

NAAC Criterion 6: Governance, Leadership and Management

6.3 Faculty Empowerment Strategies

6.3.5: The institution has effective welfare measures for teaching and non-teaching staff





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Performance Appraisal System



XVI. CONFIDENTIALITY:

The employees shall not divulge any information, which will prejudice the interests of the establishment. No employee is to engage in any other work or employment(s) while he/she continue to serve as an employee at PES Hospital

XVII. CHANGE IN PERSONAL DETAILS:

In case of any change in the personal details of the employee, he/she should inform the change to HRD. The responsibility is vested with the employee to update all necessary changes in their personal file.

27. PERFORMANCE APPRAISAL SYSTEM:

Management will be conducting a performance appraisal on all the employees every year (March - April of every year) in order to evaluate the job performance of the employee. The purpose of the Appraisal system is to identify the lapses of the employee and to give appropriate training to improve the overall performance of the employee or to utilise the employees' skills/ knowledge for the overall improvement of the teams' performance. Job appraisal provides the basis for future promotions/increments identifies the strength and weakness of the employee and places him/ her accordingly.

28. WORKING DAYS, HOURS, ATTENDANCE

28-01: WORKING HOURS, DAYS

I. WORKING HOURS:

- a) Working hours will vary in different departments and areas throughout the Hospital. Since the hospital functions 24 hours of the day and on seven days a week, employees may be required to work regular hours, day or

FACULTY APPRAISAL FORM

Name of the faculty :
Date of Birth : Age :
Qualification :
Recongnised / Not Recongnised :
Registration a) State :
b) No. & Date :
Department :
Designation :
Date of Joining at PES :
No of years Exp. in PES :
Previous Experience :
Promotion Particulars :
Promotion : On completion of term / on basis of publication
Service Record as per MCI : Ok / Not Ok
No. of Papers Presented :
Published :
Sent for Publication :
PG Guide : Yes / No
No. of theory classes taken : UG : PG :
(From Sep'2013 to Oct'2014)
No. of Practicals/Clinics taken : UG : PG :
(From Sep'2013 to Oct'2014)
No. of Leaves taken : CL: CCL : SPCL : LWP :
(From Jan'2014 to Nov'2014)

TO BE FILLED BY THE HOD

Surgical Work / Clinical Skill :
Any Other work done : a) initiative b) Involvement C) Leadership Quality d) Assertiveness
(Additional responsibilities)

Ranking 1 To 5

1. Average
2. Above average
3. Good
4. Very Good
5. Excellent

SIGNATURE OF THE HOD

Note by the Principal/Medical Superintendent:

**SIGNATURE OF THE PRINCIPAL /
MEDICAL SUPERINTENDENT**

INDEX

S.NO	CONTENT	PAGE No
01	VISION, MISSION, VALUES	01
02	QUALITY POLICY	01
03	SERVICE STANDARDS & SAFETY POLICY	01
04	LIST OF GOVERNING BODY	03
05	ORGANOGRAM	04
06	NABH COMMITTEES	05
07	SCOPE OF SERVICES	06
08	HOSPITAL LAYOUT	07
09	LIST OF DOCTORS	12
10	PATIENTS' RIGHTS & RESPONSIBILITIES	13
11	EMPLOYEES' RIGHTS & RESPONSIBILITIES	16
12	PATIENT CARE & SAFETY	18
13	PATIENT COMPLAINT PROCESS	22
14	COMPLAINT PROCESSING & ACTION	23

3. Keep the patients clean and well groomed
4. Speak to patients, families and one another with respect and compassion
5. Act with kindness, gentleness and understanding
6. Attend to the patient and family's complaints and request
7. Provide privacy when delivering personal care, toileting and bathing
8. Help the patients to control agony by providing as much assistance as necessary
9. Give your utmost care to the patient and be blessed with love in return
10. Count each time you serve a patient as a blessing

26. EMPLOYMENT WITH PES HOSPITAL

I. INTRODUCTION

The purpose of this section is to give a brief on the Human Resources Policies and procedures applicable to the employees in their employment in PES Hospital. For further details, if so desired the employee may refer to the Human Resources Manual, One should read this section with the subsequent amendments/ modification carried out in the manual.

II. EMPLOYMENT POLICY

The Management at PES HOSPITAL understands the critical role of the talent pool in its success and growth, and therefore ensures that the best person will be employed for the right job.

III. RECRUITMENT

Based on the Manpower Planning conducted, requirements and the directions

from the Management & Heads of the Departments (HOD), Human Resources Department (HRD) will recruit the best person for the job. The search for the best employees is done either by HRD or through employee referrals. The recruitment policy is pre define criteria.

IV. PRE-EMPLOYMENT VERIFICATION:

It is mandatory for HRD to verify the character and antecedence of all the potential employees either from the previous employer or from any known source. The details of such reference check(s) will be kept in the personal file of the employee. A signed consent is collected from the employee to conduct reference checks. And the confirmation of the employment is based on the positive or satisfactory response from the previous employer.

V. JOINING FORMALITIES As part of the joining formalities the employees shall: -

- Fill the joining form.
- Submit copies of the academic, experience & registration (if applicable) certificate(s). Originals shall be produced for verification purpose only.
- Submit a copy of the Relieving Order and Salary Slip/ Certificate (optional) from the previous employer.
- 5 Passport size photographs.
- Provide Date of Birth and Address proof.
- Submit copy of the PAN card for TDS purpose.
- Submit Savings Bank Account Passbook copy of Indian Bank for transfer of salaries. HRD will provide assistance to open an account if the same is not available.

- Attend the Induction programme scheduled by HRD.

A Personal ID with FP+ RF card (attendance) will be provided with due training on how to use them. The Induction process concludes by presenting the employee to the respective HOD/ Group Head.

VI. DUTY HOURS & TIMINGS:

As PES HOSPITAL works 24x7 the employees are expected to be flexible with regard to their timings and must be willing to work day or night and extra time considering the exigency of the situation. However, it is advised that the reporting-to-duty time should be strictly adhered to.

VII. DRESS CODE AND APPEARANCE:

The employee should make sure that the attire worn reflects confidence and respect for the hospital and its employees. Attire should be appropriate to the duties performed and the health and safety of the patients. Considering the health care and specific business needs, the Management determines the appearance standards based on the prevailing safety and health regulations, where needed.

General guideline for appearance and dress code:

- Exhibit & maintain a well groomed personal appearance, which includes cleanliness and proper hygiene.
- Personal ID card shall be visibly worn while on duty or in other cases produced when asked for.
- Cleanliness being most important in a Hospital, neat & clean hands and feet are to be maintained. Maintain short and

manicured finger nails to avoid injury to self, patients or co-workers.

- Maintain moderate use of perfumes and aftershave lotions.
- Maintain neat and well trimmed hair.
- Maintain clean, polished and good condition of footwear.
- Formal attire shall be worn by all who do not have prescribed uniforms.
- It is prohibited to wear attire showing the logo or the name of other establishments.

VIII. UNIFORMS:

The employee should understand the purpose of uniforms assigned to them. Uniform serves as a means of identification of the hospital employees. And the employees should keep it clean and well ironed and should be worn properly and uniformly by everybody and not according to personal styles or with any alterations.

IX. PERSONAL IDENTITY CARDS:

All employees are given personal identity card which contains employee's name, photo and employee code. Temporary cards, if issued at the time of joining should be replaced within 6 working days from HRD. In case of loss of ID card the employee should inform the HRD and get it replaced after paying due amount for the same. On separation or in the event the card(s) are damaged the employee should return the same to HRD. Whenever reporting for work all staff must carry their cards, or will risk prevention of entry into hospital by security.

X. SALARY PAYMENT:

Employees will be paid their salary before the 5th working day of every month. Any dispute in the salary/ pay received should be discussed with the Manager, HRD, and the same will be addressed without undue delay.

XI. DEDUCTIONS:

Due statutory deductions/ recoveries viz.:-

- Employees Provident Fund (EPF) – Applicable to all probationers and permanent employees (for those with salaries less Rs. 15000/-pm) Employee & PES Management contribution 12% each of the monthly Salary.
- Employee State Insurance scheme (ESI) – Applicable only to employees with a salary of less than Rs. 21,000/- pm. Employee contribution 0.75% and PES Management Contribution is 3.25% of salary.
- Labour Welfare Fund (LWF) – Applicable to all probationers and permanent employees. Employee & PES Management contribution at the 30:70 respectively per year.
- Income Tax (TDS) – Varies based on the Annual Salary
- Professional Tax (PT) – Varies based on the employees' salaries.
- GST as per norms

Please note that other deductions, if any applicable/ enforced by the Government may be added to this list of deductions.

XII. ATTENDANCE:

It is the responsibility of every employee to be punctual and present for duty. PES HOSPITAL has established and maintained a work schedule on a fair and consistent basis.

To mark the attendance of employees a Fingerprint based Biometric system of punching is in place to punch their IN time and OUT time. Employees are not allowed to roam around in the hospital during off duty hours.

XIII. UNAUTHORIZED ABSENCE:

When an employee remains absent from work without any prior intimation or no application is given for the same, the same will be treated as unauthorized absence. Continual unauthorized absence is treated as misconduct and will attract disciplinary action viz., loss of pay, withholding the increments etc. Leave balance of an employee will not be sanctioned for unauthorized absence. The unauthorized absence will be treated as a serious lapse on the part of the employee.

XIV. SERVICE AGREEMENTS:

Considering the academic qualification(s), professional aptitude and competencies the management offers employment. In return the Management expects the employees to demonstrate professionalism and sustained efforts in achieving the goal and objectives of the organization. At the inception of the employment the employee is asked to sign an appropriate agreement or accept an appointment signifying the category of his/her employment.

Trainee: Candidates who join the organization as Trainees will be under the trainee will be issued a trainee appointment letter giving the terms, conditions and the

period of training. However, the Management has the discretion to discontinue the training at any time. A Trainee cannot claim employment as a matter of right even though the training was completed successfully.

- **Probation:** All candidates who have successfully cleared the interview or have undergone the selection process will join as a “Probationer”. The probation shall be 2 years as the case may be. The probationers will be issued a letter of Appointment with terms and conditions at the time of joining. At the end of the probation, a performance appraisal or interview or both will be carried out to assess the job performance, aptitude, attitude, etc to consider for permanent employment. If the performance of the candidate during the probation period is found not satisfactory his/her services shall be extended for a further period as the case may be or terminated.
- **Permanent:** After the successful completion of the probation period and subsequent appraisals/ interviews management will issue a letter of confirmation to the employee with terms and conditions.

Contract: In the event, the management finds that the service of the person is needed for the institution and find it difficult to fit in the above mentioned categories, he/ she may be appointed on Contract or outsourcing.

XV. BREACH OF AGREEMENT:

Where in case of any breach of agreement by an employee, the hospital shall initiate legal proceedings against the concerned employee and make good the loss for the breach he has committed.

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28. WORKING DAYS, HOURS, ATTENDANCE

28-01: WORKING HOURS, DAYS

I. WORKING HOURS:

- a) Working hours will vary in different departments and areas throughout the Hospital. Since the hospital functions 24 hours of the day and on seven days a week, employees may be required to work regular hours, day or

night shifts. Besides, an employee may be required to work beyond his working hours if the exigencies of work so demand and such instructions shall be complied with.

- b) All employees shall be required to attend to emergencies or other urgent duties outside their regular hours of work including Sundays and Holidays if required. They shall not be entitled to any extra remuneration for such work except to compensatory time off which shall be sanctioned by the Chief Operating Officer depending upon exigencies of work of the Hospital.
- c) At any given time during their duty, entry into the Hospital staff shall wear/carry their ID card/Badges. Any staff without badges will not be permitted to enter the Hospital by security.
- d) At any given their duty entry into it hospitals staff shall wear / carry their ID card / Badges. Any staff without badges will not be permitted to enter the hospitals.
- e) An employee on shift duty shall leave his place of duty only after he is relieved by the respective employee on the next day/shift and after reporting to his Departmental Head. On being relieved, he shall communicate to the employee coming on duty any special instructions with regard to the patient and work in respective of Ward/Section/Department, which are necessary for smooth continuation of work and well being of the patients.

II. SUBSTITUTED WORKING DAYS

If an employee fails to report for duties on any of the working days due to reasons like bundh, bus strikes etc., the employee will be marked absent for the same day. However, employees

staying far away from the hospital will stand exceptional.

28-02: PENALTY FOR ABSENCE WITHOUT LEAVE OR PROPER CAUSE.

If any employee acting individually or in concert with any others and without reasonable cause absents himself from work or not being present at the work spot and refuses to work, he and others doing so shall be liable to a deduction from the salary an amount equal to remuneration for the period of absence.

28-03: PERSONAL PROPERTY:

The management shall not be responsible in any way for any loss or damage to any personal property brought to the hospital by the employee.

28-04: ATTENDANCE, ABSENCE FROM WORK, UNAUTHORISED PRESENCE.

- a) Every employee shall report for work at the assigned place of work and at the notified time for the commencement of his duty. Any employee failing to report to record his attendance as above is liable to be marked absent. An employee who is found absent from his place of work during the working hours without permission of the person in-charge of the Department/Section shall be liable to be treated as absent for the period he is away from his place of work and will not be entitled to any salary for the period of absence. In addition, he will be liable for disciplinary action.
- b) **LATE COMING:** If any employee reports late for duty either at the commencement of his working hours or after recess, there will be proportionate deduction from his salary.

- c) Employee shall not entertain any visitor while on duty at his place of work without the required permission of the Department in charge.
- d) Employee shall not loiter around in the Hospital or enter another Department of the Hospital without the permission of the respective Departments' Head. If he has to visit the Hospital/OPD or Casualty for treatment, or to see a patient in the ward, outside his duty hours the Rules for Visitors of the hospital have to be followed by him.
- e) Employee when off duty shall not be allowed to enter his or any other Department without permission of the Head of the Department concerned.
- f) An employee who has been granted leave, laid off, suspended, discharged, dismissed or has resigned or is not working for any reason, shall leave the Hospital premises forthwith unless required to stay back by the Management. Employees suspended, discharged, dismissed or who have resigned shall not enter the Hospital premises without permission from the competent authority.

28-05: SALARY ALLOWANCES & INCENTIVES

The Basic Pay and D.A. together of an employee constitute 60% of his Gross Salary and 40% of his Gross Pay constitute H.R.A. and Conveyance Allowance. In specific cases Management may decide salary and perks at its discretion.

28-06: WAGE MONTH; PAY DAY & MODE OF PAYMENT OF SALARY

1. **Wage Month:** For the purpose of payment of salary/wages, a month will be calculated as From 1st to the last day of the month.
2. **Pay Day:** Payment of wages/salary to all employees will be

made on or before 10th of the following month.

- 3. Mode of Payment:** Salary/wages of employees are paid in cash/directly credited to the bank account of the employees. All payments for the doctors will be made by account payee Cheque/credited to their bank account only.

28-07: FINAL SETTLEMENT OF ACCOUNTS

1. When an employee's service is terminated/resigned for any reason whatsoever, final settlement of his accounts will be made promptly with due regard to statutory special obligations.
2. The first step towards final settlement of accounts of any person who has ceased to be an employee is to obtain No Due information by the HR Dept. from the concerned departments.
3. The heads of the concerned depts. should indicate whether there are any dues from the employee to his dept.
4. On receipt of the No Dues information from all the depts., the Final Pay statement is prepared by HRD and sent to the Accounts Dept. for payment.

28-08: LEAVE AVAILMENT:

- Can avail EL and CL if such leaves available in his/ her leave balance on the discretion of the Management.
- CL Leaves cannot be encashed
- Any compensatory off shall not be adjusted during the notice period.
- Compensatory off cannot be encashed.
- Compensatory of should be availed during the same month. On exigencies may be allowed to take subsequently at the

discretion of the Management.

- the resignation letter to Principal/MS/AMD

28-09: COMPANY ASSETS OR PROPERTIES:-

- All the department files and documents are to be properly handed over to the Reporting Authority of the concerned department.
- SIM card, Uniform(s), ID Card, Keys of the Drawer/ Locker and Visiting Cards (if any) are to be returned back to the HR departments and the No Dues Forms are to be signed by all the department Heads/ In-Charges and finally should get signature of the Principal/Medical Superintendent.

28-10: OTHER DEDUCTIONS:

- If any Repair is required on the asset returned by the employee, then cost of such Repair work balance of Advance taken by the employee.
- If housing facilities are provided to the employees and any damage caused shall be deducted.
- Any other dues payable to the Institutions.

28-11: PROCEDURE FOR SEPARATIONS

- Employees who wish to resign from the services of the hospital/Institution are required to give proper notice of one month or three months- it varies depend on the position as case may be as case may be for admin staff it is three months.
- The resignation letter should be addressed to the Principal/ MS and then forwarded to the HR Department.

- The HRD has to check whether proper notice is being given. If not, on emergency situation if an individual wishes to relieve on 24 hrs notice or he/ she has to bear one month salary as penalty.
- During the notice period the employee cannot take leaves more than three days for Doctors and one day for Non teaching staff (Upon exigency can avail leave on the approval of the Management)
- If the Leaving employee is eligible for any Reimbursements then he/she must submit all the bills and necessary documents to the Finance Department before settling his/her account.
- If there is any Tax Liability, supporting documentary proofs has to submit to the Finance Department otherwise it will be deemed that there are no investments/documents and TDS will be calculated and deducted accordingly.
- The full and final payment will be processed by the HR department only after getting the approved No Dues form finally signed by the competent authority.
- The exit interview form is to be filled by the leaving employee before releasing the payment.
- The full and final payment will be made either by cheque or Bank deposit only and the employees have to sign the documents related to the full and final payment

29: LEAVE AND HOLIDAY

29-01: LEAVE RULES

INTRODUCTION & SCOPE:

Leave may be treated as a benefit extended by the management to the employees to be availed in terms of

need as per the policies of the organization and the statutes in force. The same may be used judiciously by the employees subject to the exigencies of work. This policy governs the routine guidelines applicable to all employees regarding their absence from the place of work.

29-02: TYPES OF LEAVES

1. Casual Leave.
2. Earned/Privilege Leave
3. Maternity Leave.
4. ESI/Sick Leave
5. Compensatory Off / Leave.
6. Festival Holidays
7. National Holiday
8. Loss of Pay Leave.
9. Restricted Leave(As applicable)

29-03: ELIGIBILITY CRITERIA

	CL	EL	RH	FH	SCL
Professors & Assoc. Prof	15	30	02	11	12
Assistant Professors	12	30	02	11	4
Non-Teaching staff	12	15	NIL	11	NIL
Probationary Employees	12	NIL	NIL	11	NIL
Trainees	-	-	-	11	-

29-04: EARNED LEAVE (EL)

Eligibility:

- After successful completion of one year of service, the staffs will get EL at one day for 20 working days and shall be credited on the 1st January of every year.(Non Teaching)
- For the employees joining in the middle of the year, earned leave will be pro-rated from the date of joining to December 31 of the next calendar year(Non Teaching)
- For Teaching staff 15 days shall be credited on 1st of January and 15 days on 1st of July

Entitlement:

- EL cannot be combined with CL, Weekly Offs and National/ Festival Holidays
- Only EL in credit can be availed.

Accumulation:

- Earned Leaves can be accumulated up to 180 days and excess leave shall be encash otherwise lapsed.

Encashment:

- For encashment of EL the employee who have completed continues of minimum 3 years of service are eligible, maximum 30 days of EL can be encashed at a time.

29-05: CASUAL LEAVE (CL)

Eligibility:

- All the staff of the hospital are eligible for 12 days casual leave per calendar year.
- Casual Leave shall be credited to the employees account on month basis in calendar year. New employees are

eligible to use Casual Leave only after successful completion of observation of services in hospital.

- Since we are healthcare providers allowance of accumulation of CL can jeopardize the patient care. So CL may be exhausted every month which should be scheduled in the duty roster.

Accumulation:

- CL cannot be accumulated
- If anybody volunteers to work on their CL scheduled in their duty roster the same will get lapsed even though that leave is not enjoyed by the staff. At the same if they are asked to work on the scheduled CL by the HOD/ In-Charge/ Management, then they are eligible for a Compensatory leave on another day which has to be availed in next 30 days or else it will be lapsed.

Encashment

- No encashment of CL

29-06: WEEKLY OFF:

1 Eligibility

- Everyone will be given four offs in a month and it varies for the staffs having fixed weekly off. Though the staffs can avail fixed off it is the discretion of the Management to decide on their option of having a specific day as off.
- For the new joiners no of weekly off days will be calculated based on the date of joining for that month

Entitlement:

- If the weekly off falls on a National Holiday / Festival Holiday than that will be considered as National Holidays

/ Festival Holidays separate or additional weekly off cannot be availed.

- Kindly be noted that the weekly offs will be taken into account only when the staffs adhere to the following:

Working Days	Eligible Weekly Off(s)
For 6 days	1 off
For 12 days	2 offs
For 18 days	3 offs
For 23 days	4 offs

- If the working days are less than the above specified days then the number of offs will be reduced proportionately.
- Weekly off can be accumulated and be taken at a stretch at the concurrence of the In-Charge which should be scheduled in the duty roster.

29-07: MATERNITY LEAVE

Grant of maternity leave will be governed by the provisions of the Maternity Benefit Act and subsequent Amendments.

29-08: COMPENSATORY OFF

An employee who works on any declared holiday or weekly off as per the duty roster, due to the exigencies of work and the directions of the head of the department, will be entitled to compensatory off for the corresponding number of days so worked, without claim for any overtime wages. The same shall be availed normally within one week from the date of such entitlement. However, the period may be extended depending

on exigencies of work with the written permission of MD/AMD/Principal/Medical Superintendent/GM-HRD/HOD. Compensatory off will not be accumulated unnecessarily and availed together resulting in long absences from duty.

29-09: LOSS OF PAY LEAVE

Leave may be availed on loss of pay basis only in unavoidable and exceptional circumstances with prior approval of the department head and the sanction of Human Resources Department. Loss of pay leave will not be considered as a matter of right by the employee and will be granted on a case to case basis only.

29-10: PROCEDURE FOR APPLYING LEAVE

An employee who wishes to apply for leave should make a written application in the prescribed leave form. On authorization by the department head, the application is forwarded to the Human Resources Department for sanction. The HR Department reserves the right to cancel any leave application depending on the exigencies of work and other related aspects. In case the employee is not in a position to apply leave in advance he shall intimate his leave to the department head concerned over phone / fax/email before the beginning of the shift without fail, who will inform the HR Department accordingly. The employee has to regularize the leave in writing within 24 hours of rejoining for duty, failing which the same will be treated as absence from duty and appropriate disciplinary action initiated. An employee who is on sanctioned leave and wishes to extend the same will intimate the same to the department head concerned in writing at least two days in advance, who will in turn forward the same to the HR Department with due recommendation. The HR Department

will inform the employee as to the outcome of the application. An employee who has overstayed his leave without permission will be allowed to rejoin duty only after the management is satisfied with the reasons in writing for such misconduct and appropriate disciplinary action will be initiated, if not satisfied.

An employee who is absent without proper leave sanction, will be treated as self abandoned the services of the organization and his name will be struck off from the muster rolls.

29-11: DISCRETION OF THE BOARD:

The Board of Governors reserves the right to amend the provisions of the Leave Policy as warranted by situational factors from time to time. Also the Board may grant paid Special Leave to any employee if the reasons for the same are genuine and justified.

29-12: FESTIVAL HOLIDAYS

As per the statute an employee will be eligible to avail 11 Festival Holidays in a calendar year as and when the holidays occur.

S.No	Holidays	Type of Holiday
1	Pongal	Festival Holiday
2	Republic Day	National Holiday
3	Ugadi	Festival Holiday
4	May Day	National Holiday
5	Ramzan	Festival Holiday
6	Independence Day	National Holiday
7	Vinayaka Chavithi	Festival Holiday
8	Gandhi Jayanthi	National Holiday
9	Vijayadasami	Festival Holiday
10	Deepavali	Festival Holiday
11	Christmas	Festival Holiday

Employees working on National holidays or Festival Holidays will be given Compensatory Off for that day worked.

29-13 : AS PART OF NABH STANDARDS

HRM- 3 the staff have to attend ongoing in house trainings. These are mandatory for all concerned to attend. Some times staff may be sent outsidess for training for professional development. In cases who the management has sponsored the candidates, the candidates will give an undertaking working with the organization for the next one year at least.

30. GRIEVANCE REDRESSAL

I. PROCEDURE

- If an employee has grievance the primary step is to approach his/ her immediate supervisor to discuss about the problems encountered. This oral grievance will be written in the oral grievance register which is maintained in the HR Department. Then the HR will take steps to resolve the oral complaint.
- The employee can approach the Head of the Department if he/ she is not satisfied with the decision or the supervisor (2 days) fails to redress the problem. The head (7 days) will analyze the problem and attempt to redress the problem.
- If an aggrieved employee is unsatisfied with the decision of the Head he/she can appeal to the HR Department by filling the grievance form. The HR Department will attempt to redress the complaint within 14 days from failing which the grievance will be taken to the notice of Management which in turn redressed within 30 days

- A formal grievance procedure can be in the form of filling up relevant grievance forms or by presenting a written complaint. Following this, relevant steps will be taken by the Human Resource Department towards situation resolution. Human Resource Department will record a written statement of both the aggrieved employee and the involved individual. Mediation is offered to employees to help them reach a workable resolution to a particular situation, allowing employees the opportunity to discuss issues and clear up misunderstandings, determine fundamental causes of concern and find areas of agreement followed by formalizing a resolution in a written agreement.

Any subsequent violation of the resolution agreement will be viewed in a strict light by the management and will be followed by consequences that can range from a oral warning, three written warnings, suspension, dismissal/ termination from employment.

II: MANAGEMENT GRIEVANCES AGAINST AN EMPLOYEE(S)

Sometimes the Management or Head of Department has grievance on an employee or employees. In that case the Head will call an employee(s) and will orally intimate the problem to bring in to the notice of the employee.

Employees are expected to be present at work both physically and mentally and ensure that their output is at an optimum level. Being distracted with matters especially ones not relevant to their work or tasks, is highly discouraged. If an employee(s) fail to maintain proper discipline at work like smoking and consuming alcohol while on duty, gambling inside the hospital premises, fighting with peers, subordinates and supervisors which directly cause disturbance to the customers.

The Management cannot compromise on patient care and so will take serious action without due consideration and the employee(s) will have to face strict consequences.

For mild grievances like sleeping while on duty, using mobile phones on duty, not present in allotted workplace, the Head of Department will call the employee to explain the complaint against him/ her and give oral warning to change bad behavior. The employee will be asked to give an explanation orally or in written format with a specified time frame. If the employee continues following the same behavior, he/ she will be given another oral warning. Based on the intensity of bad behavior, he/she will be issued a written warning and expected to give explanation. A written explanation can/will be sought by the Human Resource Department and a maximum of three written warnings/complaints lodged against the employee following which, the employee may face suspension/ termination from employment without verbal/ written notice.

III. LIST OF GRIEVANCES

- Denial of Promotion, Increment though eligible
- Working Hours (forced overtime)
- Over work load
- Not adhering to hospital policy
- Lack of in service training
- Salary not provided as per law and not in proper time
- Disciplinary action
- Fines
- Refusal of leave for genuine reason
- Medical Benefits

- Nature of job
- Recovery of dues
- Safety appliances
- Suppression
- Forced Transfer
- Victimization and
- Condition of work
- Sexual Harassment

IV. GRIEVANCE REDRESSAL AUTHORITY

Stage –I at Immediate Superior level	- within 2 days
Stage –II at HOD level	- within 7 days
Stage – III at HR Level	- within 14 days
Stage – IV at Management Level	- within 30 days

Grievance at Top Management levels will be redressed by the Board of Directors.

V. STAGES IN GRIEVANCE HANDLING:



31. DISCIPLINARY PROCEDURE:

I. MISCONDUCT:

Any act or omission on the part of an employee which is a breach of any duty, obligation or assignment arising under or flowing from any law or contract of employment or service rules or standing orders, settlements or awards or improper conduct or wrongful behavior is a misconduct.

II. Misconduct can be classified as:

- Minor Misconduct
- Major Misconduct

III. MINOR MISCONDUCT:

- Not wearing ID card
- Sleeping while on duty
- Late coming, Unauthorized absence
- Willful slowing down in performance in work
- Not present in allocated work spot while on duty
- Loitering, gossiping in department during working hours
- Breaching of groomed standards (Failure to wear specified uniform or shabbily dressed)
- Negligence of duties or neglect of work
- Engaging in trade within the premises of establishment
- Carrying on money lending or any other private business, lending or borrowing money to or from subordinate or superior employees
- Entering or leaving the premises of the establishment except

by the assigned gate(s)

- Behaving, acting, talking in an abusive manner
- Consuming food in unauthorized areas

When the above said miscondacts are repeated it shall be considered as Major misconduct.

IV. MAJOR MISCONDUCT:

- Giving wrong information about self and producing fake certificates
- Theft, fraud or dishonesty
- Taking or giving bribes or any illegal gratification.
- Willful insubordination or disobedience of any lawful and reasonable order of a superior.
- Going on legal strike or abetting, inciting, instigation
- Assaulting or fighting inside the premises
- Receiving undeclared moneys or gifts from customers
- Habitual absenteeism or over staying the sanctioned leave without sufficient grounds
- Habitual breach of any standing order or any law applicable to the organization
- Consuming alcohol, tobacco, beetle leaves and supari inside the premises
- Causing damage to the organization properties
- Unwanted gathering and conducting meetings without prior permission
- Disclosing confidential information to any unauthorized person or competitor organization
- Gambling within the premises of establishment

- Smoking or spitting on the premises of the establishment, where it is prohibited
- Possessing of unauthorized drugs and weapon in the premises
- Carelessness and failure to conserve safety regulations and hygiene rules

V. FILING MISCONDUCT

Petitioner will report to the Superior regarding the misconduct committed by the delinquent. The superior will in turn intimate to the HR Department. After receiving the complaint the HR Department will conduct preliminary enquiry with the delinquent along with the petitioner in an informal nature.

VI. PENALTIES AND PUNISHMENT OF MISCONDUCT:

An employee found guilty of committing any misconduct is liable to face consequences, penalties, punishments ranging from mild to severe, depending on the violation of proper conduct and at the discretion of the management.

VII. PENALTIES FOR MINOR MISCONDUCTS ARE:

- Warning (Oral or Written)
- Fine
- Passing adverse entry in service records
- Recovery of any amount for loss of goods
- Cancelling of increment/ other benefits

VIII. PUNISHMENTS FOR MAJOR MISCONDUCT ARE:

- Stopping of promotion
- Demotion

- Suspension
- Discharge/ Dismissal any other punishment which the management may deem fit.

IX. STEPS IN DISCIPLINARY PUNISHMENT:

- Oral Warning
- Formal Written Warning
- Final Written Warning
- Suspension
- Dismissal

X. SUSPENSION:

- While alleged gross misconduct is being investigated, if establishes the misconduct employee may be suspended. During suspension period he will be paid 50% at his or her normal rate of pay. He will be entitled to submit written explanation/ reasons for the suspension within 3 working days of being suspended.
- Any employee from any classification who is adjudged by the Management on examination, as guilty of misconduct, is liable to be summarily dismissed after his / her charges are proven by the enquire commission/enquiry officer (Management, HRD and Department Heads)

XI. APPEALS

If an employee wishes to appeal against any disciplinary decision, he will be given a chance to tell his/her side against the charges in writing to the departmental head at first level.

Such appeals shall be submitted within 30 days from the date of disciplinary decision.

- First level – Departmental HOD
- Second Level – Principal/Medical Superintendent
- Third/Final level – MD/AMD

On hearing the appeal first level of authority will dispose of appeal within seven days. At second level appeal will be disposed by giving reasons accept/reject within ten days. At the third level the appeal will be disposed of within one month. The decision of the third level authority shall be final.

32. CHAPTERS IN NABH

- I. Access assessment continuity of care (AAC)
- II. Care of patients (COP)
- III. Management of medication (MOM)
- IV. Patient rights and education (PRE)
- V. Hospital infection control (HIC)
- VI. Continuous quality improvement (CQI)
- VII. Responsibilities of management (ROM)
- VIII. Facility management and safety (FMS)
- IX. Human resource management (HRM)
- X. Information management system (IMS)

33. FREQUENTLY CALLED NUMBERS

Medical Superintendent	2120, 9100064475
Assistant Medical Superintendents	8618746417, 9884760082 9100439253
Ambulance Services	18004259066
Blood Bank	2133,9391833741
Canteen	2111, 3324,3315 9573272233
Cash counter/ Billing section	2103
Cashless Services	3308,9390191611
Central Pharmacy	3309,9701342714
Emergency Medicine	2109, 9391833745
Emergency reception	2110,9701342718
Female Reception	2100
Fire	2110,2288
Housekeeping	3333,9701342711
HRD	2148,9701342724
ICU	2160,9391833746
Chief Infection Control Officer	9343979903

IP Registration	2272
Male Reception	2101
Medical Superintendent	2120
Nursing	3334, 9100773470
Police Constable (Mr.Zilani)	9491913957
Public Relation	2108, 9701342710
Quality Management Services Head QMS	3305/9959011615
Committee Against Sexual Harassment (CASH) Dr.L.Mohana Rupa/ Dr.Sangeetha	9884760082//9959011615
Security	2288,9701342723
Speciality Hospital Reception	5000
Hospital Administrator	5006, 9100773473
GM Opertaions	9000821259
Facility Officer	7093900314

For any queries and details related to the contents in this book, contact HRD, PESIMSR, Kuppam-517425, A.P.