



### 6.3.1 Effective welfare measures for teaching and non teaching staff

#### Response:

The management recognizes that the growth of the institution depends on the wellbeing and strength of its employees. Employees are entitled to avail leave such as Earned Leave, Casual Leave, Sick Leave, Compensatory Leave, and Maternity leave. Apart from the above mentioned leave privileges, teaching staff are also granted on-duty leave for Participating, presenting papers/posters and as chairperson at various conferences/workshops/seminars, and ADHOC committee member for inspections and examination duty. The institution offers welfare schemes like option to join group health insurance.

Employees can also avail an educational concession for their children in Narayana Group of Schools, higher educational Institutions also offers residential accommodation within the campus for the faculties. Free for Medical checkup and 25% concession Dental checkups for the employee and family members are offered in the Narayana Medical college hospital. Faculties and staff who have served for more than five years receive gratuity benefits. As per the existing norms



*B. Anuj*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

implemented for the teaching, non-teaching, and contingent staff. Transportation facility is provided to the staff members working in Narayana College of Nursing.

*B. Anuj*


Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003



*A. Indira*

**PRINCIPAL**

Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

	<b>NARAYANA MEDICAL INSTITUTIONS</b>	Version : HRM/01
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### 3. LEAVE POLICY

#### 1. OBJECTIVE

The objective of this policy is to provide guidelines on availing leave

#### 2. ELIGIBILITY & APPLICABILITY

All employees on regular rolls of Narayana Medical Institutions

#### 3. RASCI

- 3.1 Responsible : Individual
- 3.2 Approver : PRINCIPAL/MS/CEO/HOD
- 3.3 Support : HOD/HRD
- 3.4 Inform : HOD/HRD

#### 4. Policy & Procedure

**4.1 Casual leave** : Every employee will be entitled 12 days Casual Leave in every calendar year of service or proportion thereof.

**4.1.1** Casual leave should be availed as far as possible with prior approval of the HOD. However, in case it is not possible to do so, the employee should inform the HOD and submit the Casual Leave application immediately on resuming duty.

**4.1.2** Casual Leave cannot be accumulated and Un-availed leaves will lapse at the end of the calendar year.

**4.1.3** Casual Leave can be prefixed or suffixed with holiday/weekly off. However such holidays occurring during the period of Casual Leave will be counted as part of Casual Leave.


**4.1.4** All employees will be entitled to Casual Leave from the date of joining. (Calculated proportionally i.e., 1 CL per month to be determined from the date of joining will be credited to the leave account at the beginning of the month)

**4.1.5** Casual leave cannot be permitted more than 03 days on each occasion



*B. Shree*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinnareddypalem,  
NELLORE - 524 003

		
Prepared By (HR Department)		Approved By (Management)

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**4.2 Academic Leave:** All the teaching staff is entitled to 15 days privilege Leave in every calendar year (01st January to 31st December) to attend the Examinations, conferences, paper presentations & workshops

**4.2.1** Those who join midway during the year will get leaves on pro rata basis Leave should be availed as far as possible with prior approval of the Medical Superintendent.

**4.2.2** Leave cannot be accumulated. Un-availed leaves will lapse at the end of the calendar year.

**4.2.3** Leave can be prefixed or suffixed with holiday/weekly off. However such holidays occurring during the period on Leave will be counted as part of leave.

**4.2.4** All Teaching Professionals will be entitled to leave from the date of joining. (Calculated proportionally i.e., 1.25 per month to be determined from the date of joining will be credited to the leave account at the end of the month)

**4.3 Sick Leave:** Every employee will be entitled 12 days Sick Leave in a year, on grounds of sickness or accident in case. Trainees however will not be entitled to Sick Leave. Probationers will be entitled to Sick Leave.

**4.3.1** An employee availing Sick Leave due to prolonged illness should give the probable date of resuming duties to consider his / her request for leave by the HOD.

**4.3.2** Sick Leave can be accumulated up to 30 days

**4.3.4** In special circumstances for employees not covered under ESI, management reserves the right to grant additional sick leave in genuine cases of long illness. Such cases have to be referred to the Medical Superintendent for approval.

**4.3.5** On separation from the organization, the employee will not be entitled to any compensation for Sick Leave to his/her credit.



			
Prepared By (HR Department)		Approved By (Management)	NARAYANA COLLEGE OF NURSING Chinthareddyapalem, NELLORE - 524 003



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4.3.6 Sick Leave can be prefixed or suffixed with holidays/weekly offs. However, such holidays occurring during the period of leave will be counted as part of Sick Leave.

4.3.7 The employee has to submit Medical Certificate from a Registered Medical Practitioner if availing sick leave more than 03 days.

4.4 **Maternity leave:** Maternity Leave for a period of 90 days can be availed of by women employees. The same will not be sanctioned on more than 2 occasions.

4.4.1 Employees covered under ESI will be entitled for maternity leave as per ESI Act.

4.4.2 Before proceeding on Maternity Leave the individual concerned will have to produce a certificate from the doctor indicating the probable date of delivery, based on which she will be sanctioned Maternity Leave as indicated above.

4.4.3 As a general rule 90 days of leave will be availed in two parts i.e. 45 days before and 45 days after the date of delivery. If the period of leave availed before confinement is less than 45 days, the balance leave will be allowed to be utilized in the post confinement period, subject to the total leave not exceeding 90 days.

4.4.4 Any further leave required after the expiry of the Maternity Leave may be adjusted against Sick Leave, in which case the request for extension may be considered subject to furnishing of a Medical Certificate from a Registered Medical Practitioner.

4.4.5 Probationers have to complete six months of service so as to be entitled for Maternity Leave.



*R. S. R.*


Prepared By  
(HR Department)



*P. S. S.*

Approved By  
(Management)

*B. S. S.*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

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**4.5 Compensatory off :** Compensatory off is granted to those employees who work on their weekly off / holidays/ as well as continuous double shift.

**4.5.1** In order to meet exigencies of company work, employees working on their weekly off / fixed holidays will be permitted to avail compensatory off.

**4.5.2** The compensatory off has to be availed within 03 months of having worked on the weekly off / fixed holiday/ continuous double shift.

**4.5.4** Compensatory off can be availed only with prior permission of HOD.

**4.6 Fixed holidays:** 12 days in a calendar year out of which Republic Day, May Day, Independence Day and Gandhi Jayanthi will be mandatory holidays. The balance eight holidays will be determined by the Management based on recommendations. The State Govt. notification in declaring holidays should be considered while finalizing the same.

**4.6.1** The list of holidays will be published by HRD in the month of December for the succeeding year.

**4.6.2** Fixed holidays can be prefixed or suffixed with Sick / Casual leave.

**5.0 Procedure to avail leave**

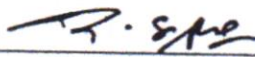


**6.1** An employee shall apply for leave in Leave Application Form mentioning reason. The same will be forwarded to the concerned Reporting Authority for necessary approval.

**6.2** Reporting Authority shall approve the leaves of his/her team employees. After getting approved by Reporting Authority the same will be forwarded to HRD.


**6.3** In case an employee wants to cancel approved leave he/she should seek the approval of the HOD on an application and submit the same to the HRD. The application should be submitted within 24 hrs of the availing dates and in any case before 20th of the month.

**6.4** As payroll is processed from 1st to 30th / 31st of the month and attendance from 26<sup>th</sup> of the preceding month till 25<sup>th</sup> of the present



		
Prepared By (HR Department)		Approved By (Management)

*B. Chinnay*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chintharedypalem,  
NELLORE - 524 003

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month, therefore leave availed till 25<sup>th</sup> of the present month will be taken into account in order to calculate monthly salary. Leaves availed from 25<sup>th</sup> to 30<sup>th</sup> / 31<sup>st</sup> of the present month will be calculated in the succeeding month payroll.

- 6.5 Leave without pay: In case an employee exhausts all his / her leave, he / she may be granted leave without pay in special cases, at the discretion of the Principal/ Medical Superintendent/CEO.
- 6.7 All Departments and employees should adhere to the leave policy for a proper work schedule. Leave records should be meticulously maintained/ updated by HRD.

7.0 Annexure : Annexure-9 : Leave application



*B. Shree*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

		
Prepared By (HR Department)		



# NARAYANA MEDICAL COLLEGE

Chinthareddypalem, Nellore

## LEAVE APPLICATION FORM

From :  
 Name :  
 Emp ID :  
 Designation :  
 Department :

To :  
 The Humanresource Department  
 Narayana Medical College & Hospital  
 Nellore.

Contact Address During Leaves:
Phone :

Type of Leave	From	To	Remarks
Casual			
On Duty			
Day off			
Compensatory off			
Any other / Academic			
Compensatory off for working on			

Reason for leave :

Alternate I accept to carry the jobs of the applicant during leave period			
Name :	Signature	Date	Signature of applicant
		Recommended / Not recommended	
Date:		HOD Signatire	

### For HR Department Use

Type of leave	Leave at Credit	Leave applied for	Balance Leave Credit
Casual			
On Duty			
Day off			
Compensatory off			
Anyother			
Recommended / Not recommended		Sanctioned / Not Sanctioned	
MEDICAL SUPERINTENDENT		PRINCIPAL	



*B. Arun*  
 Principal  
 NARAYANA COLLEGE OF NURSING  
 Chinthareddypalem,  
 NELLORE - 524 003



**4. TOURS & TRAVEL POLICY****1. OBJECTIVE**

To provide guidelines to employees for reimbursement of expenditure towards travel, hotel, food & incidentals incurred during travel on business, official work or training.

**2. ELIGIBILITY & APPLICABILITY**

All employees on regular roll of the organization

**3. RASCI**

- 3.1 Responsible : Individual
- 3.2 Approver : MS/ CEO / HOD's /HRD
- 3.3 Support : HRD/ A&F Department
- 3.4 Inform : HOD/HRD/A& F Department

**4. POLICY & PROCEDURE**


- 4.1 Business visit / official work would be treated as "tour", if the visit is to a place outside the city limit from respective location and the distance to the place of visit is more than 80 kms and / or the duration of the travel is more than 04 hours.
- 4.2 It is necessary that every employee before undertakes the journey gets the tour programme approved by approving authority
- 4.3 For the purpose of allowances, a day is considered as 24 hours from the time one leaves home, with 12 hours intervals counted as half-day.
- 4.4 Where tour is for attending a conference , participating for an event, Group booking of hotel should be done to avail negotiated rates. The same should be coordinated with the rest of group people.
- 4.5 Where employees travel on tour together, twin-sharing accommodation shall be utilized.
- 4.6 Tours lasting between 3 and 5 days will be approved by HOD and Tours exceeding five days will be approved by Principal/Medical Superintendent /CEO

*B. Chinnay*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chintharodypalem,  
NELLORE - 524 003



*R. S. Reddy*  
Prepared By  
(HR Department)

*R. S. Reddy*  
Approved By  
(Management)

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**4.7 Classification of Cities/ Towns:**

For the purposes of these instructions cities/ towns will be classified as under

Classification	Cities & Towns
Group A	Chennai, Delhi, Hyderabad, Kolkata, Mumbai and Vijayawada
Group B	All other state capitals other than in A-class and Vizag, Guntur, Tirupati, Warangal, Nellore, Rajamundry, Kakinada, Surat, Aurangabad, Jamshedpur, Patna and Bellary
Group C	All District Head Quarters / Major Towns other than in "B" class
Group D	All other places not described above

**5. Travel expenses:**

5.1 The authorization of travel while within the places that are being toured is as follows


Designations/Grade	Eligibility (mode of travel)
G11-G13	I AC / By Air- Economy class (Distance more than 800 Kms)
G7-G10	II AC Train/ Sleeper Bus
G5-G6	III AC Train/ Semi Sleeper Bus
G1 to G4	Sleeper Class Train /Luxury Bus

5.2 Travel allowance is given to an employee to cover the expenditure normally incurred by him while he is on tour and is not intended to be a source of income.



*B. Anny*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

		
Prepared By (HR Department)		Approved By

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**6. Lodging expenses:**

6.1 Employee himself arranges the hotel accommodation; the permissible limits of reimbursements are shown in the table below.

Grade	A Grade Amount (Rs.)	B Grade Amount (Rs.)	C Grade Amount (Rs.)	D Grade Amount (Rs.)
G11-G13	2500/- + Tax	2000/- + Tax	1500/- + Tax	1100/- + Tax
G7-G10	2000/- + Tax	1500/- + Tax	1200/- + Tax	800/- + Tax
G3-G6	1500/- + Tax	1200/- + Tax	800/- + Tax	600/- + Tax

6.2 Where organization guest House /accommodation facility is available, staff will have to stay in the same.

6.3 Employees can stay under own arrangements, In case Employees are staying under own arrangements then tariffs will be paid 50% of Lodging entitlement

**7. Boarding expenses:**

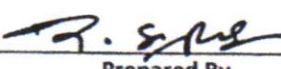


7.1 Boarding expenses shall be payable to the Employees on tour when they are halting at outstations and also when they are in journey. Boarding expenses will be claimed on actual, based on submission of bills, subject to the maximum amount as per entitlement given in below-


Grade	A Grade Amount (Rs.)	B Grade Amount (Rs.)	C Grade Amount (Rs.)	D Grade Amount (Rs.)
G11-G13	1500	1250	1000	800
G7-G10	1250	1000	800	600
G4-G6	1000	800	600	400
G1-G3	800	600	400	300

7.2 Employees preferred to have food other than the hotel where they are put-up, shall only claim 75% (rounded-off) of the eligible amount without submitting any bills for food and lodging expenses.



*B. Arjun*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddy palem,  
NELLORE - 524 003

		
Prepared By (HR Department)		Approved By (Management)

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7.3 Bills may be waived in case of certain minor items such as tea, mineral water etc. Where bills are not normally provided by vendors, in such cases, self certification will be necessary

### 8. Conveyance

8.1 The authorization of conveyance allowance within places that are being toured is as follows:-

Grade	A Grade Amount (Rs.)	B Grade Amount (Rs.)	C Grade Amount (Rs.)	D Grade Amount (Rs.)
G11-G13	CAB	CAB	CAB	CAB
G6-G10	AUTO	AUTO	AUTO	AUTO
G1-G5	PUBLIC TRANSPORT /AUTO	PUBLIC TRANSPORT /AUTO	PUBLIC TRANSPORT /AUTO	PUBLIC TRANSPORT /AUTO

### 9. Other incidentals:

Any expenditure which is not connected to tours like purchases of gifts, any freight paid etc., shall not be included. All such expenditure shall have to be submitted by the Employees separately after obtaining the approval of the approving authority for taking reimbursement

### 10. General guidelines

10.1 Soon after the journey is completed the Employees shall submit the expenses bill in the prescribed form. If any advance is left over, the same shall be remitted to the accounts office within 3 days completing the journey.

10.2 The expense statement with bills shall initially be submitted to their HOD. After the same is bills are certified and approved by the HOD, the Employees shall submit the same to the Accounts Department for adjustment of advance and necessary accounting

### 11. Annexure:

Annexure- 10 : TA &DA format



*B. Srinivas*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

		
Prepared By (HR Department)		Approved By (Management)



# TA & DA Format

Date: \_\_\_\_\_

Employee Name: \_\_\_\_\_ Emp \_\_\_\_\_

Department : \_\_\_\_\_ Designation: \_\_\_\_\_

### Part-A

#### Travel Expenses Convenience Details

S.No	Date	From	To	Mode of Journey (Train/Bus/ Air/Taxi)	Amount (in Rs.)	Convenience Amount (in Rs.)	Reason
1							
2							
3							
4							
5							
Sub Total -(i)							

### Part -B

#### Lodging, Boarding & Other Expenses

S.No	Date	Mode of stay (Hotel, Self arrangements)		Boarding Expenses	others	Remarks
		Details	Amount (in Rs.)	Amount (in Rs.)	Amount (in Rs.)	
1						
2						
3						
4						
5						
Sub Total -(ii)						

Total Expenditure : Rs.

Net pay : Rs.

Advance Amount : Rs.

Employee Sign

HOD Sign


Accounts Sign

Principal/MS/CEO Sign



*H. B. Prasad*  
Principal

NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

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### 5. Local Convenience

#### 1. OBJECTIVE

- 1.1 To provide guidelines to employees for reimbursement of reasonable local conveyance expenses when own vehicle is used for official purposes
- 1.2 To enable employees to travel with comfort, contributing to work effectiveness.

#### 2 ELIGIBILITY & APPLICABILITY

All employees on regular rolls of Narayana Medical Institutions

#### 3 RASCI

- 3.1 Responsible : Individual
- 3.2 Approver : PRINCIPAL/MS/CEO/HOD
- 3.3 Support : Accounts
- 3.4 Inform : HOD/HRD

#### 4 Policy & Procedure

- 4.1 Employees using their own vehicles for official work are entitled to claim reimbursement at the following rates:

Grades of Employees	Rate per Km. (Amount in Rs.)	
	Four Wheeler (4W)	Two Wheeler (2W)
G10-G15	Rs.7.00	Rs.3.00
G6-G9	Not eligible	Rs.3.00
G1-G5	Not eligible	Rs.3.00

- 4.2 Employees using public transport or Autos will be allowed reimbursement at actual.
- 4.3 Reimbursement should be claimed on a weekly basis.
- 4.4 Local conveyance expenses will be claimed in the prescribed format giving due justification

#### 5. Annexure:

Annexure-11 : Local conveyance reimbursement form



*B. Anuj*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chintharadypalem,  
NELLORE - 524 003

		
Prepared By (HR Department)		Approved By (Management)



LOCAL CONVEYANCE REIMBURSEMENT - CLAIM FORM

Employee Name: \_\_\_\_\_ EMPNo : \_\_\_\_\_  
Designation: \_\_\_\_\_ Department: \_\_\_\_\_

Date	Vehicle No.	From (Origin)	To (Destination)	Kms	2 / 4 Wheeler (Write 2 or 4)	Amount (Rs.)	Purpose
TOTAL:							

(Rupees \_\_\_\_\_ only)

Signature of Employee


Verified by HOD

Accounts

Approved by



*B. Chinnay*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

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**6. ADVANCES POLICY**

**1. OBJECTIVE**

To assist the employees to tide over the difficulties in day to day / special occasion/ fund requirements

**2. ELIGIBILITY & APPLICABILITY**

All employees on regular rolls of Narayana Medical Institutions

**3. RASCI**

- 3.1 Responsible : Individual
- 3.2 Approver : MS/CEO
- 3.3 Support : Accounts/HRD
- 3.4 Inform : HOD/HRD

**4. Policy & Procedure**

**4.1 Purpose for which staff advances can be recommended.**

- i. Medical expenses
- ii. Children Education
- iii. Demise of family members
- iv. Self Marriage
- v. Event Management & Tour

**4.2** Employee is eligible for advance equivalent to one-month Gross Pay. Who have put up more than 02 years service in the organization. However in the view of event management the employees may draw reasonable estimated advance for their proposed tour/ Events. While submitting the tour programme/ planning of event the employee shall indicate the amount of advance required and same would approved by approving authority.

**4.3** Staff advance shall be paid once in a year not exceeding the eligible Amount in the events of self marriage, medical expenses, children education and demise of family members.




*B. Prasad*  
Principal

NARAYANA COLLEGE OF NURSING  
Chinthareddyapalem,  
NELLORE - 524 003

		
Prepared By (HR Department)	HRD	Approved By (Management)



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- 4.4 The amount will be recovered in 06 equal monthly installments commencing from 01 month after the advance is given.
- 4.5 This monthly installments advance recovery procedure is not applicable to event management & tour advances. Soon after the event/tour is completed the employees shall submit the expenses/ bill in the prescribed form with approval. If any advance is left over, the same shall be remitted to the accounts office within 3 days completing the event/tour.
- 4.6 Where employee requests for an advance of more than one month's gross pay under special circumstances (self marriage/children's marriage/higher education/medical of family members) and where HOD is convinced about the need. He / She shall forward his recommendations not exceeding two months gross pay that too only in case of employees who have put up more than 04 years service in the organization and as well two Co- employee's surety is required above his/her salary level. This special sanction shall be accorded only by Institution Head. The amount will be recovered in 10 equal monthly installments commencing from 01 month after the advance is given
- 4.7 If any advance is recommended/sanctioned over and above the normal limit, it is the responsibility of the HR/Accounts HOD's to inform the sanctioning authority as to the eligible amount and obtain special sanction but not exceeding 02 months gross pay.
- 4.8 The HRDs shall update the advance details in employee records and payroll.
- 4.9 The HR/Accounts Department be responsible to recover in coordination with the advance in prescribed installments from salary every month as per the sanction


**5 General Guidelines:**

- 5.1 Advance approval should be taken on the requisition form and copies submitted to the HR and Account Department.



*B. Prasad*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddyalem,  
NELLORE - 524 003

		
Prepared By (HR Department)		Approved By (Management)

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- 5.2 The Employees advance shall ensure that all the advances previously drawn are fully settled.
- 5.3 The expense statement with bills shall initially be submitted to their HOD. After the same is bills are certified by HOD and forward to Institution head for approval then the employees shall submit the same to the Accounts Department for further proceedings.

**Process Chart**



**5. Annexures:**

Annexure-12 : Salary Advance application



*B. Chinnay*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

		
Prepared By (HR Department)		Approved By (Management)

**NARAYANA MEDICAL INSTITUTIONS**  
**Advance Application Form**

**TO BE FILLED BY APPLICANT**

Employee Name:			
Emp Code:		Designation:	
Department:		Date of Joining:	
Purpose of Advance	Salary Advance	Event/Tour	Purchase
	(Purpose)		
Amount Requested (Rs)			

**For use in HR Department**

No. of Years of Service of Applicant		Attendance record of last one Year (LOP details)	
His/her Disciplinary record	Satisfactory <input type="checkbox"/> Not Satisfactory <input type="checkbox"/>		
Particulars verified and found in order and Eligible for Advance <input type="checkbox"/> Not Eligible for Advance <input type="checkbox"/>			
Advance of Rs. _____ may be granted. To be recovered in _____ installments from the salary from the month of _____.			
Signature of HR Manager with date			

**For Use in Accounts Department**

Type of Advance	Sanctioned	Recovered	Closing
Salary			
Tour / Event			
Purchase/others			
Total			

Passed for payment of Rs. \_\_\_\_\_ . Amount paid by Cash/Cheque number \_\_\_\_\_ dated on \_\_\_\_\_.

Signature of Accounts with date

**Approval**

Approved advance of Rs. \_\_\_\_\_ . Events/Tour  Personal  Purchase

Signature of HOD with date

Signature of Approving Authority with date


**Undertaking**


- I have read & understood the Policy / Rules for grant of advance framed by the Company & agree to abide by them.
- If I can't submit relevant vouchers/bills /supporting documents please recover the same from my salary
- I will be personally liable for any unrecovered amount

I have received advance of Rupees \_\_\_\_\_ in Cash/Cheque bearing number \_\_\_\_\_ dated \_\_\_\_\_

Signature of Applicant with date



  
 Principal  
 NARAYANA COLLEGE OF NURSING  
 Chinthareddypalem,  
 NELLORE - 524 003

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## **7. PERFORMANCE MANAGEMENT POLICY & PROCEDURE**

### **1. OBJECTIVE**

To lay down guidelines for implementation of the Performance Management System (PMS).

### **2. ELIGIBILITY & APPLICABILITY**

This policy is applicable to all employees of Narayana Medical Institutions Hospital. Except trainees, apprentices and contract staff

### **3. RASCI**

- 3.1 Responsible : Individual/HOD/HRD
- 3.2 Approver : PRINCIPAL/MS/ CEO
- 3.3 Support : HRD/ HOD's
- 3.4 Inform : HOD/HRD/A& F Department

### **4. PURPOSE OF PERFORMANCE APPRAISAL**

4.1 A performance appraisal serves the following purpose:-

- 4.1.1 Provides feedback to Employees about their performance and encourages enhanced performance
- 4.1.2 Determines who gets increment and promotion
- 4.1.3 Counselling of poor performers
- 4.1.4 Determines training and development needs
- 4.1.5 Confirming that good hiring decisions are being made
- 4.1.6 Facilitates layoff and downsizing decisions
- 4.1.7 Creates an alignment between the expectations of the Management and execution on ground.
- 4.1.8 Reinforces the desired type of behaviour


### **5. POLICY & PROCEDURE**

- 5.1 Performance management is a method used to measure and improve effectiveness of Employees at the work place. It is a system composed of several activities including goal setting, tracking changes, coaching,



*B. Shree*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
Nellore - 524 003

		
Prepared By (HR Department)		Approved By (Management)

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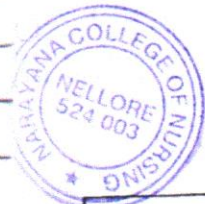
motivation and Employee development.

- 5.2 The performance management cycle begins with KRA's/goal setting. Performance is then tracked against the Employees KRA's/goals and eventually reviewed in a formal one-to-one meeting. An informal midterm appraisal review will also be held. The results of the formal end term meeting will feed into the incentive / increment system.
- 5.3 The Strategy Based Performance Management System will be followed. The PMS model will have four phases as enumerated in succeeding paragraphs.




**Phase 1 – Performance Planning.** At the beginning of the appraisal period the Appraiser and Appraisee will get together for a performance planning meeting. In this session they discuss as to what the Employee will achieve during the appraisal period. The Key Result Areas, Key Performance Indicators, the competency desired of the appraisee and the individual developmental plans are recorded on the Performance Planning Form and kept in the personal file of the Employee that is maintained in the HRD. A copy of the same is given to the Employee.


**Phase 2 – Performance Execution.** Over the course of the appraisal period the Employee works to achieve the goals, objectives and undertakes to complete key responsibilities. The Appraiser coaches and provides feedback as well as creates conditions that motivates and resolves performance problems that arise. Semi-formal periodic reviews are held to monitor performance and set corrections in order to enable the Appraisee achieve the laid down objectives.

**Phase 3 – Performance Assessment.** This is the assessment system wherein the Supervisor /Appraiser / Reporting Officer has to fill out an Appraisal Form. The blank Appraisal Forms and a copy of the Performance Planning Forms will be sent by the HRD to the Appraiser. The completed Appraisal Form is reviewed by



Reviewed by *B. Praveen*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

		
Prepared By (HR Department)		Approved By (Management)

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the supervisor's senior/ Reviewing Officer and submitted to the HR Dept who in turn will scrutinize the same for its correctness. The performance assessment of the Reporting Officer will be shown to the Appraisee and signed by both. However the remarks/assessment of the Reviewing Officer will not be shown to the Appraisee and will be kept confidential. This is a measure to bring in objectivity, as also avoid a 'one man report' and even out the inflationary trends that is generally seen in appraisals that have to be shown to the Appraisee.

**Phase 4 – Performance Review.** The Appraiser and the Appraisee meet and discuss the assessment. They will also set a date to hold performance planning discussion for the next appraisal period, at which point performance appraisal starts a fresh.

#### 6.0 Filing and Handling of Appraisal Forms

6.1 The Appraisal Form is a privileged document. It should be treated with confidentiality. Receipt/dispatch of the Forms should be done in a secure/confidential envelope. The Form should finally get filed in the personal file of the individual. HR Dept must ensure the confidentiality of the Appraisal Forms.

#### 7.0 Criteria for Initiation of Appraisal Forms

The following will be the norms for initiation of the Appraisals


7.1 The Appraisee should have served for at least 90 days under the Appraiser. In case he/she has not served for 90 days then the previous supervisor/ Reporting Officer will be entitled to initiate the appraisal. In case he/she has served for less than 90 days in the Organization then he/ she will be eligible for an appraisal in the succeeding appraisal period.

7.2 All appraisals will be reviewed and endorsed by the next senior in the line of reporting i.e. Reviewing Officer.



*B. Princy*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chintharedypalem,  
NELLORE - 524 003

		
Prepared By (HR Department)		Approved By (Management)

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7.3 In case the Appraiser and Appraisee are of the same designation then the next senior in line should initiate the appraisal.

### 8.0 Performance Rating

Employees will be assessed by the appraiser on various individual qualities as well as their overall performance on ratings as under:-

Rating	Meaning
Performance rating 'A'	Performance exceptional and consistently high level
Performance rating 'B'	Performance superior and consistently exceeds overall performance Requirements
Performance rating 'C'	Performance satisfactory meets most parameters of performance requirements. Weaknesses offset by strong points.
Performance rating 'D'	Below satisfactory performance. However displays progress towards an enhanced performance

### 9.0 Promotion

9.1 Promotions of employees will depend on consistent good performance and existence of vacancies at the higher designations. While policy on promotions will change from time to time, as a general rule the following aspects can be considered:

9.2 Promotions should normally be carried out along with the paying out of performance increment and will follow the same channel of approvals.

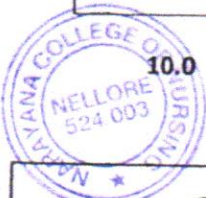
Grade	Minimum Period in Present Designation	Grading to be achieved
G1-G3	2/3 Years	'B' ( last 2 years)
G4- G6	3 years	Min 'B' with at least one 'A' ( last 3 years)
G7-G9	3 Years	Min 'B' with 'A' during last 2 years ( for last 3 years)
G10 and Above	3 /4 years	Consistent 'A' Grading Depends on the decision by the Top Management ( for last 3/4 years)

### 10.0 Annexures

Annexure-14 : PMP Template (G1-G5)

Annexure-15 : PMP Template (G6-G15)

*B. Arjun*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003



		
Prepared By (HR Department)		Approved By (Management)

**NARAYANA MEDICAL INSTITUTIONS**  
**COMPETENCY ASSESSMENT**  
**(Grades of G6-G15)**

Name:	Appraisal Date:
Designation:	Appraisal Venue:
Department:	Appraiser's Name:
Period covered for this appraisal	From: To:

**Rating**

Marginal	Satisfactory	Highly Satisfactory	Exceptional
D	C	B	A

Note: Ratings can be given according to the above mentioned assessment scale and N/A can be mentioned wherever it is required.

S. No	PERFORMANCE CRITERIA	Marks	Comments(Optional)
<b>A. Approach to work:</b>			
1	Follows instruction		
2	Proactive approach		
3	Planning & Organizing		
4	Accepts constructive criticism		
5	Flexible & adaptable		
<b>B. Technical skills:</b>			
6	Job knowledge		
7	Application of skills		
8	Analyzing the problem		
9	Follows proper procedures		
10	Follows Standards		
11	Learning New Skills		
<b>C. Quality of work:</b>			
12	Accuracy		
13	Presentation		
14	Reliability		
15	Errorless work		
16	Follow-through and Follow-up		
<b>D. Handling targets and dead lines:</b>			
17	Completion of work on-time		
18	Ability to work under pressure		
19	Priority setting		
<b>E. Interpersonal skills:</b>			
20	Relationship with colleagues		
21	Cooperation		
22	Coordination		
23	Team work		
24	Problem-solving		
25	Decision-making		



*B. Chinnay*  
 Principal  
 NARAYANA COLLEGE OF NURSING  
 Chinthareddypalem,  
 NELLORE - 524 003



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COMPETENCY ASSESSMENT  
(Grades of G6-G15)**

S. No	Rating Factors	Ratings	Comments(Optional)
<b>F. Willingness to learn and develop skills:</b>			
26	Seeks training and development		
27	Open to ideas		
<b>H. Personality:</b>			
28	Enthusiastic, Fair and mature		
29	Trustworthy		
30	Volunteer in Infronic's Activity		
<b>I. Code of conduct:</b>			
31	Work place etiquette		
32	Attendance		
33	Punctuality		
34	Email & mobile phone etiquette		
35	Dress code		
<b>J. Leadership Skills:</b>			
40	Coach and Develop others		
41	Team Building		
42	Business Acumen		
43	New Strategy and Direction		
44	Client interaction & Coordination		
45	Client Replies		
		<b>Total:</b>	

Sign of Apprise

**OVERALL ASSESSMENT**

<b>Appraiser's Name:</b>	<b>Designation:</b>
<b>Comments and suggestions by the Appraiser:</b>	
<b>Action plans for development:</b>	
<b>Remarks of the Reviewer / Medical Superintendent/CEO</b>	
<b>Final Rating :</b>	<b>Signature with date</b>
<b>Final Comments:</b>	
<b>Rating Recorded:</b>	<b>Signature with date</b>



*B. Prasad*  
 \* Principal  
 NARAYANA COLLEGE OF NURSING  
 Chinthareddypalem,  
 NELLORE - 524 003.

**Narayana Medical Institutions**  
**Appraisal Form – for Annual Increment**

(Appraisal Format for G1- G6 Grades)

Emp.No.		Designation	
Emp. Name		Date of Joining	
Department		Qualification	

State key job responsibilities handled by the employee during the period and rate the performance.

**PART-A**

A–Outstanding    B– Very Good    C–Good    D – Average

S.NO.	Goals/Key Job Responsibilities	A	B	C	D
1					
2					
3					
4					
5					
6					

**PART-B**

Evaluate the employee on the following factors

Factors	A	B	C	D
<b>Job Knowledge:</b> Grasp of knowledge, technique and procedure in work and related matters.				
<b>Analytical ability:</b> Ability to size up problem, collect and evaluate facts and reach sound conclusions.				
<b>Interest in work:</b> Ability to learn new job quickly and willingness to work together with others.				
<b>Leadership:</b> Ability to inspire others.				
<b>Communication :</b> Ability to effectively convey information and ideas to others; clarity of oral and/or written communications				
<b>Quality of work:</b> Accuracy, Presentation, Reliability, Completion of work on-time, Priority setting , Completion of work on-time				
<b>Code of conduct:</b> Work place etiquette, Punctuality , Attendance, Dress code, Team work				
<b>Overall Rating:</b> Assessment of employee in relation to his/her position.				



*B. Arany*  
Principal  
NARAYANA COLLEGE OF NURSING

**Narayana Medical Institutions**  
**Appraisal Form – for Annual Increment**

(Appraisal Format for G1- G6 Grades)

Emp.No.		Designation	
Emp. Name		Date of Joining	
Department		Qualification	

State key job responsibilities handled by the employee during the period and rate the performance.

**PART-A**

A–Outstanding    B– Very Good    C–Good    D – Average

S.NO.	Goals/Key Job Responsibilities	A	B	C	D
1					
2					
3					
4					
5					
6					

**PART-B**

Evaluate the employee on the following factors

Factors	A	B	C	D
<b>Job Knowledge:</b> Grasp of knowledge, technique and procedure in work and related matters.				
<b>Analytical ability:</b> Ability to size up problem, collect and evaluate facts and reach sound conclusions.				
<b>Interest in work:</b> Ability to learn new job quickly and willingness to work together with others.				
<b>Leadership:</b> Ability to inspire others.				
<b>Communication :</b> Ability to effectively convey information and ideas to others; clarity of oral and/or written communications				
<b>Quality of work:</b> Accuracy, Presentation, Reliability, Completion of work on-time, Priority setting , Completion of work on-time				
<b>Code of conduct:</b> Work place etiquette, Punctuality , Attendance, Dress code, Team work				
<b>Overall Rating:</b> Assessment of employee in relation to his/her position.				



*B. Anny*  
Principal  
NARAYANA COLLEGE OF NURSING

**Narayana Medical Institutions**  
**Appraisal Form – for Annual Increment**

**PART-C**

	Major Strengths Consistently Displayed	Area/s That Need Improvement	Required Trainings
1			
2			
3			
4			

**PART-D**

**Declaration:**

I have completed the annual performance appraisal of the appraisee and communicated the outcome of the appraisal to him/her in terms of strengths and areas of improvement and the final performance rating for the year.

Sign of the Employee with date: \_\_\_\_\_ Sig of the HOD with date: \_\_\_\_\_

Remarks of the Reviewer / Medical Superintendent/CEO


Final Rating : \_\_\_\_\_ Signature with date \_\_\_\_\_

HR Comments:

Rating Recorded: \_\_\_\_\_ Signature with date \_\_\_\_\_



*B. Arany*  
 \* Principal  
 NARAYANA COLLEGE OF NURSING  
 Chintharedyapalem,  
 NELLORE - 524 003

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## 8. LEARNING & DEVELOPMENT POLICY

### 1. OBJECTIVE

Training is an important part of the Employment in the hospital. Training is the process of imparting necessary knowledge, skills and attitudes to the employees to enrich their existing knowledge, skills and attitudes, and develop newer ones.

This policy reflects the intent of Narayana Medical Institutions to build its workforce capability by supporting and encouraging its people and prepare them for future career opportunities while attaining and maintaining service delivery.

### 2. PURPOSE

To support continuous learning across all areas and levels of Narayana Medical Institutions with the aim to:

- Create a supportive environment to promote a strong learning culture.
- Align and incorporate learning with priorities across all levels of the Organization;
- Integrate best practice concepts, standards and frameworks into practice.
- Provide and promote appropriate and innovative learning options.
- Lead and manage learning effectively and efficiently.
- Evaluate learning and development.


### 3. RASCI

- 3.1 Responsible : HOD/Individual/HRD
- 3.2 Approver : PRINCIPAL/MS/CEO
- 3.3 Support : HRD/ HOD's
- 3.4 Inform : HOD/HRD

### 4. PROCEDURE


- 4.1 Training Programme:



  
 Principal  
 NARAYANA COLLEGE OF NURSING  
 Chinthareddypalem,  
 NELLORE - 524 003

  
 Prepared By



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A complete Training Programme is developed for each category of employee. The Institutions conducts induction training, regular on job training and mock drills. The HR manager, Respective departmental Head, Quality Coordinator, decides the contents of the Training programmes. This is reviewed once in a year.

**4.2 Training Needs Identification:**

4.2.1 The Human Resource department will list all the training programs and indicate those training programs that are mandatory for different positions as well as identify standard training programs for all positions across the organization.

4.2.2 Each department head will list out all the possible technical training programs for each position in the department and classify those that are mandatory for different positions within the department.

4.2.3 Need based training programs will be identified through various sources:

- i. Position guidelines
- ii. Confirmation Appraisal Systems
- iii. Performance Appraisal Systems
- iv. Personal Development Goals
- v. Observation of daily performance
- vi. As expressed by the individual
- vii. Organizational Needs

**4.3 Induction Training:**


4.3.1 This training is provided to all the new recruits at the time of joining.

This training generally introduces the employee to the hospital's philosophy, Vision, Mission, hospital policies and procedures, employees Job Description etc.



*B. Ghany*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddyapalem,  
NELLORE - 524 003

		
Prepared By (HR Department)		Approved By (Management)

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**4.3.2** The objective of the Induction program is to ensure that the new joiners feel a sense of belongingness in the organization, to provide them with the necessary information about the hospital and to help them settle into the organization quickly.

**4.3.3** Human Resource department will update all department heads on the induction schedule and the participants on the day of joining of the new colleagues.

**4.3.4** The Induction schedule will be adhered to, the person responsible for induction and the new joiner will sign the schedule on completion of the department induction.

**4.3.5** Each department will present their department activities and place them in their departments for observation of the process, where applicable.

**4.3.6** New joiners will be trained on Fire Safety standards and Grooming Standards before they start with their on-job induction in departments.

**4.3.7** At the end of the induction programme, HR will administer the induction questionnaire. On completion of the basic induction program, the new joiners will be given a basic induction evaluation/feedback questionnaire, which will be analyzed by HR dept. to improve the induction process.

**4.4 On Job Training**

**4.4.1** The department head/supervisor will provide each new team member a copy of the departmental standards (standard operating procedures) with a training schedule attached.


**4.4.2** They will be introduced to their buddy in the department.



*B. Chinnay*  
Principal

NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003.

		
Prepared By (HR Department)		Approved By (Management)

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4.4.3 The buddy is responsible for:

- A) Answering all queries which may arise in the joiners mind upon joining the department.
- B) Be a guide and counsellor and help to develop values.

4.4.4 Three months later the HOD will conduct an informal meet to check the settling down process of new entrants and to check their progress.

4.4.5 On completion of six months a confirmation appraisal will be conducted for all joiners to evaluate performance and feedback shall be given to the job holder.

**4.5 Change of Department/Rotation /Transfer:**

Training is imparted to the employee at the time of Change of Department/Rotation /Transfer to other department in order to make him acquainted with the policies and procedures of the new department, roles and responsibilities of the employee, HIS and equipment etc.

**4.6 Advancement/introduction/change in Technology/equipment:**

The entire concerned employee will be provided training to upgrade them to such situation. In case of installation of new equipment training is also provided by the Service/installation Engineer to all the concerned staff. A record/certificate of such training is to be obtained and filed in the respective employee's Personal File.

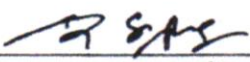
**4.7 Mock Drills:**

4.7.1 Mock drills are conducted twice in a year for different category of employee to provide them practical experience of handling critical situations such as various Emergency Codes like fire, bomb threats, mass casualties, child abduction etc.


4.7.2 Trainings also given on safety related aspects such as adverse event, spill management, needle stick injury, blood and body fluid exposure, occupational safety aspects, medication error etc to eliminate and minimize the risks.



*B. Shyam*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

		
Prepared By (HR Department)		Approved By (Management)



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### 5.0 Training Methodology:

Training can be done by issuing manuals to the employees. Basic training manual is issued to every class of employee. Training is also imparted by PowerPoint presentations, lectures and drills. The training imparted is documented in training register maintained by HRD. The training is also documented in training formats for each employee, dated and duly signed by the employee and the HR Personnel. This training format is then filed in the employee personal file.

Feedback shall be taken for the assessment of trainings and development programmers, which is to be used to improve training Programme. (Applicable for both internal training Programme and external training Programme).

### 6.0 Training Program Categories

**6.1 Internal Training:** Refers to training imparted by the organization to its employees such as one department to another or within the department to its team.

#### 6.2 Inter Department Training Procedure:

- ❖ When the need for internal training arises involving other departments the person imparting the training will co-ordinate with the department head and make the necessary training arrangements and announcements.
- ❖ The agenda, training material and the participants attending the internal training program will be documented.


#### 6.3 Intra Department Training:

- ❖ This may be done when staff/s in a particular department needs to take additional knowledge in some other department (or) a particular departmental head/trainer gives training on particular topic/subject OR training on multi skills.



*B. Srinivas*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

<i>R. Srinivas</i> Prepared By (HR Department)		<i>P.</i> Approved By (Management)
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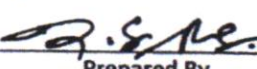


- ❖ The department head / in-charge is responsible to ensure that adequate training is provided to the concerned staff.
- ❖ The training agenda, contents and handouts if provided is documented within the department.
- ❖ The department head must evaluate the effectiveness of the training program in terms of the objective defined and document the results wherever possible.


#### 6.4 In House Training:

- ❖ Refers to training obtained for a group of employees with similar job profile or training requirement. Such programs are conducted by an external institute or consultant either within the office premise or at any other location. The training program is designed and customized according to the participant profile.
- ❖ The HRD/department manager is responsible for coordinating the in house training program.
- ❖ Once the training need is identified the HRD/concerned department head identifies a suitable institute to conduct the program.
- ❖ The expectation of the department head and participant's nominated for the program must be obtained, collated and forwarded to the institute wherever necessary.
- ❖ The HR responsible/department head must provide the institute with the hospital profile, participant profile and any other detail that is relevant for the training institute to tailor make the program particularly if it is a new training institute.
- ❖ The HR must also archive a copy of the in-house program training material provided by the institute.



*B. Arjun*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

 Prepared By (HR Department)		 Approved By (Management)
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#### 6.5 External Training:

- ❖ Refers to open house programs offered by various institutes.
- ❖ Based on the specific training need identified, department Manager together with HRD will identify suitable external training programs that are offered by different institutes.
- ❖ The program content obtained from training institutes will be communicated to the concerned department head and a written approval is obtained.
- ❖ Sign-off by Principal/MS/CEO is required for all External training nominations.
- ❖ The Department Manager must ensure that the training report is submitted to HRD.
- ❖ HR Manager will archive a copy of the training material provided to the participant by the external institute.
- ❖ All the trainees of the level of asst. manager and above, attending external open house training must give a small presentation to all HOD's about their learning within one week of their return from training.
- ❖ All the trainees below the level of asst. manager shall generate a learning and action report which has to be submitted to the HOD/HR.

#### 7.0 Training Logs:

Every employee is responsible to update his/her training log in the format provided on a quarterly basis and on a quarterly basis submits a copy of the same to HRD

#### 7.1 Post Training Evaluation:

Post training evaluation is made by the HRD after 1 week of training to the employee. This is also filed in the employee personal file. The Post training Evaluation is assessed on the basis of the marks obtained in the Post Evaluation Tests.

#### 8.0 Annexures

- |              |                                      |
|--------------|--------------------------------------|
| Annexure-16  | : Employee Training Card             |
| Annexure-17  | : Training Feed Back Form            |
| Annexure: 20 | : Training Needs Identification Form |



*B. Arjun*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chintharaddypalem,  
NELLORE - 524 003

		
Prepared By (HR Department)		Approved By (Management)



# HUMAN RESOURCE DEPARTMENT

## TRAINING ATTENDANCE CARD

Name of Training:

Trainer Name:

Date of Training:

Place of Training:

S.No.	Emp Id	Emp Name	Department	Designation	Sign



*B. Anuj*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003



## HUMAN RESOURCE DEPARTMENT

### Training Needs Identification Form

1. Broadly list your Major Tasks
2. What training and exposure (Including visits to other Hospitals) can help to achieve Excellence in the tasks listed above.

A) Competency and skill based training (Functional)

B) Knowledge improvement (Job Responsibilities)

C) Management Related (Soft Skills)

D) Any specific training programs you know of that you think will help you

3. Training priorities (to be filled up by HOD in discussion with concerned)


Emp Sign with Date

HOD Sign with Date

HRD Sign with Date



*B. Sharma*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddyalem,  
NELLORE - 524 003

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### 9. EMPLOYEE TRASFER POLICY

**1. OBJECTIVE**

To provide employees career / professional growth, through job assignments in different functional areas, thus providing scope for their lateral movement and development in other functions / operations of the Organization

**2. ELIGIBILITY & APPLICABILITY**

This policy applies to all regular employees of Narayana Medical institutions


**3. RASCI**

- 3.1 Responsible : Individual
- 3.2 Approver : PRINCIPAL/MS/ CEO/ HOD
- 3.3 Support : HRD/HOD
- 3.4 Inform : HOD /HRD

**4. POLICY & PROCEDURE**


- 4.1 This policy is applicable to employees involving Transfer to a new location for an unspecified period of time.
- 4.2 Where an employee requests for transfer to a new location for personal reasons, the organization, if it deems fit, may accept the employee's request.
- 4.3 Expenses like travel, temporary accommodation at the new location and transportation of personal belongings shall be paid based on quotation, bills and it would obtain prior approval
- 4.4 Transfer / relocation will be effective after mutual agreement between transferor and transferee of the organization.
- 4.5 The sanctioning authority for mode of travel and allowances shall be the same as specified in the Domestic travel policy for the respective Grades.



  
 Principal  
 NARAYANA COLLEGE OF NURSING  
 Chinthareddypalem,  
 NELLORE - 524 003



 Prepared By (HR Department)	 Approved By (Management)
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- 4.6 Transfer, as a practice, need not attract promotion or salary revision. However, the respective employee will be eligible for Continuity of Service, Statutory Benefits, carry forward of leave balance, etc.
- 4.7 As far as possible, the employee will be given a minimum of one-month time to plan for her/his relocation, when the transfer involves moving from one city/town to another. However, wherever it is an organization / business exigency, necessary notice time for transfer may not be possible. The discretion about the exigency of such transfers will be with the Head of the Institution.
- 4.8 Upon relocation of employee (arising out of transfer), he/she will be granted not more than 3 working days special leave at a stretch for settling down in new location. Not applicable for new joiners.
- 4.9 Due care should be taken by HOD while deciding on relocating an employee so that the intended relocation does not cause discomfort to the employee in terms of children's education and other domestic commitments.
- 4.10 After finalization of the date of relocation, HOD should inform HRD for issuing the transfer letter.
- 4.11 After the transfer, the employee should adhere to the rules & regulations as applicable of the transferee Company.



*H. B. Arjun*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

		
Prepared By (HR Department)		Approved By (Management)

	<b>NARAYANA MEDICAL INSTITUTIONS</b>	Version : HRM/01
	<b>HUMAN RESOURCE DEPARTMENT</b>	Issue Date : 01-Sep-2016

### 10. IMMUNIZATION OF STAFF POLICY

**1. OBJECTIVE**

This policy applies to all employees who are at the risk of acquiring **Hepatitis-B** while performing duties and the purpose is to immunize them from that risk as a welfare measure.

**2. ELIGIBILITY & APPLICABILITY**

This policy applies to below category employees of Narayana Medical College Hospital –

- a. Laboratory technicians performing tests/ Blood Collections
- b. Staff nurses and other nursing staff
- c. Radiology Technicians dealing with CT /MRI, where injections are given
- d. Paramedics and drivers of Ambulance
- e. Housekeeping staff ( on selective basis by H/K HOD)

**3. RASCI**

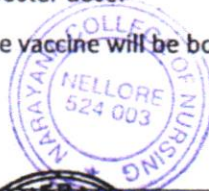
- 3.1 Responsible : Individual
- 3.2 Approver : MS/ CEO/RMO
- 3.3 Support : Nursing Superintendent /HRD
- 3.4 Inform : HOD/ Nursing Superintendent /HRD

**4. POLICY & PROCEDURE**

**4.1.0** Employees who are at risk to acquire **Hepatitis B** as determined by their departmental heads, will be eligible to receive Hepatitis B vaccine

**4.1.1** The dose shall give to employee in three times and ensure each dose gap period to be maintained minimum a month and later than arrangement of 01 booster dose.

**4.1.2** The cost of dose of the vaccine will be borne by the hospital.



*B. Princy*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

 Prepared By (HR Department)		 Approved By (Management)
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- 4.1.3 Employee unwilling to receive the vaccine may do so but at their risk and responsibility of acquiring diseases in future, in case they produce proof of having taken the dose recently.
- 4.1.4 Employees on probation who receive the vaccine and leave during the probation period or before the medication cycle is completed, shall be charged for the vaccine received.
- 4.4.5 The concerned HOD of the staff shall approach the Nursing Superintendent with the list of names to indent the medicine. The Nursing superintendent will indent the required medicine through the approval of RMO.
- 4.4.6 The medicine for the required staff will be indented by the Nursing Superintendent from the pharmacy. The pharmacy will send the medicine to the RMO through the Nursing Superintendent and the medicine will be administered by the Infection Control department. Infection Control department shall maintain the card/record entering the details of doses of medicine administered with dates in order to track the history of each staff member so immunized.
- 4.4.7 The copy of the vaccination record to be place in employee personal file by HRD

**5. Annexure:**

Annexure-18 : Vaccination Record



*B. Chandy*  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003

*R. S. Meera*  
Prepared By  
(HR Department)



*P*  
Approved By  
(Management)



## ***List of Beneficiaries Of Welfare Measures-2021-2022***

### **Accommodation**

1. Dr. Indira, Principal,
2. Dr. V Kumari Obstetrics And Gynaecology Department.
3. Mrs. Latha A Medical & Surgical Nursing Department.
4. Mrs. B.Vanajakumari, Community Health Nursing Department.
5. Mrs. K. Kantha, Community Health Nursing Department.
6. Mrs. Subhashini N, Medical & Surgical Nursing Department.
7. Mrs. Smitha Mental Health Nursing Department.
8. Mrs. Shanmuga Vadivu, Child Health Nursing Department
9. Mrs. Chandana T, Mental Health Nursing Department.
10. Mrs. Pavithra G, Community Health Nursing Department
11. Mrs. Anusha J Community Health Nursing Department.

### **Provident Fund Issued To Non Teaching Staff**

1. Mr. J. Kishore
2. Ms. Syed Gousia
3. Mrs. Rasheeda Begum
4. Mr. Lakshman. P
5. Mr. T. Swami Dass
6. Ms. Sandhyarani. T
7. Mrs. V. Sarala
8. Ms. Ujwala. M
9. Mr. Penchalaiah G
10. Mr. Somaiah. S
11. Mrs. Usha. D
12. Ms. I. Suma
13. Ms. Ch. Padma
14. Mr. K. Sai Kumar

Principal

NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE-524003



15. Mrs. Nagamma. J
16. Mrs. Pavani P
17. Mrs. D. Marthamma
18. Mrs. K. Jayamma
19. Mrs. Dhanamma T
20. Mrs. Pavanaja

**ESI**

1. Ch Padma.
2. Telimeti Sandhya Rani.
3. Dara Nagamani.
4. Tirumuru Amani.
5. Praveen Kumar.P
6. Rasheeda Begum. S
7. Varalakshmi M
8. NagaramPolamma
9. Kattumudi Priyanka
10. Thallapaka Padmamma
11. Vepakomma Sarala
12. Dara Usha
13. Syed Gousia
14. Kandunuru Saraswathi
15. Sirisha R
16. Kummaragunta Suguna
17. Meenati Sampooramma
18. Chevuru Shanthi
19. Vavileti Parameswari
20. Adduru Venkataramamma
21. Dara Vani

**Staff Children Concession At Narayana Schools**

1. Anjani Devi Nelavala
2. P Shanmuga Vadivu
3. Anusha J
4. K. Kantha

*B. Anuj*

Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003



## HEALTH INSURANCE

## TEACHING FACULTY

1. Ms. Anjani Devi Nelavala
2. Ms. Subhashini.Nasina
3. Ms. Gattu Pavithra
4. Ms. Latha A
5. Ms. Somesula Suchithra
6. Ms. P Shanmuga Vadivu
7. Ms. Rt Girija Rani
8. Ms. Somesula Suchithra

## NON TEACHING STAFF


1. Mr. Kishore.Jamjam

## GRATUITY


1. Dr. H Rajeswari, Mental Health Nursing Department.
2. Mrs. Anjani Devi, Mental Health Nursing Department.

## TRANSPORTATION FACILITY

Transport Facilities Are Also Available For Teaching And Non Teaching Faculty.

  
Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
NELLORE - 524 003



  
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Principal  
NARAYANA COLLEGE OF NURSING  
Chinthareddypalem,  
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