data of employees was available/left by the previous incumbent which was rebuilt. The process of enrolment then commenced by getting together all available resumes and using data available in Naukri.com, employees were encouraged to refer people for employment. Over a period though with great difficulty and not paying the best salaries in the market, the vacancies of Nurses, OT technicians and Administrative appointments started getting filled. However attrition continued as well for better pastures for employees.

### **8.2 Analysis of People Enrolled**

Out pf the 31 employees enrolled from 01<sup>st</sup> January'14 -30<sup>th</sup> April'14, a higher preponderance of the employees enrolled were male 17 (55%) and the balance 14 (45%) were female. However among the nurses enrolled almost 80% were females. There was a variation in the number of employees enrolled as follows:

- a) January 2014 – 7
- b) February 2014 – 8
- c) March 2014 – 11
- d) April 2014 – 5

8.21. The reason was primarily the fact that due to initial deficiencies it took time to enrol more employees which peaked till about March and thereafter subsided.

8.22. It was seen that the age of the enrolled employees was maximum between 25-29 years with reasonable experience and a total of 41% (13 out of 31 ) were in this age group

and 32% ( 10 out of 31) were in the age group of 20–24 years however 7 employees (22%) above the age of 30 were enrolled.

8.23. It was then investigated as to the designation the employees were enrolled in and out of the 31 employees 41% (13 out of 31) were nurses and the next largest category being executive/managers at 22% (7 put of 31).

8.24. As regards the department of the enrolled employees in concerned 42% (13 out of 31) were enrolled in nursing and administration had the next highest of enrolled employees from preventive health check up managers , marketing personnel , CEO and even a driver.

8.25. Out of the employees enrolled they had a varying degree of experience prior to enrolment and a high 58% ( 18 out of 31) had an experience up to 4 years and 35% (11out of 31) were those who had experience of 5-9 years.

8.26. Another important aspect seen was the permanent place of residence of the employees who were enrolled in PSSH which is located in Chanakyapuri, New Delhi. It was seen that 55% (17 out of 31 ) had their permanent residence at Delhi.

What was another revelation that 85 % ( 11 out of 13) of the nurses were from outside Delhi and balance 15%(2out of 13)were from within Delhi.

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# **Conclusion**

I had done my dissertation training at Primus Super Specialty Hospital in both. Administration and the Human Resource Department from 01<sup>st</sup> February to 30<sup>th</sup> April'2014. I had the opportunity to closely learn about the functioning of the kitchen, laundry and to a greater detail the Human Resource Department. I was tasked to assist in the recruitment and selection procedure. In my study I had done a cross-sectional observation study on the 31 enrolled employees. About 13 (42%) of the enrolled person were nurses and the bulk enrolled 13 (42%) were in the age group of 25-29 years. About 18 (58%) of the employees had 0-4 years of experience prior to joining PSSH. Overall it was a great learning experience and the importance of retaining and employing competent employees though at a higher cost was well understood.

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## Appendix A

PEOPLE REQUISITION FORM			
From:		Department:	
Date of Indent:		Location:	
Nature of Employment: Employee /Contract /Retainer /Trainee		Type of Employment: Full-Time/Part-Time	
Number of Person(s):		Position Title: <small>(Please attach Job Description)</small>	
Band:		Reporting to: Admn:	
Budgeted CTC:		Variable Pay: Yes / No	
Budgeted Manpower: Yes / No		New Position / Replacement Position	
<b>Justification</b> <i>(whether budgeted/replacement, please justify the position) :</i>			
FACTORS	CRITERIA		
	NECESSARY	DESIRABLE	OTHER COMMENTS
Qualification			
Total Experience (in years)			
Relevant Experience (in years)			
Industry (Preferred Companies)			
<b>Critical Attributes</b> <b>Functional:</b>  <b>Behavioural:</b>  <b>Leadership/Management:</b>			
Preferred Age Group			
Any Other Factor(s)			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <hr style="width: 150px; border: 0.5px solid black;"/> <p><b>Hiring Manager</b></p> </div> <div style="text-align: center;"> <hr style="width: 150px; border: 0.5px solid black;"/> <p><b>Business Head/Functional Head</b></p> </div> <div style="text-align: center;"> <hr style="width: 150px; border: 0.5px solid black;"/> <p><b>Human Resources</b></p> </div> </div> <p style="margin-top: 10px;"><i>Note: All Manpower Requisition Forms to be duly signed and actioned by HR after verifying on budgeted numbers and cost.</i></p>			

## **Appendix B**

<b><u>INTERVIEW EVALUATION SHEET</u></b>											
Name of the Candidate:						Date:					
Position Applied for:											
<i>Please place a ü in the appropriate box and in the remarks column elaborate with examples.</i>											
<i>Rating Scale</i>				1 - <i>Unsatisfactory</i>		2 - <i>Satisfactory</i>		3 - <i>Good</i>		4 - <i>Excellent</i>	
<b>FACTORS</b>				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Remarks</b>			
<b>Qualifications</b>											
Education/Training											
Relevant Experience											
Accomplishments/Previous achievements											
Other Observations, if any											
<b>Personality</b>											
Grooming											
Enthusiasm/Energy											
Self-confidence											
Other Observations, if any											
<b>Attitude</b>											
Willingness to learn & work											
Cooperative											
Positive Outlook											
Other Observations, if any											

<b>Functional Skills</b>									
Knowledge Depth *									
Conceptual Clarity									
Analytical Skills									
Practical Application/Equipment handling/ Nursing Skills									
Ability to relate with other functional areas									
Other Observations, if any									
* For medical roles please evaluate diseases & patient handling, medical development & techniques, etc.									
<b>Management Skills</b>									
Planning, Organizing									
Team Management									
Problem Solving									
Initiative									
Other Observations, if any									
<b>Leadership Skills</b>									
Visioning/Contribution to Strategy									
Influencing									
Decisiveness									



Other Observations, if any									
<b>Communication Skills</b>									
Fluency in language									
Articulate/Ability to express self									
Other Observations, if any									
<b>Organization/Job Fitment</b>									
Knowledge about MHIL									
Clarity on Job role									
Culture/Organization fitment									
Other Observations, if any									
Openness to Shift Duties	Yes / No								
Proficiency Test Score ( <i>only for Nursing</i> )					Overall Score				
Strengths for this position									
Possible weaknesses									
<b>OVERALL RATING</b>					Excellent	Good	Satisfactory	Unsatisfactory	
Comments / Recommendations:									

<div style="text-align: center;"> <div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="border-bottom: 1px solid black; width: 100%;"></div> </div>				
<b>OUTCOME</b> <i>(Please tick)</i>	Selected	Not Suitable	On Hold	
Minimum time required for joining				
Name of Interviewer(s):			Signatures:	
<div style="text-align: center;"> <div style="border-bottom: 1px solid black; width: 60%;"></div> <div style="border-bottom: 1px solid black; width: 60%;"></div> </div>				
<div style="text-align: center;"> <div style="border-bottom: 1px solid black; width: 60%;"></div> <div style="border-bottom: 1px solid black; width: 60%;"></div> </div>				
Date:				

## APPENDIX C

<b><u>INTERVIEW EVALUATION SHEET</u></b>											
<b>Name of the Candidate:</b>						<b>Date:</b>					
<b>Position Applied for:</b>											
<i>Please place a ü in the appropriate box and in the remarks column elaborate with examples.</i>											
<b>Rating Scale</b>				<b>1 -</b> <i>Unsatisfactory</i>		<b>2 -</b> <i>Satisfactory</i>		<b>3 -</b> <i>Good</i>		<b>4 -</b> <i>Excellent</i>	
<b>FACTORS</b>				<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>Remarks</b>			
<b>Qualifications</b>											
<b>Education/Training</b>											
<b>Relevant Experience</b>											
<b>Accomplishments/Previous achievements</b>											
<b>Other Observations, if any</b>											
<b>Personality</b>											

<b>Grooming</b>						
<b>Enthusiasm/Energy</b>						
<b>Self-confidence</b>						
<b>Other Observations, if any</b>						
<b>Attitude</b>						
<b>Willingness to learn &amp; work</b>						
<b>Cooperative</b>						
<b>Positive Outlook</b>						
<b>Other Observations, if any</b>						
<b>Functional Skills</b>						
<b>Knowledge Depth *</b>						
<b>Conceptual Clarity</b>						
<b>Analytical Skills</b>						
<b>Practical Application/Equipment handling/ Nursing Skills</b>						
<b>Ability to relate with other functional areas</b>						
<b>Other Observations, if any</b>						
<i>* For medical roles please evaluate diseases &amp; patient handling, medical development &amp; techniques, etc.</i>						
<b>Management Skills</b>						
<b>Planning, Organizing</b>						

<b>Team Management</b>						
<b>Problem Solving</b>						
<b>Initiative</b>						
<b>Other Observations, if any</b>						
<b>Leadership Skills</b>						
<b>Visioning/Contribution to Strategy</b>						
<b>Influencing</b>						
<b>Decisiveness</b>						
<b>Other Observations, if any</b>						
<b>Communication Skills</b>						
<b>Fluency in language</b>						
<b>Articulate/Ability to express self</b>						
<b>Other Observations, if any</b>						
<b>Organization/Job Fitment</b>						
<b>Knowledge about MHIL</b>						
<b>Clarity on Job role</b>						

<b>Culture/Organization fitment</b>						
<b>Other Observations, if any</b>						
<b>Openness to Shift Duties</b>	<b>Yes / No</b>					
<b>Proficiency Test Score (only for Nursing)</b>				<b>Overall l Score</b>		
<b>Strengths for this position</b>						
<b>Possible weaknesses</b>						
<b>OVERALL RATING</b>	<b>Excellen t</b>	<b>Good</b>	<b>Satisf actory</b>	<b>Unsatisf actory</b>		
<b>Comments / Recommendations:</b>						
<b>OUTCOME (Please tick)</b>	<b>Selected</b>	<b>Not Suitabl e</b>	<b>On Hold</b>			

<b>Minimum time required for joining</b>			
<b>Name of Interviewer(s):</b>	_____	<b>Signatures:</b>	_____
<div>_____</div>			
<div>_____</div>			
<b>Date:</b>	_____		

**APPENDIX D**  
**JOINING REPORT**

To,

HR Department  
Primus Super Speciality Hospital

From

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Dear Sir,

This is with reference to my offer of appointment letter dated \_\_\_\_\_.

I hereby join from today, i.e. \_\_\_\_\_ as \_\_\_\_\_.

Thanking you,



Yours faithfully,

( )

CC: Accounts Department

Personal File

## **APPENDIX E**

### ***Primus Super Speciality Hospital***

It would be appreciated if the following documents could be brought along to complete joining formalities.

1. Passport size photographs:  
Self – 4 (passport size)  
Dependents to be covered under medical policy – 1 each (passport size)  
Kindly write your name behind all the photographic.
2. Birth Certificate (photocopy)
3. 10<sup>th</sup> & 12<sup>th</sup> Certificate (photocopy)
4. Graduation or other degree/diploma certificates with copies of mark-sheets as proof of qualifications (photocopy)
5. In case of doctors / Nursing Staff/ Pharmacist, valid Delhi Medical Council/ Delhi Nursing Council/ Delhi Registration Pharmacy certificates mandatory without which joining will not be allowed. Professional Indemnity of Rs. 20 lakhs to be provide by doctors joining on retainership mode on the date of joining.
6. Any job full-time / part time mentioned needs to be supported with experience certificates. (In some cases where an experience certificates is not available kindly furnish the appointment letter & salary slip of the last drawn salary.)
7. ***Relieving letter & the acceptance of the resignation letter from the last employer.***
8. Salary slip of the last employment.
9. A new employee should complete the joining formalities as soon as possible.
10. Employee/ Retainer PAN card, should provide photocopy of the same.



Mobile	<input type="text"/>	No.
	<input type="text"/>	Telephone No
Per. E-Mail ID	<input type="text"/>	
PAN No.	<input type="text"/>	
Previous Employee	<input type="text"/>	
r		
Address	<input type="text"/>	
	<input type="text"/>	
	<input type="text"/>	

**Bank A/c No.**

**Bank  
Name**

[illegible]

**Bank  
Address**

[illegible][illegible]

I \_\_\_\_\_ have joined my duties as  
with effect from \_\_\_\_\_ in accordance with the terms and conditions of the  
letter of appointment dated \_\_\_\_\_

I declare that the above information is correct to the best of my knowledge

**Signature**

## APPENDIX G

### FORM FOR ADMISSION UNDER COMPANY MEDICAL POLICY

#### Employees Details

Name

Location

Date of Joining

Band

#### Persons to be covered by Company Medical Policy

S.No.	Name	DOB	Age (years)	Relationship
1				Self
2				
3				
4				
5				
6				

#### **Undertaking**

I have read Medical Benefit Program and have understood the contents thereof I hereby confirm declare and undertake that all particulars and information provided by me in the prescribed form are correct and they shall form the basis of the medical claims. I shall comply, observe and abide by the rules and regulations, circular, guidelines and instructions as framed and issued in respect of company's medical policy.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

## APPENDIX H

Employee code \_\_\_\_\_



### FORM 2 (Revised)

(For Unexempted /Exempted Establishments)

### NOMINATION AND DECLARATION FORM

(Declaration and Nomination Form under the Employees' Provident Funds and Employees' Pension Scheme)

(Paragraphs 33 & 61 (1) of the Employees' Provident Funds Scheme, 1952 and paragraph 18 of the Employees' Pension Scheme, 1995)

- |          |                             |   |           |
|----------|-----------------------------|---|-----------|
| <b>1</b> | Name (in Block Letters)     | : |           |
| <b>2</b> | Father's/Husband's Name     | : |           |
| <b>3</b> | Date of birth               | : |           |
| <b>4</b> | Sex                         | : |           |
| <b>5</b> | Marital Status              | : |           |
| <b>6</b> | Account No. (PF/EPF Number) | : |           |
| <b>7</b> | Address (Residential)       | : | Permanent |
|          |                             |   | Temporary |

### PART A (EPF)

I hereby nominate the person(s)/cancel the nomination made by me previously and nominate, the person(s) mentioned below to receive the amount standing to my credit in the Employees' Provident Fund, in the event of my death:

Name and Address of the nominee/ nominees	Nominee's relationship with the member	Date of Birth	Total amount or share of accumulations in Provident Fund to be paid to each nominee (%)	If the nominee is a minor, name and relationship and address of the guardian who may receive the amount during the minority of nominee
(1)	(2)	(3)	(4)	(5)
			<b>100%</b>	

1. \* Certified that I have no family as defined in para 2(g) of the Employees' Provident Funds Scheme, 1952, and should I acquire a family hereafter, the above nomination should be deemed as cancelled.
2. \* Certified that my father/mother is/are dependent upon me.
3. \* Strike out whichever is not applicable.

-----  
Signature or thumb impression of the subscriber

**Note: - A Fresh nomination shall be made by the member on his marriage and any nomination made before such marriage shall be deemed to be invalid**

# If Married -> Spouse, Children (married or unmarried), his/her dependent parents, deceased son's widow and children.

If unmarried then Parents, Brother, Sister or any other person(s).

Page No. - 1

### Part B (EPS) (Para 18) \$

I hereby furnish below particulars of the members of my family who would be eligible to receive widow/children pension in the event of my death.

Sl.No.	Name and address of the family members	Date of Birth	Relationship with the member
(1)	(2)	(3)	(4)
1			
2			
3			
4			

\*\* Certified that I have no family, as defined in para 2(vii) of Employees' Pension Scheme, 1995 and should I acquire a family hereafter I shall furnish particulars thereon in the above form.

I hereby nominate the following persons for receiving the monthly widow pension (admissible under para 16 2(a) (i) and (ii) of Employees' Pension Scheme, 1995 in the event of my death without leaving any eligible family member for receiving Pension. \$\$

Name and Address of the Nominee	Date of Birth	Relationship with the member
(1)	(2)	(3)

Dated the : \_\_\_\_\_

.....  
**Signature or thumb impression  
of the subscriber**

**\*\*Strike out whichever is not applicable.**

### **CERTIFICATE BY EMPLOYER**

Certified that the above declaration and nomination has been signed/thumb impressed before me \_\_\_\_\_ by Shri/Smt./Kumari \_\_\_\_\_ employed in my establishment after he/she has read the entries/the entries have been read over to him/her by me and got confirmed by him/her.

Place: \_\_\_\_\_

Dated the \_\_\_\_\_

.....  
**Signature of the Employer or other authorised**

Officer of the establishment  
Designation.....  
Name and address of the Factory/Establishment  
or rubber stamp thereof

\$ - Applicable if Married -> To Spouse and Children (include children adopted legally before death in service).

\$\$ - Applicable to both Married and unmarried – (1) Married ----- To any person(s) other than spouse and children.

(2) Unmarried ----- To Parents, Brother, Sister or any other person(s).

**Page No. - 2**



## APPENDIX I



**Employee Code** \_\_\_\_\_

THE EMPLOYEES' PROVIDENT FUNDS SCHEME, 1952 (Paragraph 34)

AND

THE EMPLOYEES' PENSION SCHEME, 1995 (Paragraph 24)

### Declaration by a person taking up employment in an establishment in which the Employees' Provident Funds & Employees' Pension Scheme enforce

- I \_\_\_\_\_ Son/ wife/ daughter of\* Sh. \_\_\_\_\_  
 (Name of Employee)  
 do hereby solemnly declare that :-
- (a) I was employed in M/s \_\_\_\_\_  
 (Name and Full Address of the immediate previous employer)  
 and left service on \_\_\_\_\_ prior to that, I was employed in  
 (Date of leaving with immediate previous employer)  
 \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_  
 (Name and Full Address of the second last employer, if any) (Date of joining & leaving with second last employer, if any)
- (b) I was member of \_\_\_\_\_  
 (Name of PF Trust / Address of PF Office of immediate previous employer)  
 Provident Fund and **also/but not\*** of the Pension Fund from \_\_\_\_\_ to \_\_\_\_\_  
 (Date of joining & leaving with immediate previous employer).  
 and my account number (s) was/were \_\_\_\_\_  
 (PF No. with Establishment Code of immediate previous employer)
- (c) I **have / have not\*** withdrawn the amount of my Provident Fund/Pension Fund.
- (d) I **have / have not\*** drawn any superannuation benefits in respect of my past service from any employer.
- (e) I **have / have never\*** been a member of any Provident Fund and/or Pension Fund.
- (f) I am **drawing / not drawing\*** Pension under EPS 95.
- (g) I am a **holder / not holder\*** of scheme Certificate.
- (h) Scheme certificate **surrendered / not surrendered\***.

*\*Strike out whichever is not applicable.*

Date \_\_\_\_\_  
 (Date of joining of employee)

\_\_\_\_\_  
 Signature or left hand thumb impression of the employee

Shri/Smt. \_\_\_\_\_ is appointed as \_\_\_\_\_  
 (Name of Employee) (Designation with Co.)

in M/s **Primus Super Speciality Hospital** with effect from \_\_\_\_\_  
 (Name of the present employer) (Date of appointment)

P.F. Account Number \_\_\_\_\_  
 (PF No. with Estt. Code of present employer)

Date \_\_\_\_\_  
 (Date of joining of employee)

\_\_\_\_\_  
 Signature of the Employer/Manager or Other  
 Authorised Officer with Office Seal

## APPENDIX J

### IDENTITY CARD

**(FILL THE FORM IN THE CAPITAL LETTERS)**

Name .....

Designation .....

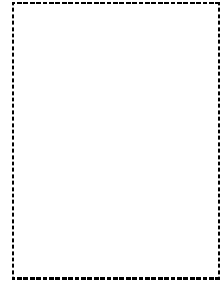
Blood Group .....

Address .....

.....

Phone No .....

Date of Issue .....



**Signature of Employee**

**Signature  
HR.Manager**

### IDENTITY CARD

**(FILL THE FORM IN THE CAPITAL LETTERS)**

Name.....

Designation .....

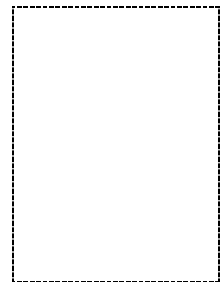
Blood Group.....

Address.....

.....

Phone No.....

Date of Issue.....



**Signature of Employee**

**Signature  
HR.Manager**

## APPENDIX K

Details Of Investment Declaration for the F.Y. 2013-2014									
NAME:	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; text-align: center;"> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> </div> <div style="width: 50%; text-align: center;"> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> </div> </div>								
EMP. Code No :	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; text-align: center;"> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> </div> <div style="width: 50%; text-align: center;"> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> </div> </div>								
PAN No:	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%; text-align: center;"> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> </div> <div style="width: 50%; text-align: center;"> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; margin: 2px;"></div> </div> </div>				Gender (M/F): <div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div>				
					Contact No. <div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div>				
						Actual Proofs submitted	Pending	Total	
Sl. No	Nature of Investment					Amount			
1	Rent Receipts (H.R.A) Address <div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div> City <div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div> Start Month <div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div> End Month <div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div>					Per Month			
2	Mediciam Policy Premium [u/s 80D] -upto Rs. 15,000 2 Senior Citizen (> 65 yrs, Y/N) <div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div>								
3	Others (Please Specify 80DD, DDB, 80U) Certificate Attached Y/N : <div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div> 3 Section <div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div>								
4	Payment of interest on loan taken for higher education 4 (U/s 80 E)								
5A	Life Insurance Pension Scheme (80C)- 5 (only for self)								
5B	Payment of Life Insurance Premium (80C) 6 (only for Self, Spouse, Children)								
5C	Deposit in Public Provident Fund (80C) excludes Company PF 7 (only for self, spouse, children upto Rs 70,000/- in a financial year)								
5D	Purchase of National Saving Certificates (80C) 8 (only for Self)								
5E	Fixed Deposits (for 5 years or more) (80C) 9 (only for Self - Receipt must mention 80C or Tax Saver FD)								
5F	Payment of ULIP (80C) 10 (only for Self, Spouse, Children)								
5G	Payment for Equity Linked Mutual Fund 80C) 11 (only for Self, Spouse, Children - Fund must be Tax Saver Fund)								
5I	Payment of tuition fees for any of two children (80C) Child 1 13 Child 2								
5J	Repayment of Housing Loan (Only Principal) [u/s 80C) 14								
6	Interest on Housing Loan [u/s 24(2) ( Also see Annexure) 15 City of Loan Property <div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div>								
7	Form 12B (Earning from previous employer's for current F.Y. 2012-13)								
A	Earning From Previous Employer								
B	Tax Deducted by Previous Employer								
C	PF Deducted by Previous Employer								
D	Professional Tax Deducted by Previous Employer								