

JMF'S
ANNASAHEB CHUDAMAN PATIL MEMORIAL
MEDICAL COLLEGE
&
HOSPITAL
DHULE , MAHARASHTRA

HUMAN RESOURCE POLICY MANUAL

DRAFT

Version _

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	JMF'S ACPM MEDICAL COLLEGE & HOSPITAL, Dhule, Maharashtra			
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1 Introduction

HR Philosophy

The JMF'S ACPM MEDICAL COLLEGE & HOSPITAL endorses the belief that employees are one of our greatest assets.

The management is fully conscious that running a medical college & hospital, which entails myriad intertwined activities, requires commitment and dedication of all the employees towards the cause of patient care, and constant up gradation of knowledge and skills by all the staff in their respective areas of KRA.

HR Goals

The organisation intends to achieve the following Human resource management goals:

- Excellence in performance
- Attract and retain productive talents
- Fulfill social obligation.
- Continuous up gradation of knowledge, skills, and resources.

Objectives of the HR Manual

- To provide clarity on policies and procedures regarding all aspects of human resources this would be applicable to all employees of the organization.
- To evolve progressive and pragmatic Human Resource policies to achieve expected efficiency, improve decision making of human resources department, and bettering relations at all levels of the organization.
- Establish a framework for transparent, fair, legally sound and effective decision making of human resources department, thus improving trust and relations at all levels.
- Establish the organizational structure for determination, delegation and execution of authority and responsibilities of the management so as to maintain balance between the responsibilities and authorities within the departments or the organization.
- Establish uniform Policies for treatment of employees.
- Enable integration of individuals with the organization for mutual growth.

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- Ultimate purpose of the exercise is to attain a healthy organizational culture benefiting both the employees as well as the institute.
- HR policies and procedures would be reviewed at regular intervals and amended if necessary to keep them in tune with the dynamic environmental needs.
- HR policies are made to protect the interest of the organization.
- Redressal of the grievances through appropriate forum.
- To help the top management to improve and manage the Hospital efficiently based on the feedback given by the HR manager.

2 Definitions

'Organisation'

'Organisation' shall mean **JMF'S ACPM Medical College & Hospital**.

'Employee'

'Employee' shall mean a person employed on salary / wage by the organization and assigned a task or function in the organization by the appropriate authority and includes 'workmen' wherever used in this manual, and employees on contract.

'Junior Level Manager' (JLM)

The lowest of the Managerial cader .These are authorized to sign leaves and assign duties to staff.

'Middle Level Manager/Manager, Department (MLM)

These are the managers of their departments who are reported to by the JLM.

'Governing Body'

'Governing Body' shall mean the body with final authority to manage, control and administer the business and affairs of the Organization, would also be known as Senior Management.

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'Dean'

'Dean' shall mean the person in charge of the organization to whom executor and interpretation powers to act as such have been delegated by the Senior Management . He would be the overall In-charge of the operations of the organization and he/she may delegate the authority if need arises.

3 Human Resource Management :

Though the underlying principles of management remain the same, hospital administration is a field that inherently bears lot of variation in comparison to operating other organizations. The dissimilarities cited are:

- Complex nature of the job requiring very high degree of specializations in multiple subjects of study.
- Employment of skilled and qualified personnel of varying degree.
- Both technology-intensive as well as labour-intensive industry.
- Rapid obsolescence of technology.
- Sensitive nature of the core services with unpredictability of the outcomes in many.
- Highest degree of humanitarianism, ethics, and compassion inherent to the nature of the services.
- High expectancy of error free performances.
- High expectancy of people with respect to performances, attitudes and other services.
- Strong legal accountability with regards to credentials of core servicemen, behaviour and attitude of these core servicemen while carrying out their duties and services.
- High levels of stress on job.
- Intangible nature of the outcomes.
- Constant vulnerability of the hospital and its staff while discharging their duties.
- Social and ethical restrictions on a hospital to be rigid for payments of dues and may have to face defaulters and bad debts.
- Prevalent gap between people's knowledge and awareness about the subject and the facts, and the assumptions and prejudices regarding the same.

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Human Resources Management has to deal with heterogeneous workforce ranging from highly qualified, skilled and groomed professional to unskilled laborer, all to be managed as one composite unit.

In addition to this, since medical college & hospital are skill-labour-intensive service industry, manpower attains paramount importance.

The important challenges posed to the human resource departments in Medical Education & hospital industry are:

- Increased turnover of staff, especially the clinical staff.
- Paucity of appropriately trained staff, especially the auxiliary streams.
- Increased competition.
- Difficulty to motivate staff.

Patients are physically ill, which disturbs them mentally as well. The accompanying relatives too are mentally disturbed due to the patient's illness. The hospital staff has to perform in such an emotionally charged up and tense atmosphere, which in itself is a vulnerable state of affairs.

This is an operational and administrative challenge unique to hospitals and is a constant testing ground for even the most experienced administrator and personnel.

A review of the manpower mix in health care setting would help us establish better human resource policies which can touch upon all the aspects that need to be addressed. The employees are categorized as enumerated below:

Table 1: Category or Type of Employees

CATEGORY	TYPE OF EMPLOYEES
Teaching	Professors Associate Professors
Consultants	All Clinical Subjects
Paramedical	Nursing Staff, Technicians, Therapists
Non Teaching	Clerical, Minial
Contractual	Trainee

Human resource policies have been framed after taking into consideration the varied nature of work their importance, and patient care as center point. Effective implementation of these policies is largely dependent on commitment both from the employer and the employees, to achieve a mutually beneficial relationship.

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Management's commitment

- To accept total responsibility for implementation of personnel policies and procedures within the framework of the established philosophy and culture.
- To ensure that established policies and procedures are totally understood by all employees and to constantly review the same.
- To encourage and exercise leadership, and to motivate the staff by demonstrating integrity, fairness, sincerity, and professionalism.
- To establish policy and practice of open communication, encouraging open discussions and exchange views and opinions,ensuing into quick and efficient decision-making.
- To establish methods and procedures to encourage employee feedback to improve communications and coordination, instill a sense of involvement in them, and maintain a quality management.

Staff Responsibility

- To communicate the constructive opinions and ideas to the management, both voluntarily and on request.
- To perform motivatedly to give quality results to satisfy the patients, their relatives, and the management.
- To bear empathy and compassion in dealing with the patients and their relatives and extend full cooperation towards them.
- To comply and cooperate with management's decisions unquestioningly and help management achieve its goals.
- To constantly strive for optimum utilization of all the resources and prevent wastages and pilferages.
- To exercise and practice high levels of values, ethics, integrity and honesty.
- To comply with, and work within the framework of the Organization's policies and procedures.

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5 Classification of Organization's Employees

Employees shall be classified as:

- Permanent
- Probationary
- Temporary
- Part-time
- Contractual
- Trainees

Apart from these listed above; the organization would also have professionals working for the organization as Part Time /Visiting/ Honorary Consultants.

'Permanent employee'

'Permanent employee' means an employee who has been employed on a permanent basis and whose appointment has been confirmed in writing by the appropriate authority on satisfactory completion of probation period.

'Probationer'

'Probationer' means an employee meant to be a permanent employee, whose employment is provisional till completion of probation period of services of 2 yrs as stipulated in the appointment letter.

A 'Temporary employee'

'Temporary Employee' is the one who has been engaged for work which is essentially temporary in nature and likely to be finished within a limited period, and includes one who is engaged for work of a permanent nature but for a short tenure, like an appointment pending a regular arrangement, or filling up a leave vacancy of limited duration or appointed temporarily to deal with a sudden influx of high workload.

A 'Trainee'

'Trainee' is engaged for learning work with or without stipend/allowance, and for a stipulated period and who has no claim for being absorbed in the establishment of the Organization.

An employee on Contract basis

'Employee on Contract' is the one who has been engaged for a specified period on specified terms. His/ Her period of engagement will automatically expire on completion of the specified period unless further extended, in which case the period of engagement will expire at end of such extended period or such earlier period, as may be decided by the Organization. The employee benefits including leaves and other entitlements for these employees will be the same as those defined for the permanent employees of the Organization.

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6 Functions of HR Department

These can be broadly classified as under:

- Human resource development; in terms of recruitment, induction, identifying and organizing trainings, appraisal system, counseling etc.
- Handling of employee discipline & organizational decorum, employee feedbacks, grievance redressal, dispute settlements, and Industrial relations.
- Design job descriptions and job specification for all categories of employees in consultation with the respective reporting authority / appropriate authority.
- The HR department is responsible for all the processes associated with the outsourced agencies including the contract agreement, maintenance of records, renewal of contract and monitoring of the services of the contract agency.
- Responsible for procurement of licenses, registrations and any such other documentations, approvals or any liaison with the Government or other agencies required for the operations/functioning of the organization.

7 HR Processes

Recruitment

Policy Statement

It is the policy of the organization, to recruit candidates who are qualified or have been trained suitably, in accordance with the pre-determined criteria for job requirements. The recruitment process is also an exercise in public relations; it is therefore necessary to extend due courtesy and respect to the candidates, which in turn, would benefit the organization's image.

Manpower Budget.

Based on expected activities planned in the financial year, HR department shall prepare annual manpower Budget; the General Manager, HR will submit the Budget to the Higher Management. On scrutiny and finalization by Directors, the same will be put forward to the Board of Directors for approval.

The Budget /plan will be prepared after assessing requirements of each department and section and in consultation with respective Managers and General Managers. The Manger, Department will conduct meetings with their JLMs for the manpower requirement.

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The Manager, Department & concerned General Manager have to present the feasibility for recruitment on the basis of workload, financial liability, quality, revenue etc. for sanction and approval by the Board of Directors. The requirement and the presentation is to be submitted to the General Manager, HR for inputs. On final approval by the common General Manager's meeting, the GM, HR submits the reports to the respective Directors, who present it to the Managing Director.

The final Budget and manpower plan is submitted to the Board of Directors for sanction.

Personnel Requisitions

Budget positions

When recruitment is to be made for a post against the sanctioned Budget, the Manager of the department shall request for the same by submitting a duly filled **Manpower Requisition Form** to the General Manager of the department. The General Manager on his approval shall send the same for the approval of the Manager, HR and General Manager, Admin & HR. The respective directors are intimated of the same. Who intimates the Managing Director.

Replacement for permanent vacancy

When a vacancy due to resignation, dismissal, superannuation, cessation of a contract, death, interdepartmental transfer etc. is to be filled, the respective Junior Level Manager will submit a filled Manpower Requisition Form to the Manager, Department. The same form can be filled by the Manager, Department as well in verbal consultation of the Junior Manager.

Substitute for brief vacancy

In cases of impending long absences like maternity/ study / long leave or suspension, the Manager, Department would indicate that the nature of appointment for the new recruit would not be permanent.

For Un-Budget position

The requisitioning staff i.e., requesting Manager, Department will have to justify the need for the new post by presenting a brief feasibility analysis for the said post, like increase in workload, expense to the organization (short and long term), potential benefit to the organisation (short and long term), i.e., quality, revenue etc., in consultation with Manager, HR and presented to the bench of respective General Manager & General Manager, HR. If convinced, they will further present the matter to a bench of Managing Director & Respective Director, and Director HR. Managing Director is authorized to approve the recruitment to a prescribed limit within his jurisdiction (as per the policy).

If beyond his jurisdiction, he offers sanction after the approval of the BOD.

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General Guidelines

In case of a replacement/ substitute / locum the time period for replacing is to be clearly mentioned.

While making the requisition, the Manager of the Department will have to mention the probable source of recruitment for the post.

Antecedent Verification

Antecedent verification is done for employees in the following categories:

- For all employees a **Good Conduct Certificate/Relieving letter** from their previous employer is mandatorily sought. (Refer to Checklist for New Joining- Annexure A).
- Medical and paramedical professionals with registrations with the appropriate statutory body, or certification from the recognized institute of training, as the case may be, only to be appointed for patient care and supervision.
- For positions that have no professional training are to be appointed on the basis of the credentials of past experience evident from the certifications from his past employers.
- Original registration certificates of nurses are mandatorily demanded for verification with the photo copies. These certificates may be further verified by the Issuing Authority.
- Certification verification of Doctors and Nurses is done from the website of the respective councils namely, Medical Council of India and Nursing Council of India respectively.
- Police verification for all security, housekeeping personnel, and any other Class IV personnel will be done as a mandate.

Notification of Requirement of Personnel

On receiving the Manpower Requisition Form, the HR department will match the profile with the candidates available in the Data bank. In case of absence of suitable candidate in the Data Bank the vacancy will be notified through various appropriate and acceptable and used social media.

Recruitment Cycle

The cycle of recruitment i.e. from the time a personnel requisition form is received up to the selection of a candidate (issuing of appointment letter), should be ideally completed within 4 weeks.

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Health Check

Pre- employment health checkup for all employees is mandatory.

Staff with health risk due to exposure to hazardous material such as in the Laboratory, Phlebotomy room, Bio medical waste handling and such other work areas should be immunized against infectious diseases viz., Hepatitis B etc.

Outsourced staffs working in departments bearing occupational risks of exposure to health hazardous are also required to be immunized against infectious diseases including Hepatitis B and the organization authorities are responsible for ensuring the same.

All documents are approved by the concerned departmental General Manager.

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6.1.5 Sources of Recruitment

Sources for recruitment would have to be prioritized as per category of required personnel, as given below:

6.1.7.1 Administrative

In-house employees (by promoting/transferring in-house personnel).
 Floating in-house enquiries (peer recommending).
 Database of HR department (active applicants/applications received by the organization either directly or through website/email).
 Advertisements in daily news papers/business magazines/organizations journals/candidate search /advertisements on websites/job portals/employment placement agencies/Head hunters.

Medical

Floating in-house enquiries (peer recommending).
 Database of HR department (active applicants/applications received by the organization either directly or through website/email).

Paramedical / Nursing Staff

In-house employees (consideration for promotion/transfer/continuation).
 Floating in-house enquiries (peer recommending).
 Database of HR department (active applicants/applications received by the organization either directly or through website/email).
 Candidate search /advertisements on websites/job portals/ daily newspapers.

Application

Candidates would either apply for job for an explicit vacancy or would apply voluntarily for prospective opening. In both the regards, it is essential to extend an acknowledgement to the candidate, of receipt of the application and information in further activities, as the case may be through an appropriate medium (preferably email).

All applications are to be addressed to Manager HR or as specified.

If the applicant is applying for a vacancy, then the reference and post has to be mentioned.

Voluntary applicant would have to mention the area/ department/post, he/ she would be interested in working into.

All applications should be accompanied with detailed curriculum vitae (CV). A format for application could be made available for easy administration.

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Selection

Policy Statement

Selection of any candidate would be made on the basis of his suitability for the designation based on the predetermined criteria, assessment based on written test and personal interview. The recruitment and selection will be conducted in the spirit of healthy competition, fair assessment, and honest selection. Specific standards regarding age, educational/professional qualifications and previous relevant experience, if any, have been laid down for the recruitment of clerical, technical and nursing staff and attendants. The selecting authorities shall have due regards for these standards, as available with the HR department, while recruiting the employees.

Procedure

Screening

HR department would undertake initial screening of the applications by filtering off applications from inappropriate candidates determined on the basis of the prescribed requirements.

Short listing

The qualifying application forms of the candidates are to be submitted to the respective Manager, departments or the technical expert or the direct reporting authority of the respective designation/personnel. The JLM will submit his list to the MLM who will finalise the list.

Written tests

Candidates shortlisted above would appear for a written test consisting of questions related to the domain area and other aptitude questions as deemed applicable. In case written tests are not considered for any personnel/designation, these candidates can directly appear for the next round
i.e. Domain expert interview (as mentioned in **Table 2**).

Interview call letters

On the basis of the marks obtained in the written examination, first half of the lot is to be taken up for interview. The list of these candidates is to be prepared by domain expert evaluating the answer sheets, on the basis of the marks obtained in the written test.

On receiving the list of short listed candidates, the HR department, in consultation with the respective Selecting Authority, will send call letters for interview. Candidates shall be intimated through telephone/email/postal service or courier, the receipt of which shall be confirmed on telephone or email.

Traveling expenses for interviews

Travel expenses for interview of any prospective employee of any grade will not be reimbursed by the organization.

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Candidate Evaluation

The candidate would be evaluated for domain knowledge by means of a written test and interview by the departmental in charge.

Number of interviews

There would usually be two rounds of interviews; the first round would be exclusively with the domain expert, either a single authority or a panel of experts either external or internal to the organisation and also immediate report manager for that designation.

The panel will select the candidates required for the post on the basis of the performance in the interview.

The second round of interview would be conducted by the higher authority to the interviewing authority in the first round (Stage II) & Manager HR or General Manager, HR (as per the seniority of the designation).

The candidates not selected would be put on the waiting list in order of priority.

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Checking on references

It is the responsibility of the HR department to check for references only of candidates short-listed in the first round. References mentioned by the candidates would be contacted wherein matching of the candidate with the job would be assessed. Current/past employers of the candidates may be contacted appropriately to recheck on the salary, credentials, reputation and conduct; this aspect will have to be managed tactfully.

Police verification, as and if considered necessary, should be conducted.

Preference

Applicant, who is an existing employee, could be preferred to external candidates, if and only if, found eligible for the post as per predetermined criteria. The management shall have sole decision making power in the matter.

Appointment

The final selection will be based on cumulative marks in the written and interview.

The salary will be negotiated and agreed upon as per the existing pay scales as applicable to the candidate after the final selection.

Medical Examination

Offer letter would be subject to candidate being medically fit and free from any communicable disease. The candidates are to be medically examined within the Organization and costs for such examination are to be borne by the candidate.

The appointment/offer letter would be issued to the candidate after complying with all criteria mentioned above. When accepting the offer, the incumbent should sign a duplicate copy of the letter wherein the date of joining would be explicitly mentioned.

Formalities

On joining, the candidate reports to the HR department for completing the necessary formalities.

Certificates

He / she would submit attested copies of relevant certificates and two passport size photographs for the HR Personnel file.

ID Cards

The candidate is also given a temporary identity card to be displayed at all times when on duty. Depending upon type of employee class, there may be colour-coded ID cards (example: trainees- Yellow / Confirmed-laminated) with photographs.

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Uniform

The candidate, if expected to wear uniforms/aprons, should abide by the organization's dress code; these would be issued by the HR office. The name tags and permanent ID cards, when ready, shall be informed to the candidate who can collect the same from the HR department. In case of any damage to the name tags and or the ID card, the cost of it will be borne by the candidate.

Table 2: Uniform/Category

Category	Uniform*
Nursing Staff	2 pairs per year
Front Office	2 pairs per year
Path lab/Radiology/ CSSD Technicians	2 aprons per year

Employees resigning/leaving the Organization within 6 months of issue of uniforms would reimburse full cost of the uniforms prior to their departure.

The requirement of uniform is to be projected by the respective in charges to the HR officer and to be sanctioned by the Manager, Admin &HR for purchase of material/stitching charges.

Uniform* will be provided for nurses.

All Technicians will be provided with lab coats.

Administrative staff should be dressed in Indian formals.

**Uniform includes only the outer clothing's including head gear (If any) as per the Organization's policy. The hospital shall not provide foot gear. The type of shoes and other accessories acceptable while working within the Organization will have to be followed, as per the guidelines laid down.*

Vehicle Sticker

If the staff travels to work by personal vehicle, hospital stickers may be issued so that the staffs gets the permission to park the vehicle in the parking area; if possible, a parking slot will be assigned.

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Table 3: Parking Slot

Designation	Parking Slot
Consultants and Top Mgrs	Four Wheeler
Other Staff	Four Wheeler/Two Wheeler

Bank Account

All payments to staff, especially salaries, will be credited to saving bank account/salary account of _____ bank, and it is thus necessary for the employee to have a savings account or the employer to open a Salary account on behalf of the employee, as soon as the person joins the organization. The candidate is expected to inform the accounts department of his/her bank account number. The pay slips for the salary are issued at the end of the month and the payments are made within the stipulated period as per the law.

Appointment Letter

The appointment letter will be issued to the employee after completion of the probation period. This shall mention all the organization's rules, expectations from the candidate, roles and responsibilities (Job description).

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Recruitment for Locum/Temporary Positions

Policy

Requirements of these positions shall be informed by concerned departmental in-charge to the HR department. This can be in cases of maternity leave, long study leaves sanctioned by the management, earned leaves etc.

Sources that can be tapped have been mentioned earlier; in case the departmental in-charge or staff knows someone who can efficiently perform the said task, he/she can be considered for the post.

With regards to the medical professionals, the concerned consultant (the one who is going on leave) will have to hand over all his existing cases to another consultant on panel and has to intimate the HR accordingly.

For isolated posts, the procedure can be changed considering the following complexities:

Urgency to fill the posts as soon as possible.

Temporary nature of appointment causing difficulty in getting 'the best candidate'

Procedure

The HR department asks for the updated resume of the recommended candidates/sorted candidates.

HR department calls the candidates to appear the rounds of interview.

The list of candidates, interview dates and time would be sent to the Member of the Stage II round interview.

Once the technical interview is conducted, the in-charge would inform the HR department about the selected candidate.

The HR arranges the second round of interview (Stage III) and informs the candidate regarding the same. The final list is released by the members of the Stage III interview panel.

The selected candidate would meet the HR department for further formalities; there after he/she will be issued a temporary identity card.

The candidate, if expected to wear uniforms/aprons, etc. should abide by the Organization dress code.

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The candidate would get a letter from the organization indicating the term that he/she has been appointed for (not exceeding 90 days).

If during the course of his/her tenure in the Organization a vacancy in that category comes up, the candidate would be considered for the same but would have to follow the same procedure as applicable for a fresh applicants mentioned above.

Orientation & Induction

Policy Statement

Each employee, student, intern, and voluntary worker is oriented to the organization's vision, mission, history, growth pattern and culture of the organization, the range of services provided, Organogram, its standing in the society and the healthcare industry, and contribution of each and every employee towards the organizational growth.

Procedure

General Orientation

On completion of the joining formalities like joining report, issue of identity card, etc., are representative of the HR department would help the new employee overcome his/her sense of anxiety of joining a new Organization. This would assist in helping the new incumbent overcome their sense of strangeness and help acclimatize to the environment and orient to the philosophy and structure of the Organization.

For all the consultants and other staff, the initial induction is done by the HR department.

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Activities in Orientation

Each staff member, employee, student and voluntary worker is appropriately oriented to the Organization's vision, mission and goals.

Each staff member is made aware of Organization wide policies and procedures as well as relevant departments/units/services/program's policies and procedures.

A brief history of the Organization is provided through a suitable media (the module consists of a brief introduction to the Organization background, vision and mission statements, quality policies, values, floor-wise departments/services and introduction to the department co-coordinators, specialties and facilities offered and Organization policies).

Disseminate information about vision and mission of the Organization and its goal and objectives can be explained through brochures, the Organization's newsletter, or the annual report of the previous year.

A tour of the Organization's premises is conducted.

Information about dress code is given and arrangement is made for the identity cards to enable him/her to have easy access to all the facilities.

Introduction to the Departmental In-charges is done.

Staff rights and responsibilities are also explained to the new recruits.

The new recruits are oriented to the service standards of the Organization.

The new recruits are educated with regard to patients' rights and responsibilities.

A health problem of the employee is taken care of in accordance with the Organization's policy. The employee is explained about the group insurance claims and other medical benefits offered by the Organization, if any.

For the general staff members, after the initial induction by the HR department is over, any other specific work related orientation/training is given by the respective departments. Records of the same are maintained with the individual departments.

The HR communicates with all the members of the hospital through email regarding the brief relevant details of the new recruit alongwith his photograph.

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Departmental Orientation

Induction process is to be coordinated by the Reporting authority/Departmental In- charge.

Introduction to the department and its services is made.

Organization structure and his/her position is explained to the employee.

Location of changing room, rest room, cafeteria, notice boards etc. is informed.

Guidelines for the use of facilities like telephones etc. are explained.

His/ her job description and that of other associated staff and their inter-relations are explained.

Introduction to all the departmental staff is done.

All respective activities and the inter-departmental relationships are explained.

A tour of the department is made.

Required stationery is issued.

Any other general discussions or queries are answered.

The departmental head or the immediate superior briefs the candidate on personnel issues like the duty timings, weekly off and other benefits.

Probation, Confirmation & Termination

Probation

Policy statement

Probation period is a specified time span wherein both the employee and the Organization get oriented with each other's way of working and their suitability to each other.

Though as per law, either party can terminate the services during this period without any prior notice, it is preferred that a notice of around one month is given so that each party can undertake necessary adjustments.

All appointments shall have a probation period of six months, which can be extended for three more months if required.

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Medical Consultant (full timers) shall be given provisional attachment for period of one year followed by review. The contract if required can be renewed upto a maximum of 3 years.

Probationary Report

The *Probation Rating Form* is to reach the respective Department In-charge 30 days prior to the date of expiry of the probation period. A ***probationary report*** is to be obtained by the HR from the respective Manager, Departments within 10 days after providing the PRF. The report is to be accompanied by a *Probation Rating (PR) Form*. The report is to be signed by the same interviewing authority in the stage III (Selecting Authority).

The probationary report's copies would be dispatched to all the members those participated in the interview and assessment of the candidate, especially the external expert. Their opinion must be sought on the same within one week.

For all the designations where the interviewing authority is lower than the Board of Directors then the Final probationary report with relevant external expert opinion is to be submitted to a one level up reporting authority including the Director, Department and Managing Director. After discussing with the appropriate level authority in the HR (one level above the member of the Stage III interview board), a final decision is taken.

His decision on the probation of the candidate will be final unless usurped by the higher authority. The decision may be an extension of the probation, with or without counseling, or termination of the association.

The final decision reaches the authority in the HR department within 1 week.

The HR department would inform the candidate about the ***Probation Report*** within 24 hours from the availability.

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Confirmation

An employee, on completion of his/her probation period, can be confirmed on the recommendation of the concerned authority. The process for confirmation of a candidate is same as for working on probationary Report.

Every probationer, who has satisfactorily completed the stipulated period of probation uninterruptedly in the post in which he/ she has been appointed, would be made permanent by giving a written order from the appropriate authority within seven days of completion of such service, i.e. in the last week of service (The employee can, after this period, enquire at the HR department on not receiving such intimation). HR department should call the employee, congratulate and encourage him and hand over the confirmation letter in person.

There will be an appraisal for confirmed employees once in a year.

Termination of services of a probationary

In case the performance of the staff has not been satisfactory, the relevant Manager, Department will recommend relieving the candidate from the service and there shall be no extension of the probation period. In exceptional cases, extension of probation can be made for another 1 month. The final decision on the same is made by the approval of the appropriate authority as mentioned under 6.3.1.2 **Probationary Report**.

The HR Department will communicate the decision of termination made by the Organization to the employee through a '**Relieving Letter**' indicating the termination and discontinuation of services of the probationary employee.

If a permanent employee is employed as probationer in a new post, he could, at any time during the probationary period, be reverted to his old permanent post by a written order from the appropriate authority. The process remains the same as mentioned in 6.3.1.2 **Probationary Report**.

Termination criteria for consultants are as given below:

Poor Attendance

Professional negligence and incompetence

Inability to generate work

Breach of code of conduct

Person may be terminated for the any other reason not mentioned above as per the discretion of the management.

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Wage & Salary Administration

A Wage and Salary Administration system will be formed and adhered to, which would be conducive both for the management, as well as the employee, within the purview of established policies and procedures of the organization.

Salary and Wage Policies

Equal work for both men and women (Article 39 of the Constitution of India) taking into consideration local culture, customs and traditions).

To endeavor a secured living wages for all workers, and ensure proportionately dignified standard of life, and enabling him to participate in basic leisure, social and cultural activities.

Minimum wages shall be applicable as per the 'Minimum Wages Act, 1948' and shall be reviewed at the end of every three years and reviewed at regular intervals not exceeding five years. The wages and salaries to be disbursed as mentioned in the policies mentioned above to ensure regular and prompt payment of wages to prevent exploitation of the employees (The Payment of Wages Act, 1936).

Objectives

The Wage and Salary Administration system would mean:

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To the Organization

Fair, equitable, and justified wages and salaries to all the employees.

A basis to establish, develop and maintain good employee relations and morale.

A guide for administration's action concerning wages and salaries.

A basis to develop a system to have control over expenditure on wages and salaries.

Enable easy Budgeting of the personnel.

Enable to communicate with the employees its policy, culture, and industry standing.

To the Employee

A basis of understanding the organization's policies concerning wage levels, structure and ranges.

A guide to demand for their rights, if and when denied.

An established system to develop a feeling of security and enable smooth activity.

A means to clarify opportunities and channels for growth and development.

To define and determine its position and stand with regards to his association with the company.

Salary Disbursement

Salary would be disbursed / transferred to the respective accounts of all the permanent employees by the first week of every month.

All temporary, locums, trainees will get vouchers to claim their salaries from the Accounts department.

Other Benefits

Employee Benefits

Other than the Basic and DA, as per the labor law, the hospital will include House rent allowance/Residence, Conveyance allowance, Education allowance, subsidy for canteen, **medical benefits, Ex-gratia, LTA, Gratuity, Provident fund and Bonus benefits as part of compensation policy.**

Eligibility: This policy shall be applicable to all the full-time permanent staff; RMOs and doctors will be paid as per the remuneration packages devised.

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Canteen facilities

Staff including doctors would be provided canteen facilities in the Hospital premise.

Staff undertaking double shifts shall be entitled to one free meal and tea as shall be applicable to the time of the day.

Educational allowance

Educational allowance will be Rs. 200/child to a maximum limit of 2 children. This will be part of the CTC.

Conveyance allowance

Conveyance allowance will be a component of the salary with maximum value of Rs.800. (As per the HR policy of the Hospital).This will be a part of the CTC.

Provident Fund

As per specified regulations under applicable as per the Law of Land, the Employees Provident fund and Miscellaneous Provisions Act, 1952, 12% of Basic Pay(B) plus Dearness allowance (DA) or Cost of Living allowance (COLA) as a contribution by Organization and an equal contribution by the respective employee, deposited in an account in benefit of the respective employee.

All benefits would be according to 'The Employees Provident Fund and Miscellaneous Provisions Act, 1952'. All amendments by the legislature as and when made would be applicable.

Gratuity

Gratuity will be disbursed as per 'The Payment of Gratuity Act, 1972', as a contribution by the Organization towards employee's benefits who have rendered continuous and unblemished service in the Organization for 5 years and above including the probationary period, at the time of:

Termination or Resignation

6.5.1.5.1.2 Retirement

On death/disablement due to disease/ accident.

Terminated on account of health reasons and certified by the Organization as 'unfit' for continuing services of the Organization.

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The gratuity would be forfeited under the following conditions:

6.5.1.5.2.1 If the service was terminated for riotous or conduct or act of violence.

If the service was terminated for any act, which constitutes an offence involving moral turpitude (refer the code of conduct) committed during his/her course of employment.

Gratuity would not be available for those who joined the Organization after 60 years of age.

The employee is to nominate one nominee, (which can be modified after giving notice at any time), to receive the amount due in the event of his death or mental disability.

In calculating the number of years of service, service above six months shall be counted as one year and less than six months shall not be considered for that year.

In the event of an employee's death or disability, gratuity will be paid to the nominee or employee as applicable irrespective of the 5 year statutory period.

For staff not covered under the Act, the management is at the sole discretion to decide the payment.

Maximum amount payable under the Gratuity Act:-

Maximum gratuity payable is Rs10 lakhs (for Non government employees & Government employees. [Section 4(3)] [Of course, employer can pay more. Employee has also right to get more if obtainable under an award or contract with employer, as made clear in section 4(5)].

Applicability to contract Employee: -The only criterion is to serve at least 5 years of service at a stretch.

Calculating gratuity

In respect of Employees **covered Under the Payment of Gratuity Act, 1972**
As per the Act, the gratuity amount is 15 days' wage multiplied by the number of years put in by the employee. Here wage refers to basic salary plus dearness allowance. Take the monthly salary drawn by employee last (basic + dearness allowance) at the time of resignation or retirement. Divide this by 26. This gives daily salary. Multiply this amount by 15 days, and further by the number of years of service the employee has have put in.

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Example: If the employee has put in 10 years and seven months in an organisation, the service period will be taken to be 11 years. But if the service tenure is 10 years and five months, then for the purpose of this calculation the tenure will be taken to be 10 years only.

Take an example. Suppose the average monthly salary is Rs 26,000. The daily salary will be Rs 1,000. Multiply this by 15 and then by 10. The gratuity you are entitled to after 10 years of service will be Rs

1.5 lakh.

Formula: - Gratuity shall be calculated as per the below formula:

Gratuity = Last drawn salary x $\frac{15}{26}$ x No. of years of service

The last drawn salary will comprise basic + DA. For computation of gratuity, the service period will be rounded off to the nearest full year.

b) In respect of Employees not covered Under the Payment of Gratuity Act, 1972:

For non-government employees, who are not covered under this Act, the manner of calculating gratuity is different. First, the average salary is calculated: for this the average of last ten months' salary is taken (this will include the basic plus dearness allowance plus commission as a percentage of turnovers achieved by the employee). Divide this average salary by 30 (ignore fractions). Now, multiply this amount by 15 and further with the number of years of service put in. Dividing the daily salary by 30 instead of 26 does put those not covered by the Gratuity Act at a disadvantage.

Formula: - Gratuity shall be calculated as per the below formula
Gratuity = Last drawn salary x $\frac{1}{2}$ x No. of years of service

The last drawn salary will comprise your basic + DA+ commission on sales on turnover basis. For computation of gratuity, the service period will not be rounded off to the nearest full year. While calculating completed years, any fraction of the year will be ignored. For instance, if the employee has a total service of 20 years, 10 months and 25 days, only 20 years will be factored into the calculation.

Tax treatment of gratuity: - For the purpose of exemption of gratuity under sec.10 (10) the employees are divided under three categories:

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1. Any death cum retirement gratuity received by **Central and State Govt. employees, Defence employees and employees in Local authority shall be exempted.**
2. Any gratuity received by **persons covered under the Payment of Gratuity Act, 1972** shall be exempt subject to following limits:-
 - o For every completed year of service or part thereof, gratuity shall be paid at the rate of fifteen days wages based on the rate of wages last drawn by the concerned employee.
 - o The amount of gratuity as calculated above shall not exceed Rs. 10, 00, 000/- (w.e.f. 24.5.2010).
3. In case of any other employee, gratuity received shall be exempt, subject to the following exemptions
 - o Exemption shall be limited to half month salary (based on last 10 months average) for each completed year of service or Rs. 10 Lakhs whichever is less.
 - o Where the gratuity was received in any one or more earlier previous years also and any exemption was allowed for the same, then the exemption to be allowed during the year gets reduced to the extent of exemption already allowed, the overall limit being Rs. 10 Lakhs.

The exemption in respect of gratuity is permissible even in cases of termination of employment due to resignation. The taxable portions of gratuity will qualify for relief u/s 89(1). Gratuity payment to a widow or other legal heirs of any employee who dies in active service shall be exempt from income tax subject to provisions mentioned above.

The ceiling of Rs.10 lakh applies to the aggregate of gratuity received from one or more employers in the same or different years.

Taxable under what head:- Gratuity received by an employee on his retirement is taxable under the head "Salary" and gratuity received by the legal heir is taxable under the head "Income from Other Sources".

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Ex-Gratia

As per specified regulations under 'The Payment of Bonus Act, 1965', the Organization is not obliged to pay a bonus to any of its employees not falling under the Bonus Act. Employees not falling under the Payment of Bonus Act may be considered for Ex-Gratia at the discretion of the management who will decide the payment strategy and if payable, the Ex-gratia will be seven days before Diwali. Ex-Gratia is given to the employees drawing the salary more than Rs 15,000/- Bonus is paid to the employees drawing the salary less than Rs 15,000/-.

Residence

Against provision of residence, applicable HRA would be deducted from gross salary.

Medical Benefits

The Hospital shall arrange for group Insurance coverage to all its permanent employees.

For all other staff i.e. trainee, casual, probationer and RMOs, the medical services in the form of out-patient services would be available in-house free of cost.

Medicines from hospital retail pharmacy will be sold at cost price to staff of all categories only on the prescription of the in house staff doctor appointed. Outside prescription, if any, will also be required to be certified by the staff doctor.

Leave Travel Allowance (LTA)

LTA will be paid every year on completion of the calendar year; at the end of calendar year the employee will be paid LTA on a pro-rata basis. LTA will be paid as part of the CTC.

Eligibility (For Annual Payment)

- All members are entitled to claim LTA as per their compensation package.
- New member is eligible to claim LTA on completion of 12 months of service.
- New member is eligible for proportionate LTA from the month of joining the services of the company or from the date of inclusion/revision of LTA component of the member's compensation package.

Procedure to claim:

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- Eligible members will have to forward LTA application in the prescribed format to the HR-Department.
- LTA will be paid along with the salaries of succeeding if claims are submitted before the 10th of current month.
- Members may carry forward the LTA to next years up to a maximum of 4 years within the same block period (as specified under the Income Tax Act) to avail the tax exemption.
- LTA can be claimed only once in every financial year and for a single return journey. However tax exemption will be allowed for only 2 claims in a span of 4 years.
- Unclaimed LTA in the block period of Four Years shall be paid as a taxable allowance.
- LTA can be claimed as fully taxable allowance without undertaking any journey.

Conditions to claim tax exemption:

Income tax exemption

- Shall be available to a member with respect to two return journeys made in a block of four calendar years [Current block of four years 01-Jan-2021 to 31-Dec- 2025].
- Member is required to proceed on Leave for a minimum period of 3 days.
- Travel expenses incurred on family, provided family travels to the same place and either to or fro journey of the family is during the members' leave period.

Definition of family as per Income Tax Act:

The Income-Tax Act has defined family as under: The family in relation to a member means:

- (i) The Spouse and children of the member; and (ii) the parents, brothers and sisters of the member or any of them, wholly or mainly dependent on the member.

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- Members, who are availing tax exemption for their family members, will have to submit a declaration to the company.
- Illustratively, wholly or mainly dependent family members will be:
Retired parents whom the member wholly or mainly supports,
Member's brothers/sisters who are unemployed/unmarried and who are wholly or mainly-supported by the member.
- The essential criteria to determine wholly or mainly dependent family members will be to the extent of economic support provided by the member.

Leaves

General Rules

- There are various types of leaves. First is Earned Leave Or Privilege Leave. The object of earned leave/privilege leave is that an employee should have rest or recuperation from time to time for short spells.
- There is another type of leave which is called Casual Leave. The object of this leave is to enable an employee to attend some urgent or unforeseen contingencies. In addition to that there is a Sick Leave which is granted when an employee is unable to perform his duties on account of sickness. The Casual Leave is Non-Cumulative while PL is Cumulative. An employee may also avail of PL OR CL during his sickness.
- For the purpose of leave, accounting period shall be calendar year - January to December.

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- Casual leave and sick leave are always credited in advance at the beginning of the year and can be availed by the employees at any time during the year. In case a new employee joins during the calendar year, he/she will be credited with proportional leave. However, the new employees will be encouraged to take leave only after confirmation except in cases of personal emergencies and sickness.
- Weekly offs/paid holidays, wherever applicable, are permitted to be either prefixed or suffixed or both prefixed and suffixed to casual leave & sick leave. Such paid holidays prefixed and/or suffixed shall not be debited to the casual/sick leave account.
- Casual leave cannot be clubbed with sick leave.
- Staff if required to work double shift in continuation due to unavoidable situation will be provided a compensatory off, which needs to be availed within one month after approval from the Incharge.

Please Note: The ACPM Medical College & Research Centre may have its own policy regarding the clubbing of the paid leaves with the weekly leaves or other.

Types of Leave:

- Subject to the provisions of clause (b), every employee who has been employed for not less than three months in any year, shall for every 60 days on which he has worked during the year be allowed leave, consecutive or otherwise, for a period of not more than five days.
- Every employee who has worked for not less than two hundred and forty days during a year, irrespective of the date of commencement of his service) shall be allowed leave, consecutive or otherwise, for a period of not less than twenty-one days.
- Provided that such leave may be accumulated up to a maximum period of 42 days.
- The leave allowed to an employee under clauses (a) and (b) shall be inclusive of the day or days during the period of such leave, on which a shop or commercial establishment remains closed or on which he is entitled to a holiday.

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Please Note: The total **Paid leaves** must not be less than 21 per year. It is the discretion of the ACPM Medical College & Research Centre management to offer more paid leaves under various categories as **Privilege leave, Casual leave, or Sick leave.**

Being a hospital, a following structure of paid leave is appropriate. This is subject to discretion of the Management.

Table 4: Number of Paid Leaves per year

Leaves	No. of days sanctioned
Casual leaves (CL)	12-21 days
Sick leaves (SL)	07 days
Privilege leaves (PL)	7 days
Maternity leaves * (ML)	12 weeks

**Leave with pay*

Privilege Leave

- The privilege leave is a kind of leave being sanctioned to the employee with pay. It may vary from company to company. HR can decide number of PL/EL to be given to the employee.
- Privilege leave earned during the previous year shall be credited to employee's individual account on first of January of the following year.
- Employees under probation shall earn Privilege Leave during their probationary period and the same will be credited to their individual account only after completion of one year or probation period whichever is later. An employee can avail PL only after the same is credited to his account.
- PL should be availed for a minimum period of 3 days at a time, subject to a maximum of three occasions in a calendar year.
- Both prefixing and suffixing of privilege leave with off-days or holidays are allowed.
- Intervening holidays shall be treated as part of leave.
- If an employee exhausts both CL & SL within six months of a calendar year, and subsequently applies for PL leave, which is not permissible as per the condition for PL under Sub-clause 4.1, such leave may be sanctioned as a special leave subject to a maximum of five days in total for that particular calendar year. Such leave sanctioned shall be deducted from PL

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credit. This special grant of PL shall be made only after completion of six months of any calendar year. This special grant of PL is not in addition to the existing PL.

Accumulation of privilege leave

Any unavailed earned leave over and above 30 shall be encashed. The company cannot compel employees to take leave to avoid encashment. However, during recession if the management finds that lesser number of workers need be deputed for work, the management can request the employees to avail leave according to a schedule made in this respect. This can be practiced as a measure to avoid lay off or even sudden stoppage of production. But this requires support of the employees. Leave accumulated beyond 30 (thirty) days shall be considered as having lapsed.

Weekly offs/Paid holidays, wherever applicable, are permitted to be either prefixed or suffixed or both prefixed and suffixed to the privilege leave. Such paid holidays prefixed and/or suffixed shall not be debited to the privilege leave account.

Weekly offs or paid holidays which fall in the course of privilege leave shall be counted as part of the privilege leave.

The minimum period for which privilege leave can be applied for shall be three days at a time. Privilege leave shall not be availed more than three times in a year.

Procedure for sanction of privilege leave

The employee should make application for privilege leave to the immediate superior /HOD for sanction. Such applications should be made at least 20 days before the date from which the leave is to commence, except in case of emergency or unforeseen circumstances, when it is not possible to do so. After receiving the application, the respective HOD should scrutinize the same and sanction/refuse the leave and inform the employee accordingly. The leave card duly signed should then be returned to the payroll department for necessary action and for the update in online module.

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Please Note: The time limit of advanced application for the PL depends upon the discretion of the organisation.

When privilege leave applied for is not sanctioned by the hospital due to exigency of service, the company would, as far as possible, endeavor to grant privilege leave to the employee concerned as soon as it is possible.

Extension of privilege leave

If an employee desires an extension of leave, while on leave, they shall make an application specifically mentioning the reason(s) by keeping a time margin of one week for receiving a reply.

A reply by email/telephone (as appropriate), either of the grant or refusal of extension of leave, shall be sent to the employee at the address given by them. As far as possible, such applications will not be considered unless the circumstances for extension are beyond the control of the employee.

Encashment of privilege leave

Encashment of privilege leave will be permitted to all permanent staff members in the following cases:

In the month of January, when PL beyond 30 days is likely to lapse.

When an employee is in urgent need of money. After encashment, the employees should be left with at least 10 days of PL.

On permanent transfer to any of the group companies.

6.6.2.1.4.4 On separation from the company.

It is not allowed to take advance privilege leave.

For the purpose of calculation of payment in lieu of privilege leave, monthly gross salary (30 days) as applicable to the employee at the time of encashment will be taken into consideration.

1. If PL is 21 calendar days a yr., then it is suggestive that the calculation to be done as - (Basic + D.A.)/30*no, of days to be encashed.

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2. If PL is 21 working days a yr., then the calculation should be, (Basic + D.A.)/26*no. of days to be encashed.

Sick Leaves

Quantum of Sick Leave

The period of sick leave to which an employee is entitled shall be 7 (seven) days with full pay for each completed year of service. Sick leave will be credited to the account of all employees in the month of January. New employees shall be credited with sick leave on pro-rata basis for the remaining part of the calendar year.

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Procedure for sanction of Sick Leave

Sick Leave up to a day may be granted without insisting on a medical certificate. 6.6.2.1.7.2

In case an employee is sick for more than 3 (two) days, then sick leave shall not be granted unless a certificate from a Registered Medical Practitioner or ESI - Panel Doctor is attached with the leave application and the employee informs the office or sends an application mentioning the tentative period of leave required along with a medical certificate.

6.6.2.1.7.3 In any case, the HOD must confirm that the employee was genuinely sick before the sick leave is granted.

Sick Leave notification requirements

Employees who are sick must call in prior to their scheduled starting time and speak directly to their supervisors. If they are unable to contact their direct supervisors prior to their scheduled starting time, they may leave a message in the mobile phone/ or leave a message with a colleague so that they may inform the supervisor, but must follow-up with a phone call to the supervisor prior to the end of the work day. This is a daily requirement while on sick leave unless the employee has presented to his supervisor with a signed doctor's certificate specifying a specific duration of absence, and in that case the employee must call in the day before the last day of the doctor's notice for grant of an extension.

Weekly offs/Paid holidays wherever applicable are permitted to be either prefixed or suffixed or both prefixed and suffixed to sick leave. Such paid holidays prefixed and/or suffixed shall not be debited to the sick leave account.

Weekly offs/Paid holidays which fall in the course of sick leave shall be counted as a part of sick leave¹.

All sick leaves can be accumulated for 2 yrs. Any leaves above 14 Days will be considered to be lapsed.

¹ This can be a policy decision, however we have inserted this as a deterrent for the employees to take long leaves.

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Casual Leave

General Directives

Sanction of casual leave will be at the discretion of the Management.

The quantum of casual leave permissible for a calendar year is 12 with full pay. Casual leave shall be credited to the account of all employees in the month of January.

Casual leave will get automatically lapsed on 31st December of that year.

New employees, who are under probation period, can be granted casual leave on pro- rata basis during the calendar year.

Procedure for sanction of Casual Leave

Application should be made in advance before the casual leave is availed, except in case of emergency or unforeseen circumstances, in which, the HOD must be informed at the earliest opportunity.

Weekly offs/Paid holidays may be prefixed or suffixed, or both prefixed and suffixed to casual leave.

Weekly offs/Paid holidays which fall in the course of the period of Casual Leave shall be counted as part of the period of Casual Leave². The maximum number of days for which Casual Leave may be taken is 3 (three) days at a time.

Maternity Leave

Female employee who served the organization for a year or more will be entitled paid maternity leave of 12 weeks.

Female employee covered under the ESI Act is entitled to maternity benefits under the act. Details of the benefits are available with the HR department.

Privilege leave standing to the credit of an employee can be taken in conjunction with maternity leave, before or after childbirth.

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Leave without Pay(LWP)

The employee must avoid taking leave without pay. In the following cases, employee may be granted leave without pay:

New employees who have no leave to their credit, but are compelled to take leave due to an emergency.

Female employees who wish to avail leave without pay along with maternity leave. It must be ensured that the employee is not away from office for more than five months (including maternity leave).

Employees who are unable to attend to work due to long/ chronic sickness.

Leave without pay will be considered as loss of service and in turn will affect any privileges related to service period.

Probationary Leave:

During Probationary period, the probationers and trainees are eligible for Probationary leave. The leave is calculated on the basis of one day for every completed month of service. The probationary leave will get lapsed at the end of the probationary period.

Leave for Family Planning Operation

Please Note: The leave allowance and the monetary prize under this premise is subject to the Management's discretion.

State Law of Kerala grants provides for special leave for six days (including the day of the procedure), with pay and allowances.

This leave will be granted to an employee, while undergoing family planning operation provided the application for such leave, with the relevant medical certificate obtained from the Family planning Unit which is to be made available immediately after the Vasectomy / Tubectomy operation is performed.

As a matter of "National cause", a prize money of Rs. 1000/- shall be paid to the employee by the Company as a part of recognition and courtesy.

Unauthorised Absence

If an employee absents himself from duty without intimation or leave sanction for more than 21 consecutive days, he/she shall be presumed to have left the services of the

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company on his own accord without notice and his name shall accordingly, be struck off from the rolls of the company.

Paid Holidays

As per the law there are four days compulsory paid Holidays in a calendar year. They are Republic Day 26th January, August 15th Independence Day, May 1st workers Day, October 2nd Gandhi Jayanti. It is upto the HR to decide how many paid holidays can be granted in a year.

Leave for Trainees

Trainees will be entitled to casual leave as applicable to other employees except that they will be granted leave on pro-rata basis from the day they join as in the case of probationer.

Note: Sanctioning of any leave lies with the discretionary powers of the Management.

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Staff Rights & Responsibilities

There is a provision for appeals in all-disciplinary cases.

Each staff member is made aware of his/her rights and responsibilities.

All employees are educated with regard to patients' rights and responsibilities.

In case a complaint is lodged against a particular employee and subsequent action taken by the superior who is of a biased nature, then the employee has the right to file a grievance in front of the grievance committee.

Grievance committee is consists of representative from Clinical Administration, non-Clinical Administration and HOD of the clinical services. Any employee in the organization can lodge a complaint with Grievance Committee. If any person either accused or complainant is a part of the Grievance committee, then subcommittee is constituted in which accused or complainant is not a part.

Performance Appraisal

Introduction

The Organization has a performance appraisal system, where the Head of Department, the employee and the Institutional head is involved in the appraisal of the employee. The annual appraisal of the performance/achievements of individual employees against the job specifications provided to them during the year is done for all categories of full time and part time employees.

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Definition of Performance

A performance appraisal (PA), performance review, performance evaluation,(career) development discussion, or employee appraisal is a method by which the job performance of an employee is evaluated. Performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations. Performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Other aspects of individual employees are considered as well, such as organizational citizenship behavior, accomplishments, potential for future improvement, strengths and weaknesses, etc.

Objectives

Assess the achievement and/or failure of the employee against his/her level of responsibility and accountability (job responsibility manual/as per job responsibility annexure given with the appointment letter, and all authorized amendments thereof during the tenure of employment).

Analyze the strengths and weaknesses of the employee and enable the weaknesses to be overcome through training and counseling, and award the employee's strengths.

Encourage career development by encouraging the employee to go in for further up- gradation of skills and promotion related training.

The annual performance appraisal system is used as a tool for further development of an employee, viz., promotion, increment, modified job profile based on the capabilities of an employee.

Considerations while appraising an employee

Organization should establish performance standards.

Ability to apply knowledge levels.

Quality and quantity of time put in.

Ability to learn and guide the other staff.

Communication skills.

Ethical principles.

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Measurement of actual performance.

Comparison of actual performance with standards.

Deviation between the knowledge levels to applicability.

Deviation in the quantity and quality of work.

Deviation from ethical standards and Organization's policies.

Steps in Performance Appraisal

Discuss appraisal with the employee.

Fill up the appraisal form in discussion with the employee.

Ask the employee to appraise himself / herself.

Ask the departmental head to appraise the employee – in case of deviation in working or otherwise.

If required, initiate corrective action.

Training in the area required for improvement.

Counseling for employees.

Process

Frequency of Appraisal

Appraisal for confirmed employees is done once in a year. Appraisal of the employees is done by the Manager, Department depending upon the KRA assessment.

A time bound six monthly appraisal can be done under exceptional cases as per the decision of the GM, HR and relevant GM.

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Performance Appraisal for Senior Level Managers:

Appraisal of the Senior Level Manager is based on the assessment done on the same principle as their recruitment. The team of assessors bases its inferences on various indicators and ratios that measure the performances of the departments in the form of Quality, productivity, grievance and satisfactions and other indicators of business growth.

The report is then sent to the Board of Directors for final decision.

Performance Appraisal Form for Middle Level Managers (Manager, Departments)

Appraisal is done on the same principle as the recruitment & selection. The

appraisal is intimated to the Board of Directors and 'Higher Management'.

Performance Appraisal Form for Junior Level Managers Appraisal is

done on the same principle as the recruitment & selection.

The appraisal is intimated to 'Higher Management'.

Performance Appraisal Form for Senior Officers/Incharges (Level 6), Executives, Technicians, Attendants.

The appraisal is done by the same designated authorities which are involved in their recruitment & selection for that post. The stage II authorities recommend, while Stage III authorities finalize the appraisal.

The copy of the report on appraisal is forwarded to the HR department with the remarks and signature of all the authorities involved in the process.

The copy is sent to the respective General Managers & Directors.

Performance Appraisal Records

Performance appraisal sheet of eligible employee is filed and maintained separately in the HR department.

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The Organization employs many professionals. Training and Development of the employee's forms an important part of the HR policy. The Organization shall facilitate both internal and external programs; while all external training programs shall be undertaken through HR department, the respective JLM and MLM recommend the candidates and also various

training needs for their employees. They also arrange the internal programs in consultation with the HR Department.

Need Assessment for Essential Training

The Manager, HR and the Manager, Department shall jointly determine the cadre-wise trainings to be imparted and the mechanism to assess effectiveness of the training on individual case basis. This exercise shall be undertaken at the beginning of each calendar year and is modifiable at periodic intervals depending on situation requirements; in-puts shall also be taken from the Employee performance assessment survey. Essential trainings are mandatory for the staff to attend.

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On recruitment of new staff

Apart from the Orientation and Induction, the staff shall require essential training in aspects that are essential for carrying out day-to-day functioning (like training on Infection control protocols/Hand washing practices of the Organization for a newly appointed Staff Nurse)

Each JLM & MLM shall therefore pre-determine the areas for essential training as per job profile of sub-ordinates.

New recruits will be clubbed together to facilitate feasibility of training.

Training activities cutting across staff of different departments shall be coordinated by HR Department for scheduling and associated activities.

Following completion of training activity, the reporting authority shall accordingly intimate and provide requisite information to HR department so that individual employee record can thereby be updated.

After end of every training session, a feedback form (Training feedback questionnaire) shall be given to all the participants, on the basis of which any modification or change in the training program or the trainer can be done.

Records of attendance of the training program, examination results/answer papers are maintained. A certificate is given at the end of the completion of training, which mentions allowing the candidate to take independent responsibility.

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On Addition of a new facility

To facilitate working on new facilities (like training of the radiographer for the newly procured CT scan), the respective departmental in-charge shall convey the requirement to the HR department, who shall route the information to the relevant authority. Staff shall be deemed present for the number of days training is attended.

A letter is given to the employee in case of change of responsibilities

Training Calendar and Records

Training Needs are assessed during annual appraisal.

The formats for the Training calendar, Training attendance, Training feedback Questionnaire, Training evaluation and effectiveness are maintained by the HR department.

Risks within the organization Environment

Training for Patient handlers

Specific training is imparted to all the patient handlers, like nurses, technicians, laboratory staff, radiology staff, housekeeping staff, biomedical waste handlers and laundry handlers.

This training includes safety norms like care of sharp, the importance of wearing gloves, caps, masks, proper hand washing techniques, proper waste disposal system etc.

Specific training is imparted by individual departments, and the record of the same maintained by the departments.

Photo copies of certificates, if given to the trainees after completion of the training, are to be sent to the HR department for putting in the individual staff files. The originals of these certificates will be given to the trainees.

Training / orientation for all staff

This involves giving information about the following while taking the new recruit on a Guided tour of the Organization:

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Location of the fire detectors, smoke detectors, and fire alarms.

Location of all fire exits and its signage, lift alarm system, use of stair case as emergency exit, reporting of any visible electrical faults (like exposed wire), any other untoward incident taking place within the Organization premises.

Procedures to be followed in the event of an incident. Periodic events like fire drills are held to educate the staff members.

Location and direction guides placed on the floors, together with signage.

Process for reporting common problems:

Individuals take the responsibility of reporting to the Admin department, wherever incidentally identified; faults like a fused bulb, water cooler not working, and door handle or lock not functioning properly, intercom system not functioning to satisfaction, problem with the air conditioning system, etc.

Occupational Health Hazards

Injuries from sharps.

Exposure to body fluids while handling biomedical waste.

Exposure to harmful cleaning agents.

Exposure to biomedical waste.

Exposure to infection (Organization Acquired Infection)

Sponsorship For external training (If applicable)

The candidate shall apply for sponsorship through the respective JLM & MLM of the department to the Manager, HR. The sponsorship decision shall be taken in consultation with the Director of the department & Managing Director. Managing Director's sanction is final.

Sponsorship shall be granted for Seminar/Conference/Workshop in area of specialization or on subject associated with work.

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Final verdict shall rest with the management; the candidate shall be sponsored only if the institution feels that the said training shall directly or indirectly enhance the employee's and thereby the institutions productivity and performance.

Appropriate reimbursement of the fees and TA, DA shall be made. TA and DA are applicable only for outstation visits; amount shall be reimbursed on presentation of appropriate cash- memos. The upper limit of amount sponsored by the Hospital can be fixed by the HR.

Staff shall be deemed present for the number of days training is attended.

The HR can limit the number of sponsored training programmes.

Table 5 : CAP on Expenses

Cadre	Cap On Expenses (Rs.)		
	Seminar Fees*	TA	DA
Junior Executives/ Junior Nurses/technicians/clerks		500	500
Senior Executive/ Senior Nurse/Senior technician/Officers		700	700
Incharges		1,000	1,000
Matron/AMO/ Senior Managers		1,500	1,500
Fulltime Consultants & COO		2,000	2,000

*Seminar fees as per actual

Please Note: The figures mentioned above are suggestive; they are subject to discretion of the management.

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Associated formalities

The employee shall submit their willingness to attend a seminar/conference/workshop two weeks prior to the same. This would facilitate the Department In-charge, to ensure that the work scheduled does not suffer.

In case of sponsored training, the employee shall intimate the Department In-charge at the earliest on receiving intimation of sponsorship; in case if non-sponsored trainings, the application for leave shall be made at least two weeks in advance.

The respective person should give a written application to the HR, under appropriate authorization his/her reporting authority; the sanction would be given as per said policy and Management is at discretion of any changes without prior notice.

On completion of the external seminar/conference/workshop, the employees are to submit the photocopy of the certificate and in consultation with the Department In-charge arrive at a mechanism to disseminate the knowledge to other colleagues.

Imparting training

The Organization's staff themselves will be encouraged to deliver training sessions (with requisite preparations) to colleagues for internal training programs.

These activities shall be undertaken through the approval of the Managing Director on individual case basis; all financial considerations therein shall be informed to the Managing Director.

Promotion

Policy Statement

There would be no time bound promotions. Promotions would preferably be undertaken only against vacancy of a bACPMted post. Here the promotion could also be intra- departmental or un-related posts. Eligibility would be on basis of fulfillment of education & experience criteria and interview performance.

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Promotion against a non-budgeted position can be undertaken, after approval of the Board, in case the promotion is symbolic in nature wherein it does not affect the nature of work.

Employees would be free to apply for any position, which they feel, would better their prospects. Such employees shall present themselves for an open interview along with other candidates. All things being equal, preference will be given to present employees. The Management shall be the sole deciding authority in the matter.

Any candidate would be given a promotion based on qualification, aptitude and the years of experience. The promotion would have to be finally approved by the appropriate authority (see process of **Appraisal**).

Promotion will not be used as a tool for giving increment.

Procedure

The Manager department through the General Manager has to inform the HR department of the vacancy.

In the personnel requisition form for a vacancy, the respective Department In-charge is to indicate the existing employee who may be considered for promotion.

Alternatively, the internal employee can apply for the post after it is published on the notice board. The internal employee would be given preference if and only if he/she fulfills the criteria of the required post, as per the policy laid down.

The employee will undergo an interview where he/she would be tested for his/her ability and accordingly, a final decision will be made whether or not to select the employee. The notification of the decision is given by the appropriate authority within a week of the interview.

The employee should be given the responsibility for a probationary period of 3 months to enable the department and the respective employee get accustomed for the required work OR temporarily handed over charge and after a period of three months promoted retrospectively.

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In case the internal employee fails to perform in the new job requiring higher skills, he/ she can be transferred to the original position.

Whenever selected, the person shall be given a 'Letter of Promotion'.

Factors to be considered for promotion

Outstanding service in terms of quality as well as quantity.

Above average achievement in patient care and/or public relations.

Experience.

Seniority.

Initiative.

Particular knowledge and experience necessary for vacancy.

Record of loyalty and co-operation.

Appraisal points.

Transfer

Policy statement

The hospital management can transfer the employee, wherever seemed appropriate, if the employee fulfills the job profile criteria. Transfer can be of two forms:

Promotional transfer

The employee is transferred to a higher position in any other department. This will involve an adjustment in the salary and job description of the person. In most cases, this would also be covered under the promotion areas.

Lateral transfer

The employee is transferred to another position in the same level (as from one department to other) requiring similar skills, although it may involve a change in job duties.

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Process of transfer

This will involve the Directives of the management.

Procedure

Directives by the management

Manager, Department/Gen. Manager who require an identified person transferred to their department from another, due to a vacancy or the requirement of candidate's skills more applicable to their department would have to put in a written request to General Manager HR.

Office of the GM, HR identifies a person to be transferred to another department due to a vacancy or requirement of skills that the identified person possesses for the betterment of the respective department, would discuss the same with the Gen. Managers & Managers of the departments under consideration. He/she would have to get the concurrence of Gen. Manager, HR for the proposal. The whole process should be documented.

Transfers could be jointly initiated by HR office and the Manager HR and avert certain IR issues, which may prove to be a threat to the peace of the department/Hospital. The individual identified should be transferred to those departments where his/her skills can be utilized and where they can be closely monitored.

The transfer process for all occasions after this remains the same. In cases of transfer of Senior Officers and Officers, the GM, department & GM, HR discusses with the Director, Department and Managing Director; on receiving a consensus the concerned personnel be informed by the HR department.

The personnel department is to then make the necessary changes like in cases where the grades may be affected etc.

The personnel department should also inform the accounts section to make the necessary changes like change of department code in the leave card, reflected in the pay roll etc.

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Transfers should not be used as a tool for demotion or transferring an employee on invalid grounds.

The discretionary power to transfer the employee lies with the Management.

Separations (Terminations)

Separations are of two types:

Resignation

Policy statement

It should be the policy of the Organization that all employees intending to leave the Organization on a voluntary basis, are required to give a written notice, as per the required notice period mentioned in the letter of appointment.

All the employees resigning are to fill an **Exit Interview form**.

Procedure

Any employee intending to discontinue his/her service will have to intimate in duplicate to the Manager, Department/JLM and the HR department in writing.

The resigning employee would have to give the work hand over which is to be monitored by the Department In-charge.

The HR department would then conduct an Exit Interview/ the employee will fill an Exit Interview (EI) form.

The relevant JLM/MLM too interviews and fills up the EIF.

The exit form is filled by the Managing Director for the post of General Manager, while Director fills the EIF for MLMs while General Managers fill the EIF for JLM, Manager, Department fills the EIF for Sr Officers and Officers. JLM fills the EIF for all the staff below.

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On acceptance of resignation and if no further intervention is required after the exit interview (like decision by the candidate to withdraw the resignation), the HR department is to send a 'Letter of acceptance' of the resignation, along with the checklist form to ensure that all the dues are cleared.

The checklist would enable the person to clear dues existing with all departments.

Settlements regarding payroll and other loans and advances taken are to be done by the Accounts department.

The full and final settlement of all the dues will be made after the completed checklist is submitted to the Accounts department.

The Organization is to provide an employment certificate to the leaving employee.

Retirement:

Retirement is of three types:

- By Age
- Compulsory
- Voluntary

Policy statement

The age for retirement is 58 years. This does not apply to the professionals on a contract.

The employers to have an Exit interview to get valuable inputs from the parting employees.

Procedure

Any employee, who is reaching the age of retirement, would have to be intimated 6 (six) months prior to the actual date of retirement, through the General. Manager, Manager, Junior Manager of the Department.

The respective individual should be informed of the procedures for the following:

- Provident Fund/ Pension
- Gratuity

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HR department is to send the checklist to the respective employee in advance to enable the employee to complete his formalities in time prior to the date of retirement.

The checklist would enable the person to clear dues existing with all departments.

The Accounts department should also receive the intimation to enable them to finalize the aspects of pending encashable leaves, loans and advances pending, etc., 6 months prior to the date of retirement.

The Organization is to provide an employment certificate to the leaving employee.

Leave settlement during resignation / termination:

If an employee to be relieved has availed more number of CL against the number of months he has worked, then the excess CL will be deducted during his final settlement.

Privilege leave for the days worked till the employee's date of relieving will be calculated and paid during the final settlement, provided he /she fulfils privilege leave eligibility criteria.

Leave settlement during retirement:

If an employee has balanced privilege leave which is in excess of the accumulation norms, then such leaves are eligible for encashment.

Employee Discipline and Grievance Handling

Organization Guidelines

Scope

All permanent employees of the Organization, both full-time and part-time.

Some salient features of the Model standing orders are:

Stratification of Offence / Misconduct:

Minor offences

- Late comers.
- Absent without prior intimation.
- Taking leaves beyond the stipulated period.
- Interference with the work – both self and others.

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- Improper attire.
- Utilizing office working hours for recreation, hobby etc.

Major offences

- Willful disobedience, In-subordination, whether alone or in combination with others, or to conduct an unlawful activity.
- Theft, fraud and dishonesty in connection with the Organizational property.
- Taking or giving bribes or any illegal gratification.
- Habitual breach of law pertaining to the healthcare industry.
- Habitual negligence of work.
- Breach of confidentiality pertaining to patient information and other Organizational business.
- Abusiveness verbally, physically, sexually(verbal and or physical) of patients, visitors, fellow employees and others on the premises of the hospital.
- Continued minor offences considered intolerable by the management.
- Unauthorized possession and usage of intoxicants, alcohol and illegal drugs.
- Act of moral turpitude or any other act of omission, which would be/ has been detrimental to the interests of the Organization.
- Being engaged into any other employment against the rules of employment.
- Unprofessional conduct and any other offences of similar nature.

Disciplinary Action

Minor Offences

Verbal counseling by the respective supervisor and/or the Department In-charge aimed at correcting the employee's behavior by analyzing the reasons for such behavior.

If and only if, the employee's behavior does not change after counseling, the Department In-charge is authorized to give a written memo describing the following:

- The reason for documenting the offence.
- Recurrence of the offence.
- Instructions to the employee.

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- Disciplinary action to be taken.

The employee is required to adhere to the given judgement and try to improve his/her behavioral pattern.

If any employee continues to do minor offences for more than 3 times, he would be given a 'Letter of warning' by the HR Department. The Manager, Department would have intimated the HR department of the same.

If any employee continues to do any minor offence, after receiving a written warning, then disciplinary action would be taken against him as per the procedures under major offences.

Major Offences

The Manager, Department intimates in written the General Manager, who in turn intimates the Director, Department & Manager, HR. The director, then reports the matter to the Managing, Director.

The HR department would, in consultation with the General Manager/Manager, Department, take necessary steps of action, with one or more of the following actions:

- Meet the employee and obtain his/her version of the complaint made.
- Inform the respective employee not to attend duty; if and only if, it proves detrimental to the working of the Organization, then there can be a 'Suspension pending enquiry' till the period of inquiry.
- The employee will be made to work in departments where he can be kept under continuous observation (procedure of transfer as mentioned in the above section would be applicable).

If the employee acknowledges the charges made within stipulated time of one week after giving him the notice, the HR would recommend one or more action(s) as given below:

- Verbal counseling
- Written reprimand
- Dismissal for misconduct for a maximum of 4 days (Any other regulation as per the standing orders).

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If the employee denies the charges made, then an inquiry should be made of the aspect. The Admin would have to be informed who will carry out the necessary enquiry with the assistance of the HR and the Manager, Department.

If the Admin's findings prove the employee as at fault, then recommendations of one or more of the actions given below will be made and thus implemented:

- Verbal Counseling
- Written reprimand
- Suspension from work
- Withholding the person's increment and/ or promotion for a specified period.
- Termination of employment (with full benefits)
- Dismissal for misconduct (without benefits) (Or any other action as per the standing orders).

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If the enquiry findings do not prove the alleged charges, all actions taken against employee would be revoked.

In case of disciplinary action for a management employee, the Managing Director and Director of the department at his/their discretion may pass over any of the steps for disciplinary action provided in this policy.

Grievance Handling Mechanism

The disciplinary procedure is in consonance with the prevailing laws.

The employee is made aware of the procedure to be followed in case they feel aggrieved.

This involves the process of natural justice. The final decision is left to the discretionary powers of the Grievance committee. The grievance committee consists of the senior person from clinical and non clinical services and Heads of the clinical services. The Committee may have four to five members.

Both the parties are given equal opportunities to explain their course of action/deed, based on which impartial **judgement** is passed by the Committee.

judgement cannot be passed by the person lodging the complaint and is not part of the committee during a trial.

The redress procedure addresses the grievance. For example, in case of a salary cut based on the number of days present in a month, as reflected in the attendance of an employee, the employee has the right to file a grievance stating malfunctioning of the punching machine. Following which he/she will be asked to submit the OD slip, duly signed by the department coordinator.

Actions are taken to redress the grievance. For example, in continuation of the above, amount deducted from the salary is credited in the month's salary, on receipt of the OD slip.

There is a provision for appeal in all-disciplinary cases.

The employee, against whom the **judgement** has been, has the right to file a grievance against the action taken. Further action, if any, is suitably taken by the grievance committee.

The complaint/grievance may be brought to the notice of the Manager, Department who would investigate and decide the nature and gravity of the complaint and take appropriate action and inform the General Manager, Department.

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If the complaint/grievances pertain to departmental issues or other routine issues, the General Manager may take appropriate action and inform the complainant of the decision. Such complaints may be disposed off directly by the General Manager, Department at his level, though he/she should forward complete details of the complaint /decision to the Grievance Committee.

If the complaint is of serious nature, the General Manager, Department should refer to grievance committee together with the outcome of the investigation at departmental level and his/her recommendations.

The Employee however should be given the right to challenge the decision at any level of investigation.

Important points to be borne in mind by the complainant:

- The complaint must be true.
- It should be the individual and not initiated on behalf of/or as advised by someone else.
- The complaint cannot be made by group of employees by joining together.

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Working conditions

Time office guidelines

Every permanent employee shall be issued an Identification Card (ID), which shall always be displayed by him/her while on duty. All temporary employees will be issued a separate color-coded card, which would mention their designation and shall always be displayed by him/her while on duty.

Loss of ID will warrant penalty of Rs.100/- before a duplicate can be issued.

The staff would be expected to come 15 minutes before the shift starts. In case the employee is late by 15 minutes from the time the shift staff for more than 3 times a month, 1/2 (half) day CL would be deducted.

Staff will be given a stipulated break during the lunch hours.

When entering and exiting the Organization for duty the biometric device installed at Staff entry and exit points must be used while coming in and going out respectively.

Employee required to go on outdoor work should submit an authorization slip to the timekeeper. For an employee on regular/permanent outdoor duties, an authorization memo, countersigned by the representative of HR department, should be on record.

Early goings/late comings slips, duly authorized by the reporting authority should be submitted within 24 hours for ratification – authorizations would be subject to the rules of the Organization with respect to the number of occasions.

Reporting authority must notify the time office of any change in duties, shifts, authorized absence (official and concession early going/ late coming), approved overtime and unscheduled leaves informed later; this intimation will facilitate HR functioning.

Scheduled leave shall be intimated by the respective staff (after reporting authority's approval).

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In case the employees' presence does not tally with the schedule, an 'Error report' will be generated on a daily basis and dispatched to the reporting authority seeking confirmation; such error reports should be returned to HR Department within 24 hours for further processing.

No employee is allowed to perform any personal work in the Organization premises or use Organization property for conduction of personal activities.

Table 6: Error Report Reporting Authority

Type	Reporting authority to specify an 'Error report'
Leave	CL/SL/LWP*
Early leaving	Authorized concession/Outdoor work
Late coming	Authorized concession/Outdoor work
Change of shift	Authorized change
Extended hour in shift	Overtime not applicable

* CL- Casual Leave; SL- Sick Leave; LWP- Leave without Pay

Work timings

Key Departments work timings

Table 7: Shift timings

Depending on the exigencies of work Shift Timings are decided with due consideration to convenience of the employees

30 minutes is used at the beginning of the shift and at the end of the shift to give hand over of the things by the nursing staffs.

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In the general category, duty hours are from 8 am to 4 pm or 9:00 am to 5:00 pm from Monday to Saturday. Weekly off is given on Sunday.

For shift employees, the duration of work of 24 hours shall be divided appropriately in three shifts; incoming employees are expected to stay present for the requisite duty hours. Hand-over 30 minutes before their duty starts, while starting and concluding their shifts.

Employees shall have one weekly off (WO), given the basic assumption that the staff works six days (shifts) per week.

General Rules & regulations

Absence from work: Any employee who, after signing the muster or punching the card, is not found in his/her place of work during working hours without permission or without sufficient reason, shall be liable to be treated as absent for the period of his/her absence and/or liable for disciplinary action or **Pro-rata** deduction of wages.

Secrecy: All employees shall serve the Organization faithfully and maintain the strictest secrecy regarding the Organization affairs. Any information gathered by a workman during his employment in the Organization's business, operations or otherwise, or whether or not it involves secrecy, shall not be disclosed to any person through him/her, either directly or indirectly.

Receipts /Gifts on behalf of the Organization: No employee is allowed to receive personal gifts from patients/ vendors on behalf of the Organization. No employee has any authority to purchase or receive gifts from stores, goods stationery, etc., or incurs any liabilities on account of the Organization without a written permission from the Organization and must be signed by the appropriate authority.

Receipts on behalf of the Organization: No employee, except those who are authorized in writing by the Organization, shall receive any money, goods, post or parcels etc on behalf of the Organization.

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Non-removal of stationery etc.: No employee is allowed to remove any material, article, or thing, or papers or books or stationery to his residential premises except for the purposes of bringing up the arrears of work or for such other purpose, and only with the express permissions in writing of the authority.

Prohibition for personal use of stationery etc.: No employee should use any stationery, consumables or any item belonging to the Organization for his/her personal use. No employee is allowed to perform any personal work in the Organization premises or use Organization property for conduction of personal procedures.

Avoid personal visitors: Staff should avoid having personal visitors during their duty shifts and in case there are visitors, they should be attended in brief so that work is resumed without much delay.

Staff suggestion box: In addition to personal interactions and documented communications, staff could also use the 'Staff Suggestion Box" to express their suggestions/ grievances. These boxes would be placed near the change rooms and by the entrance of the administration.

Notice board: It is the responsibility of the Organization staff to regularly see the Organization notice board.

Staff should avoid being in the Organization premises apart from their duty hours, unless officially called for.

Employee Records

Employee's Personal File

The personal records of all the employees are maintained in individual files.

Documents required at the time of recruitment

Refer to the checklist for new joining (Annexure A)

Contents of the Personal File

Proof of educational qualifications.

Release letter from previous employer, if applicable (this is not required in case the employee is a fresh recruit).

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Experience certificate, if applicable (this is not required in case the employee is a fresh recruit).

Proof of code of conduct from the previous employer.

Proof of Date of birth.

Address proof.

Present job responsibilities of the employee.

Resume of the employee.

If the employee is a doctor, then proof of the Registration No. provided by the Medical Council of India/State Medical Council.

If the employee is a nurse, then the qualification certificate as proof of her eligibility.

Offer letter given to the employee by the Organization.

Appointment and confirmation letters given to the employee by the Organization.

Pre-employment fitness certificate from a registered Doctor.

Other documents/requirements, as per the checklist for a new joining as given in

-Annexure A

Protocols for its Update

All evaluation results.

All appraisal records, including appraisal record at the time of confirmation.

Records of promotions and increments/incentives.

In case of any amendment/change in the job responsibilities of an employee, a letter will be generated to this effect. The original of this letter will be given to the concerned employee and a copy of the same will be maintained in the personal file.

Records of training and certificates given, if any.

Record of best employee award won by the employee, if any.

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In case of any disciplinary action taken against an employee, then a letter to that effect will be generated. The original of this letter will be given to the concerned employee and a copy of the same will be maintained in the personal file.

In case the Organization conducts any educational program in which the employee was a participant, then the attendance record and performance records of the employee for that particular program should be put in the employee's file.

Location, custody and protocol for sharing

The hard copies of the personal files of the employees are maintained in the HR department and the same is kept under lock and key, the Key being in the custody of the GM, Admin & HR.

The HR department is the sole custodian of the personal files.

Strict confidentiality will be maintained with regards to the personal files of employees.

However, the personal files of the employees may be accessed by the Managers, General Managers, Directors, Department & Managing Director for reference.

To access the files, the authority will submit a written requisition to the Director, Admin & HR with a copy to the Managing Director.

The Director, Admin & HR will allow the access only if sanctioned by the Managing Director by replying to the requisition. The Managing Director will send a copy of approval to Director, Admin & HR. Who in turn will intimate the GM, Admin & HR and the requesting authority.

The files shall be provided in the form of non convertible, non reproducible form as a **Read Only** Copy.

The duration of the access has to be decided by the Managing Director.

The access being digital, it will be denied after the approved time.

Immediately after completing the work, it would be the responsibility of the Head of the department to return the file to the HR department.

The concerned person in the HR department will immediately put the file back in the cabinet and lock it.

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Under no circumstances will the personal file of any employee be given to any unauthorized person.

Forms and Formats maintained in the department

S No	Code	Form/Format title	Custodian	Retention period	Mode of disposal
1	LHRC/ACPM/HR/OF F	Offer of Employment/Offer letter	Manager-HR	a) Till the employee is on Payroll b) Six months (if employee fails to join)	Shredding
2	LHRC/ACPM/HR/CA P_a LHRC/ACPM/HR/CA P_b	Appointment letter (employee file)/Confirmation after Probation Full timers and staff Full time consultants, Visiting & Honoraries	Manager-HR Managing Director's Office	One year after an employee leaves the Organization	Shredding
3	HMIS	Attendance Summary Report (Payroll)	Manager-HR	5 years	Shredding
4	HMIS	Full and Final Settlement Statement	Manager-HR	2 years	Shredding
5	LHRC/ACPM/HR/AC CPT RESIG	Acceptance of Resignation	Manager-HR	6 months	Shredding
6	LHRC/ACPM/HR/CO C	Code of Conduct	Manager-HR	7 years	Shredding
7	LHRC/ACPM/HR/DC F	Duty Change Form	Manager-HR	3 months	Shredding
8	LHRC/ACPM/HR/OD	OD Punching Slip	Manager-HR	3 months	Shredding
9	LHRC/ACPM/HR/ES	Exit Survey	Manager-HR	6 months after termination / resignation	Shredding
10	LHRC/ACPM/HR/PE RF APPR_PROB	Performance Appraisal Form for Probationers	Manager-HR	Till the time of person on payroll.	Shredding
11	LHRC/ACPM/HR/PF NOM	PF Nomination Form	Manager-HR	One year after termination / resignation	Shredding

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12	LHRC/ACPM/HR/ TR A FB QUEST	Training Feedback Questionnaire	Officer-HR	6 months	Shredding
13	LHRC/ACPM/H R/PE RF APPR a MH/BHI/HR/PE RF APPR_b	a) Performance & Development Appraisal Form below the level of Supervisor b) Performance Appraisal Form (for Staff) above the level of Supervisor	Officer-HR	3 years	Shredding
14	LHRC/ACPM/H R/TR A CAL	Training Calendar	Officer-HR	1 year	Shredding
15	LHRC/ACPM/H R/EC C	Employee Clearance Certificate	Officer-HR	2 years	Shredding
16	LHRC/ACPM/H R/TR A ATTEND	Training Attendance Register	Officer-HR	1 year	Shredding
17	LHRC/ACPM/H R/NE W JOIN	New Joining Register	Officer-HR	2 years	Shredding
18	LHRC/ACPM/HR/ PE RF APPR a & b	Candidate Evaluation Proforma	Officer-HR	5 years	Shredding
19	LHRC/ACPM/HR/ HK	House Keeping Records File	Officer-HR	5 years	Shredding
20	LHRC/ACPM/H R/SE C	Security Records file	Officer-HR	5 years	Shredding
21	LHRC/ACPM/H R/SH IFT SCHED	Shift Code (Time Schedule)	Officer-HR	5 years	Shredding
22	LHRC/ACPM/H R/CH A JD	Change of job responsibilities letter	Officer-HR	Till the employee is on Payroll in the respective employee file	Shredding
23	NA	Induction (PPT)	Manager-HR	Maintained in soft copy format. Changes are made as and when required	N.A.
24	LHRC/ACPM/H R/E MP FF	Employee Feedback Form	Manager-HR	Maintained in soft copy format.	N.A.

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				Changes are made as and when required	
25	LHRC/ACPM/HR/TR A EVA	Training Evaluation	Officer-HR	5 years	Shredding
26	MH/BHI/HR/MOD	Report : Management on Duty on Weekly off and Public Paid Holidays	Sr Officer, Non medical Operations.	6 months	Shredding
27	LHRC/ACPM/HR/ST F RIG	Staff Rights	Officer-HR	Permanent	NA
28	LHRC/ACPM/H R/O OG	Organization Organogram	Admin officer	Till changes are made in the existing Organogram	Archiving
29	LHRC/ACPM/H R/W T	Early Out Form/Late in form	Officer- HR	3 months	Shredding
30	LHRC/ACPM/HR/ CL	Checklist for New Joining	Officer-HR	Till the employee is on Payroll in the respective employee file	Shredding

8 Annexure A - Check list for new joining

Name : _____		D.O.J. : _____	
Dept. : _____		Emp. No. : ____ / ____	
S No	Documents	Tick Mark	Remarks
1	Resume of the candidate	√	
2	Degree certificates		
3	Proof of age		
4	4 Passport size photos		

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5	1 Stamp size photo		
6	Relieving letter from previous employer (including good conduct point)		
7	Good conduct certificate (if not included in Point 6)		
8	Experience certificates		
9	Medical fitness certificate		
10	Residential proof		
	a) PAN Card/Ration Card/Passport		
	b) Electricity bill/Telephone bill		
11	Original certificates (If applicable)		
12	P.F. Nomination form (If applicable)		
13	Bank account opening form		
		HR Dept.	

9 Revision Index

SNo	Earlier Point	Title / Sub- title	Revised Version No.	Old Version No.	Date of Revision	Reason for change
1.						
2.						

**STANDING ORDERS
IN RESPECT OF
JAWAHAR MEDICAL FOUNDATIONS ACPM MEDICAL COLLEGE AND HOSPITAL**

1. Commencement

These Standing Orders shall come into force in accordance with Section 7 of the Industrial Employment (Standing Orders) Act 1946 and the rules made there under and shall apply to all workmen employed in **JAWAHAR MEDICAL FOUNDATIONS ACPM MEDICAL COLLEGE AND HOSPITAL**.

2. Definition

In these standing orders unless the context otherwise requires

- 2.1 Employer means **JAWAHAR FOUNDATIONS ACPM MEDICAL COLLEGE AND HOSPITAL** having its registered/ head office at _____
- 2.2 Establishment means the works at Sakri Road situated at Dhule.
- 2.3 Premises mean and include the entire area wherein the Administrative Office is situated and other building in the premises and include the precincts thereof around these buildings or other buildings within boundaries of the Medical College / Hospital lands. It shall also include other buildings, appurtenances, branch offices, work shed, etc., situated outside and away from the Office premises stated above, coming within the administrative purview and control of the company.
- 2.4 Director means person on whose name the company is registered
- 2.5 Management means and includes Managing Director, Board of Directors, General Manager, Manager or any other person who is authorized by the Management for enforcement of these Standing Orders.
- 2.6 Manager means any person authorised by the Managing Director in writing notified in the Notice Board to act as such.
- 2.7 Workmen or Employee means and includes all those employed in the establishment/ Company to do any skilled, unskilled, semi-skilled, manual, technical or clerical or supervisory work as defined under the Industrial Dispute Act, 1947.
- 2.8 Notice means a notice in writing required to be given or to be pasted for the purpose of these standing orders.
- 2.9 Notice Board means the notice board maintained in a conspicuous place at or near the main entrance of the establishment for the purpose of displaying notices to be pasted or affixed under the provisions of these standing orders or under other legislations.
- 2.10
- 2.11 Muster Roll means all registers and sheets wherein the attendance of the workmen is marked.
- 2.12 Medical Certificate means a certificate granted by a Medical Officer In charge of the ESI dispensary or the Chief Medical Officer of the District and any Registered Medical Officer in case of employee not covered under the ESI.

- 2.13 Words imparting the singular number shall include the plural number and vice versa.
- 2.14 Words imparting the masculine gender shall include the feminine gender except where expressly mentioned otherwise.
- 2.15 Habitual means the recurrence of the misconduct three times or more within a period of six months.
- 2.16 Quarter means a period of three consecutive months beginning on the 1st January, 1st April, 1st July and 1st October every year.
- 2.17 Year means a period of 12 months from 1st January to 31st December.

3	Classification of employees
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Employees/Workmen shall be classified as:

1. Permanent.
 2. Probationers.
 3. Fixed Time Contract employee
 4. Trainee/Apprentice/Learner.
- 3.1 A Permanent Employee is an employee who has been engaged on a permanent basis vide his letter of appointment and includes any person engaged against a permanent post and confirmed as such in accordance with sub clause (2) below.
- 3.2 A Probationer is an employee who is provisionally employed by the Company to fill a permanent vacancy and has not been confirmed as permanent by an order in writing. Normally the period of probation shall be six months but it may be extended from time to time at the discretion of the Management. The services of a probationer shall be terminated in case his work is found unsatisfactory during the period of probation or extended period of probation as the case may be. In case an employee on probation continues in service after the original or extended period of probation period as the case may be the employee shall be deemed to have been automatically confirmed in his post.
- 3.2.1 If a permanent employee is employed as a probationer in a new/higher post, he will be placed on probation for a period of 6 months extendable by 6 months. After the completion of such specified or extended probationary period, he may be confirmed in the new/higher post or reverted back to his original post, depending upon his overall performance.

- 3.2.2 In case, any of the permanent post against which probationer is employed is abolished, during the probationary period, then the services of the probationer shall stand terminated automatically, without any notice or compensation.
- 3.3 FTC Employee is an employee on a contract of employment for one/ two years. The services of an FTC Employee will be terminated automatically on the expiry of the contract period. During the period of contract the services of an FTC employee shall be terminated without any notice or compensation if his performance is found unsatisfactory. An FTC Employee will be eligible for social security benefits such as ESI, EPF and Labour Welfare Fund. If service of an FTC employee is regularized, his date of joining service as FTC Employee shall be deemed as date of joining for the purpose of calculating Gratuity.
- 3.4 Trainee/Apprentice (Under the Management's Scheme) is a person who is permitted to learn a trade or skill for a period not exceeding one/one & half year depending on the training required. The Management shall display and issue a copy of the Apprentice Scheme with all the details. The Management reserves its right to modify or amend the scheme from time to time depending on the requirements. A Trainee is not eligible for ESI, EPF, Maternity benefits and Bonus. On successful completion of training certificate to this effect will be issued to every trainee. It shall not be obligatory on the part of the employer to offer any employment to any apprentice who has completed the period of his apprenticeship training, nor shall it be obligatory on the part of the apprentice to accept an employment under the employer. **An Apprentice under the Apprenticeship Act, 1961 shall, however, be engaged in accordance with the contract made under the said Act.**

4	Appointment
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Every employee desirous of being employed in this establishment shall submit an application in writing in the prescribed form or otherwise giving his full particulars and job applied for. The appointment will be made by the Managing Director/ Manager or any Officer so authorised after conducting written test and or interview and the same shall be communicated to the candidate in writing.

4.1 Medical Examination

Every employee shall submit a Medical Certificate of fitness on his first appointment.

The Manager shall make arrangement for medical examination of the respective employee at company's cost.

4.2 Enrolment

The name of every employee shall be entered in the muster roll. Every employee enrolled shall be allotted an Employee Number and a Service Card showing particulars of the employee.

4.3 Residential Address

An employee shall notify the details of his residential address and thereafter promptly communicate to the Manager any change in his residential address.

4.4 Proof of Age

Every employee at the time of reporting to duty should give a certificate/declaration/ affidavit of the date of birth.

5	Hours of Work, Holidays and Weekly Off
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- 5.1 The periods of hours of work for all categories of employees / workmen shall be as per the provisions of the Factories Act/ Plantations Labour Act/ Mines Act and Rules and notifications made and issued there under and the same shall be exhibited on the Notice Board from time to time.
- 5.2 The employees engaged in any urgent repairs and those engaged in the stock taking are expected to work such extended time as the management thinks fit.
- 5.3 The management reserves the right to change periods of hours of work, number of shifts, shift timings, work on all the days of the week with staggered weekly holidays system etc., at its discretion for any reason whatsoever subject to the provisions of the Factories/ Plantations Labour/ Mines Act
- 5.4 Weekly Holidays and substitute weekly holidays will be given subject to the provisions of the above Act.
- 5.5 Subject to the provisions of the Factories/Plantations Labour / Mines Act the management reserves the right to require any employee to work overtime in any shift on a working day or work on a weekly holiday and give substitute holiday. Refusal to do such overtime work or work on a holiday will be considered as disobedience to a lawful order of the Management.

6.	Shift Working
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- 6.1 Shift working shall be as decided by the management and the number of hours of each shift shall be decided solely by Management depending upon the situation prevailing.
- 6.2 If more than one shifts are worked the employee / workman shall be liable to be transferred from one shift to another and such employee / workman will be given two days notice by displaying a notice in the Notice Board.
- 6.3 Shift working shall be discontinued after pasting notice on the Notice Board. Ordinarily one month notice shall be given to discontinue a shift. If any workman is to be laid off or retrenched consequent to such discontinuance of shift, such lay-off or retrenchment shall be made in accordance with the provisions of the Industrial Disputes Act, 1947 and the rules there under.

6.4 If shift is restarted, 15 days notice thereof shall be given by pasting a notice on the notice board and by way of intimation in writing to the retrenched employees for reemployment as per provisions of the Industrial Disputes Act, 1947.

7. Attendance, late coming and absenteeism

7.1 Every Employee / Workman shall record his daily attendance in the manner prescribed by the management from time to time.

7.2 Every Employee/Workman shall be at his place of work at the time fixed for the start of his shift.

7.3 No Employee/Workman shall leave the premises during the working hours without prior written permission from the manager or such other officer who is duly authorized. If any employee is found absent from his proper place of work during the working hours without permission of the concerned officer he shall be treated as absent for the whole day and his pay for the day will be deducted in accordance with Payment of Wages Act, 1936 and disciplinary action will be initiated against him.

7.4 Employee/Workman coming 10 minute later than the scheduled time for reporting shall not be permitted to enter his department unless permitted by the express permission of the manager or any other officer duly authorized. The Management shall be entitled to deduct wages for the period of late attendance.

7.5 An employee shall be deemed absent if he fails to attend duty unless he has obtained written permission for such absence from the Manager or the Officer authorised in this behalf. In case of sickness an employee has to intimate within 3 days of such absence and on his resuming duty he will submit medical certificate along with leave application.

7.6 An employee who absents himself without leave for 8 consecutive days shall be deemed to have voluntarily abandoned the employment, thereby terminating his employment automatically. However, if such an employee turns back and explains the reasons for his absence to the satisfaction of the Manager, his absence may be converted into leave with or without pay.

7.7 An employee found guilty of offence for habitual late coming and or absenteeism shall, apart from being liable for deduction of wages, be liable for disciplinary action.

8. Requirement to enter the premises by certain gate and liability to be searched.

8.1 No employee shall enter or leave the premises of the establishment except by gate provided for the purpose by the Management.

8.2 An employee who is off his duty, or has resigned or has been discharged, suspended or declared by the competent medical authority to be suffering from contagious disease or is on strike shall

not enter premises except for bonafide reasons and with the written permission of the Manager.

- 8.3 All Employees while entering or leaving the premises of the establishment or any time, while in the premises of the establishment are liable to be searched by a member of security department or any other personnel authorized by the management to do so.
- 8.4 No package/Tiffin box or any package of food will be allowed to be taken to the work place. Tiffin boxes and package of goods should be kept in the rest room/the security department at the entrance / or such other place as the manager shall specify from time to time.
- 8.5 An employee while on off from duty or on leave shall enter the premises with valid identity card only, irrespective of the reasons for such entry.

9	Pay Days
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The Notice of pay days in English shall be displayed on the Notice Board.

10	Payment of Wages/ Salary
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- 10.1 All employees shall receive their wages/ salaries on a working day as per notice of pay exhibited vide 9 above.
- 10.2 Any wages/ salary or allowance due to an employee who has been debarred from entering the premises as a measure of punishment following any disciplinary action will be paid on the day as notified by the Management in this regard.
- 10.3 The wage of a deceased employee shall be paid to his heirs within 48 hours.
- 10.4 The pay along with final settlement of a resigned employee shall be paid within 24 hours of his relieving subject to production of clearance certificates at the Personnel Department.
- 10.5 Advance of salary of not more than 50% shall be allowed to employees on request. The advance so paid shall be recovered in full from the salary payable in the immediately following salary month itself.

Provided that no such salary advance is paid two weeks before the last pay day.

Provided further that no such salary advance is paid to an employee who had availed the facility three times during a year.

Provided further that payment of salary advance is subject to the Management satisfying the merit of request.

11	Leave
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11.1 Leave with Wages permissible to different categories of employees is as follows.

Sl No	Category of Employees	No. and Type of leave	Accumulation and encashability
1	Permanent	Casual Leave 12 Earned Leave 12 after 12 months of service and Sick leave 12	Unavailed CL will lapse at the end of the year. However, EL can be accumulated upto 24 days or encashed @ 12 days per year. Sick Leave can be accumulated subject to a maximum of 24 days.
2	Probationer	12 Days Casual Leave and 12 days of sick leave on prorata basis. 12 days EL after 12 months of service reckoned from the date of commencement of service as Probationer	Unavailed CL will lapse at the end of the year whereas Sick leave shall be accumulated in continuation of confirmation. EL can be accumulated upto 24 days or encashed @ 12 days per year.
3	FTC	Casual leave @ 1 day per month	CL unavailed will lapse at the end of the year
4	Trainee/ Apprentices	Casual Leave of 1 day per month	CL unavailed will lapse at the end of the year

11.2 Grant of any leave to a workman shall depend upon the exigencies of work in the factory/company and shall be at the discretion of the Manager.

11.3 A workman who desires to obtain leave shall apply in advance to the Manager or an Officer authorised, in writing in the prescribed form, if any. Any request for extension of leave shall also be communicated to the Manager or the Officer authorised before the expiry of the leave already granted. Any application for extension of leave of absence received after or at the expiry of the original leave of absence shall not be considered.

- 11.4 Application for leave for duration of 3 days or less shall be made at least 3 days in advance except on medical ground or death in the family in which case application shall be made on the same day.
- 11.5 Application for leave for duration of more than 3 days shall be made 7 days in advance.
- 11.6 In the event of an employee remaining absent in excess of the period of leave originally granted or subsequently extended, he shall lose his lien on his appointment and be deemed to have abandoned the employment unless
- (i) he returns within 8 days of the expiry of leave originally granted or subsequently extended and (ii) gives an explanation to the satisfaction of the Manager for his inability to return on the expiry of the leave period.

12	Medical Assistance in case of Accidents
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If any employee meets with an accident in the course of and arising out of employment the Manager or any Officer authorised shall arrange for first aid to the injured employee and shall arrange for further treatment as required.

13	Stoppage of Work and Lay off.
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13.1 The Management/ Manager may during off season or at any time in the event of shortage of power or raw material or accumulation of stock or break down of machinery or for reasons like fire, earthquake, flood or other causes beyond the control of the Management, stop any machine, division or divisions or work fully or partially for any period or periods without any notice.

13.2 The workmen affected by such stoppage (13.1) above shall be deemed to have been laid off within the meaning of relevant provisions of the Industrial Disputes Act, 1947 and compensation for such lay off shall be paid accordingly.

Provided that the management deserves the right to transfer any employee affected by such stoppage of work to any of its other properties.

Provided further that no lay off compensation shall be paid to any employee who refuses to take alternative employment offered in any other property of the employer.

14	Termination of employment and Resignation
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14.1 The service of a permanent employee shall be terminated by giving him one month notice in writing for reasons other than misconduct or punishment, otherwise, one month's pay in lieu of notice shall be paid.

14.2 An employee can resign from the company by giving one month's notice or one month's pay in lieu of notice.

14.3. When the employment of any employee is terminated either by the Management or by the employee at his own accord, the salary earned by him shall be paid to him after obtaining from all the departmental heads of certificate to the effect that he has returned all books, drawings, tools, instruments, motor car and other properties of the company and has vacated the quarters and paid all arrears of electricity, water and telephone charges. Such employee shall be liable to compensate the Company all losses or damages caused by him to the Company's quarters and movables therein.

14.4 No Probationer, FTC or Trainee employee shall be entitled to any notice or pay in lieu thereof.

15	Retirement/Superannuation
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The age of retirement/ superannuation shall be on completion of 58 years of age of any employee.

15.1. The age declared by the employee at the time of joining service supported by documentary proof shall be taken as age of such employee for any purpose.

16	Essential, Confidential and Emergency Staff
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The following shall be considered essential/ confidential and or emergency staff.

1. Employees of Watch and Ward department.
2. Maintenance Staff
3. Employees engaged in electricity, water supply and engineering division
4. Conservancy staff
5. Personnel/ HR department staff
6. Workmen essential for loading, unloading and carrying of materials and finished goods and those engaged on motor cars, trucks or staff buses.

17	Transfer of service
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An employee / Workman shall be liable to be transferred from one job to another in any department or section of department in the shop, to any other location or property of the employer. All the terms and conditions of the transfer shall be specifically mentioned in the transfer Order.

18	Promotion
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Employee's promotion to a higher grade / skill is the executive right and function of the Management. While promoting an employee his merits and seniority will be considered as main

criteria. In deciding merit factor, the employee's / Workman's qualification, efficiency and attendance, past service records as revealed by the processes of performance appraisal shall be taken in to consideration.

19	Misconduct and enquiry
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19.1 Without prejudice to the general meaning of the term misconduct it shall be deemed to mean and include the following.

1. Theft, fraud and dishonesty.
2. Demand, accept or offer bribes or illegal gratification
3. Smoking where it is prohibited
4. Disorderly or indecent behaviour within factory premises.
5. Taking photographs of any operation, machine or function and photocopying and taking it out from the factory of any drawings, sketches, documents or other.
6. Willful insubordination or disobedience.
7. Manhandling other employee, employees or superiors.
8. Sleeping on duty.
9. Making of misstatements in employment application.
10. Committing any act likely to harm or endanger the company's property.
11. Engaging in or instigating others to engage in strikes or slow down or union activities within the factory.
12. Refusal to be interrogated by any enquiry officer or to sign any statement recorded.
13. Habitual late coming Habitual late coming or absenteeism or absenting for more than 3 days at a time without proper intimation.
14. Refusal to work on another job of same status or on another machine when ordered.
15. Gambling within the premises.
16. Collection of money or distribution of leaflets or pasting notices in the factory without written sanction from the competent authority.
17. Lending or borrowing money from or to subordinate employees.
18. Writing anonymous letters or otherwise criticizing superiors to any outside agency.

19. Habitual negligence to work assigned resulting in rejection in excess of permissible percentage.
20. Leaving factory/ office without permission.
21. Holding of meetings in the factory or taking part therein without permission.
22. Creating disturbances or confusion or agitation of any nature whatsoever in the factory and interfering with or stopping his own or another's work for any reason or by any means whatsoever.
23. Calling upon or persuading or inviting a workman or an employee of essential or confidential service to stop work or go on strike.
24. Acting in a manner against or in breach of an agreement or award under the Industrial Disputes Act during the currency of such agreement or award.
25. Engaging or abetting in abuses and physical violence to any other workman.
26. Taking part or instigating a strike which is illegal.
27. Habitual breach of rules or instructions of any kind.
28. Unauthorised entry into or stay in the factory by workmen while on strike.
29. Failure to observe safety instructions.
30. Doing private work during official working hours of the factory.
31. Unauthorised possession of any lethal weapon in the factory.
32. Engaging any employment while absenting from duty.
33. Obtaining leave by mentioning false reasons.
34. Conviction for any criminal offence involving moral turpitude.
35. Indulging in any act of sexual harassment of any employee at her workplace.

For the purpose of sub clause 35 of clause 19.1, sexual harassment includes such unwelcome sexually determined behaviour, whether directly or otherwise, as:

- (a) Physical contact and advances,
- (b) Demand or request for sexual favours,
- (c) Sexually colored remarks,
- (d) Showing any pornography, or

- (e) Any other unwelcome physical, verbal or non verbal conduct of a sexual nature.

19.2 Conduct of Enquiry

The following procedures shall ordinarily be followed to conduct departmental/domestic enquiry for the purpose of imposing punishments

- (a) The Manager or any employee authorised in this regard shall give a charge sheet to the concerned employee clearly stating therein the misconduct and calling on him to give explanation in writing within a time period.

- (b) The employee shall be given at least 2 days time for submitting his explanation.

Provided that such time may be extended for a maximum of 6 days after the expiry of 2 days, if the Manager is satisfied with the reasons advanced by the employee in this regard.

- (c) In case the employee fails to submit his explanation within the prescribed time or where the explanation submitted by him is not found satisfactory, the employer or the Manager or the person authorised by the employer shall appoint a person to hold an enquiry and issue a notice containing the name of the enquiry officer and the date, time and place of enquiry.

Provided that in case workman admits in writing the charges leveled against him and the employer is satisfied that such an admission is voluntary, it shall be open to the employer or the Manager to award any one of the punishment provided in clause 19.3 without holding any enquiry.

- (d) While holding the enquiry, first of all evidence produced by the employer against the concerned employee shall be recorded and the accused employee shall be given opportunity to cross examine witnesses produced by the Management against him. After that statement of the accused employee shall be taken and he shall be given opportunity to produce all evidences in his support. Any evidence produced by him shall be recorded. Defence witnesses shall be cross examined by the Management representative.

- (e) On request by the employee, the enquiry office shall issue a written requisition to the employer to produce any document or information which is relevant or necessary for the enquiry. The employer shall produce or furnish such information called for unless it is prejudicial to the interest of the establishment.

- (f) The accused employee shall cite any employee of the establishment as defence witness and the enquiry officer shall call him to give evidence.

- (g) At such an enquiry the accused employee shall be entitled to be assisted by a co worker.

- (h) The enquiry officer shall on the conclusion of the enquiry submit his report in writing giving his findings with reasons therefor to the authority which appointed the enquiry officer.

- (i) The management shall impose punishment on the basis of the report by the enquiry officer.
- (j) The order of punishment shall be communicated to the accused employee along with a copy of the enquiry report.

19.3 Punishments

In case the management is satisfied that any offence has been committed by the workman concerned he shall be liable to be dismissed. However, the management taking into consideration the gravity of misconduct and all other extenuating or aggravating circumstances and the previous record of the workman may impose lesser punishment of the following nature or natures.

1. Discharge from service.
2. Stoppage of increment(s) with or without cumulative effect.
3. Demotion
4. Suspension without wages for a period up to 15 days.
5. Making an adverse entry in the service record.
6. Warning/ censure
7. Recovery of loss of goods expressly entrusted to the employee or money for which he is accountable or any other recurring loss caused as a result of commission of misconduct.

20	Suspension and Suspension allowance during disciplinary proceedings
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20.1 Where a disciplinary proceeding against a workman is contemplated or is pending or where criminal proceeding against him in respect of any offence are under investigation or trial and the employer is satisfied that it is necessary or desirable to place the workman under suspension, he may by an order in writing suspend the employee with effect from such date as may be specified in the order.

20.2 A workman who is placed under suspension shall be paid during the period of suspension, subsistence allowance at the rate of 50% of the Basic salary and dearness allowance to which he was entitled just before suspension.

Provided that if the period of suspension is extended beyond ninety days he shall be entitled to 75% of salary and dearness allowance

Provided further that if the period of suspension is extended beyond 180 days he shall be entitled to 100% salary and dearness allowance

Provided further that an employee under suspension shall not be eligible to any subsistence allowance if the period of suspension is extended beyond ninety days due to reason of the employee not attending to or cooperating to the disciplinary proceedings in force.

21	Grant of service and income certificates.
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21.1 Every employee who leaves employment or retires or is discharged or his services are otherwise terminated shall be given service certificate and salary or income certificate on request in writing by the employee concerned.

21.2 Service and or income certificate during the service of an employee shall be granted subject to a maximum of two certificates of each kind in a year.

Provided that no such certificate shall be granted without mentioning the reason for which it is issued.

22	Exhibition of standing orders
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A copy of these Standing Orders in English and (regional language) shall be displayed on the notice board at the main entrance or at the Time Keeper's Office.



Code of Conduct for Students

Preamble: The medical profession has been held in the highest esteem because of the unique covenant of honour and integrity that binds physicians to their patients, teachers, and communities. The students of ACPM medical college should recognize the need to embrace and actively support the timeless ethics and values associated with the medical community. As physician of tomorrow, students should follow the guidance in Good Medical Practice from their first day of study. During training, students will be expected to develop professional attitudes, communication skills, ethical stances and general behaviour of the highest standards

A-Dress code

- Students are expected to dress professionally and conservatively and must be formal. Attire typically worn in any other form/design to class or lecture/practical class/demonstration, will in any cases not be appropriate, hence prohibited.
- Always bring your white coat. Your coat must be clean, pressed and worn at all times.
- Wear your name tag in an easily viewable location (collar of coat, top, or dress).
- Tattoos should be covered.
- Jewellery should be minimal and understated.
- Clothing should not have rips, tears or frayed edges.



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- Do not expose your midriff.
- Fingernails should be kept short and clean; false nails should not be worn
- Clothing should allow for an appropriate range of movement, and should not be flashy or draw attention.
- Button-down shirts (with or without ties), professional tops, or blouses should be worn and should avoid low-cut necklines.
- Tank tops, T-shirts, and thin or “spaghetti-style” straps on tops are not appropriate.
- Pants, slacks, khakis, skirts, or dresses are appropriate. Legs should be covered.
- Do not wear jeans or shorts
- Dress shoes, low heels, or flats should be worn. open-toed shoes, flip-flops, tennis shoes, sleepers or porous shoes are prohibited.

B - LEARNING

- Attend all prescribed teaching schedules on time .
- Complete the entire curriculum as specified by the Medical college
- Maintain discipline in lectures and classes. Students will not engage in behaviour that interferes with the learning environment
- Show respect and consideration for all staff associated with the Medical college. Treat other students with respect.
- if they are absent for reasons outside their control (e.g. illness or acute personal problems) or apply for a Leave of Absence if they know in advance of a need to be absent from teaching.
- If students have missed teaching, make sure to contact staff to discuss what remedial work should be completed



- Students are required to maintain not only good academic progress but also a high degree of discipline in the campus. For this, they are required to give due respect to the faculty, staff and other elders.
- Students have to be patient and kind while dealing with patients.
- Students need to maintain a cordial relationship with others especially teachers, seniors, and patients maintaining harmony in a multicultural environment.
- Students have to be punctual for all theory, practical, clinical postings, and experiments, laboratory besides meeting, connected with academics and research.
- Students can use cell phones or Laptops in the college only for

academic purpose when directed by faculty.

- Students need to wear coats when in the college and hospital campus.
- Students have to maintain an eco-friendly campus. Conservation of energy by switching off fans and lights when not in use is also a responsibility of the students.

C- Maintaining personal well-being & positive attitude to learning:

1. Attend own health and wellbeing.
2. Acknowledge that physical and psychological health impacts on his/her ability to function role with patients and staff.
3. Be aware that misuse of substances (including alcohol) impacts on health and fitness to practise, and may cross the boundaries of legality, which



becomes a professional conduct issue.

4. Remain aware of the wellbeing of colleagues, and support them.
5. Commit to continued learning and the development of skills.
6. Recognise that learning needs are valid and important.
7. Be prepared to seek and respond to constructive feedback on my own performance.
8. Show respect working with human cadavers, human tissue and animal tissue..
9. Actively engage to make the most of educational and clinical opportunities to extend Care for the peers, provide support in learning opportunities, and work collaboratively and respectfully in all situations

D- DUTIES AND LIMITATIONS OF A MEDICINE STUDENT

1. Respect human life and dignity.
2. Act on the Patient without any kind of discrimination.
3. Consider the Doctor-Patient relationship as a learning environment and skills development opportunity, giving primacy to the acknowledgement of the Patient as a Human Being who is suffering, respecting the Patient above all.
4. Respect the Patient when supporting their Autonomy.
5. Recognise the right of the Patient to put forward suggestions and complaints, by him or herself or by his or her legal representative.
7. Respect the Patient's privacy and underlying confidentiality, in each and every moment of the Student-Patient Relationship.



8. Keep informed and up to date with regards to the curricular year of medical education.
9. Students should only perform clinical actions they are familiar with and qualified to complete.
10. Whenever the Patient and/or the Family ask for advice that is beyond the Student's competence, the apprentice must inform the tutoring physician or any other Healthcare professional capable of responding to the situation.
11. The Student cannot issue prescriptions or medical certificates.
12. The Student must be aware that he or she cannot provide any information known to him/her in result of the internship or clinical training to the Patient, family or caregiver

E- MEDICAL

CONFIDENTIALITY AND PATIENT'S PRIVACY

1. The Student must have absolute respect for the confidentiality of the Patient's information, as well as the services he could have accessed
2. during his clinical internship or education - disclosed by Patients, family or caretakers; including clinical information obtained from complementary means of diagnosis and/or communications with doctors or other health care professionals.
3. The Student must realize the importance of medical confidentiality for the establishment of a mutual relationship of trust, based on truth, between him/her and the Patient.
4. The Student must ensure confidentiality is maintained even after the interaction finishes (this includes the end of the treatment,



patient discharge or even death of the Patient).

5. Patient information is confidential. Disclosure in any form, without patient's permission or other legally acceptable justification is a breach of a core ethical principle of medical practice, betrays the trust patients need to have in the medical profession and has the potential to cause harm
6. Patient information may be discussed for educational purposes with health professional staff who are directly involved in the care of that patient and on occasion with colleagues in a setting where confidentiality is protected.

F- MEDICAL STUDENT – PATIENT RELATIONSHIP

1. The medical Student must present him or herself as a Student, stating his name and his curricular year.

2. The Student must recognize every human being as a single individual and consider age, gender, sociocultural context, sexual orientation, religion, philosophical or ideological beliefs without ever discriminate.
3. The Student must pay attention to the Patient, register any complaints, understand and respect the anxieties of the Patient, helping to deconstruct preconceived ideas or myths, within his or her knowledge.
4. The Student must have absolute respect for the confidentiality of the Patient's information, as well as the services he could have accessed during his clinical internship or education - disclosed by Patients, family or caretakers, including clinical information obtained from complementary means of diagnosis and/or communications with doctors or other health care professionals.



5. The Student must realize the importance of medical confidentiality for the establishment of a mutual relationship of trust, based on truth, between him/her and the Patient.
6. The Student should Not impose my own cultural values, beliefs and practices on patients or discriminate against any person on the basis (for example) of age, gender, gender identity, ethnicity, sexual orientation, religion, creed, political affiliation, economic, social or health status.
7. Ensure my appearance and dress are appropriate to enable effective and respectful interaction with patients and families.
8. Respect the needs and values of patients and their family members.
9. Always request patients' consent to interact with them and ensure that consent is given freely and without coercion.
10. Acknowledge and accept that patients may refuse, or withdraw consent, to interact with student at any stage.
11. Always be guided in your actions by ethical and legal standards of behaviour.
12. Seek the guidance of your faculty/clinical supervisor where patients are unable to consent, for example in the case of a child.
13. Make a special effort to assist the patient to reach the necessary level of understanding, for example where the patient is a child, or when language, illness or other factors interfere.
14. Ensure the patient understands the student's involvement in the interaction is for educational purposes