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# Textbook of Nursing Management and Leadership

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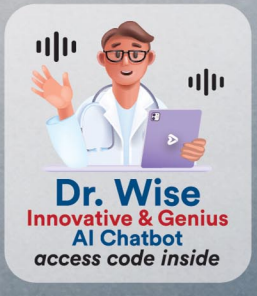
Semester VI

As per the Revised INC Syllabus for BSc Nursing

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5

CHAPTER

# Human Resource Management and Material Management

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## LEARNING OBJECTIVES

- Describe staffing and it is process.
- Learn about different methods of staff requirement calculation.
- Explain categories of nursing personnel and their job description.
- Explain nursing care assignments and responsibilities, turn over and absenteeism, staff welfare, discipline and grievances.
- Understand the details of in-service education.
- Explain material management.
- Learn about auditing.

## STAFFING (HUMAN RESOURCES MANAGEMENT)

Staffing encompasses the systematic acquisition, development, and deployment of a skilled workforce aligned with an organization's strategic objectives. This ongoing process involves identifying staffing requirements, sourcing and selecting qualified candidates, providing training and professional development opportunities, and fostering employee retention and motivation. In the healthcare context, staffing specifically focuses on determining the appropriate number and skill set of nursing professionals required to deliver high-quality patient care in accordance with established standards and protocols. The overarching aim of staffing is to ensure that the hospital is equipped with the right personnel to meet the diverse needs of its patients.

## DEFINITION

- "Staffing is the function by which managers build an organization through the recruitment, selection, and development of individuals as capable employees."

  ***—(McFarland)***
- "The management function of staffing is defined as filling position in the organization structure through identifying workforce requirements, inventorying the people available, recruitment, selection, placement, promotion, appraisal, compensation, and training of needed people".

  ***—(Koontz, O'Donnell and Heinz Weihrich)***

### Objectives of Staffing

*See* **Figure 5.1**.

### Benefits of Staffing

- **Optimized workflow:** With the right number of skilled and motivated employees, organizations can streamline processes, leverage expertise effectively, and minimize bottlenecks, resulting in enhanced productivity and efficiency.
- **Cost optimization:** Proactive staffing strategies help minimize expenses associated with employee turnover, training, and vacancy costs, ultimately leading to better resource allocation and cost savings.
- **Elevated customer experience:** Adequate staffing ensures timely and high-quality service delivery, fostering positive customer interactions, building trust, and potentially increasing customer retention and revenue.
- **Fostering innovation:** A diverse and talented workforce brings varied perspectives, experiences, and skillsets, promoting creative problem-solving, continuous

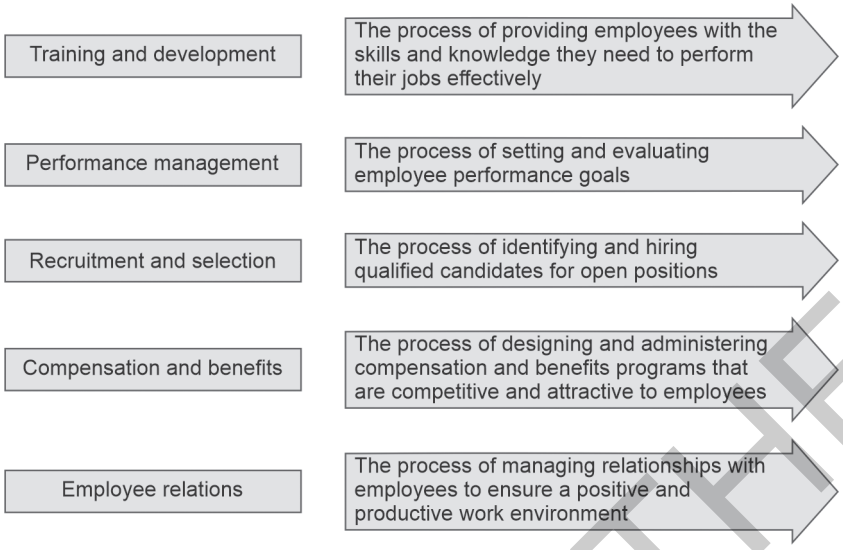


**Fig. 5.1:** Objectives of staffing.

improvement, and driving innovation within the organization.

- **Nurturing employee well-being:** Effective staffing practices that prioritize employee needs, work-life balance, and professional growth opportunities contribute to a positive work environment, boosting employee morale, job satisfaction, and overall engagement.
- **Scalability and adaptability:** Robust staffing strategies enable organizations to respond effectively to changing market demands, seasonal fluctuations, or growth opportunities, ensuring business continuity and agility.
- **Compliance and risk mitigation:** Proper staffing practices help organizations adhere to regulatory requirements, industry standards, and health and safety protocols, mitigating potential legal risks and ensuring business continuity.

## Components of Staffing

*See* **Figure 5.2**.




**Fig. 5.2:** Components of staffing.

## Functions of Staffing (Fig. 5.3)

- **Strategic workforce planning:** Aligning workforce needs with organizational objectives by conducting comprehensive analysis of current and future talent requirements, skill gaps, and workforce trends, enabling proactive staffing strategies.
- **Talent acquisition:** Implementing innovative and targeted sourcing strategies to attract and engage top talent aligned with the organization's culture and values, leveraging various recruitment channels, employer branding, and candidate relationship management.

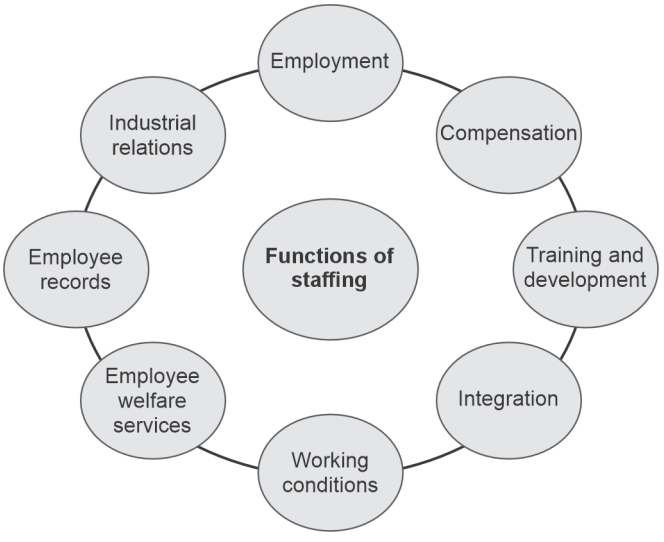


**Fig. 5.3:** Functions of staffing.

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- **Selection and onboarding:** Designing and executing structured selection processes to identify the best-fit candidates, using effective assessment tools, and facilitating a seamless onboarding experience to ensure successful integration and engagement from day one.
- **Learning and development:** Fostering a culture of continuous learning by implementing comprehensive training programs, mentoring initiatives, and career development opportunities to enhance employee skills, knowledge, and growth potential.
- **Total rewards management:** Crafting a competitive and equitable total rewards philosophy, encompassing compensation, benefits, recognition, and work-life balance programs, to attract, motivate, and retain top talent while aligning with organizational goals.
- **Performance and talent management:** Implementing robust performance management systems that drive accountability, provide constructive feedback, and identify high-potential employees for career progression and succession planning.
- **Employee engagement and relations:** Cultivating a positive and inclusive work environment by promoting open communication, addressing employee concerns, fostering a sense of belonging, and implementing initiatives that enhance employee well-being, motivation, and commitment.
- **Workforce analytics:** Leveraging data-driven insights and metrics to inform staffing decisions, measure the impact of HR initiatives, and drive continuous improvement in workforce strategies and processes.
- **Compliance and risk management:** Ensuring adherence to labor laws, regulations, and organizational policies, implementing best practices in areas, such as workplace safety, employee privacy, and ethical conduct, mitigating legal and reputational risks.
- **Change management:** Supporting organizational transformation by facilitating effective communication, training, and support mechanisms, enabling a smooth transition and minimizing disruptions during periods of change.

### *Staffing Philosophy*

A staffing philosophy is a set of guiding principles and values that shape an organization's approach to acquiring, developing, and managing its workforce. It reflects the organization's culture, strategic priorities, and commitment to its employees. A well-articulated staffing philosophy can provide numerous advantages, including:

- **Strategic talent alignment:** The staffing philosophy ensures that workforce planning, recruitment, and development efforts are strategically aligned with the organization's long-term goals, enabling it to build and sustain a talent pipeline that supports its vision and mission.
- **Employer branding and talent attraction:** A compelling staffing philosophy that prioritizes employee growth, work-life balance, and a positive work environment can enhance the organization's employer brand, making it more attractive to top talent and improving its ability to recruit and retain high-performing individuals.
- **Fostering a diverse and inclusive culture:** A staffing philosophy that embraces diversity, equity, and inclusion can create a welcoming and supportive environment for employees from various backgrounds, fostering innovation, creativity, and a deeper understanding of diverse customer needs.
- **Promoting employee engagement and retention:** A philosophy that emphasizes professional development, recognition, and work-life balance can enhance employee engagement, motivation, and job satisfaction, leading to improved retention rates and reduced turnover costs.
- **Consistent and fair staffing practices:** A well-defined staffing philosophy provides a consistent framework for decision-making, ensuring that staffing practices are fair, ethical, and compliant with relevant laws and regulations, mitigating legal risks and fostering trust among employees.
- **Adaptability and agility:** A staffing philosophy that values flexibility and continuous learning can enable the organization to adapt to changing market conditions, technological advancements, and evolving workforce trends, ensuring its long-term competitiveness and resilience.
- **Organizational culture reinforcement:** The staffing philosophy serves as a foundation for reinforcing and sustaining the organization's desired culture, shaping behaviors, attitudes, and expectations among employees, and fostering a sense of unity and purpose.
- **Improved decision-making:** By providing a clear framework, the staffing philosophy guides leaders and HR professionals in making informed and consistent decisions regarding talent acquisition, development, and management, optimizing resource allocation and maximizing returns on workforce investments.

## Activities of Staffing

*See* **Table 5.1**.

## Factors Affecting Staffing

*See* **Table 5.2**.

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| Table 5.1: Activities of staffing. | |
|---|---|
| Planning | Forecasting the organization's future staffing needs based on its strategic goals and current workforce data |
| Recruitment | Attracting and sourcing qualified candidates to fill open positions |
| Selection | Evaluating candidates' qualifications, experience, and fit for the role to identify the most suitable candidates for open positions |
| Onboarding | Integrating new hires into the organization by providing them with an orientation, training, and necessary resources to succeed in their roles |
| Training and development | Cultivating a culture of continuous learning and development involves implementing comprehensive training programs, personalized development plans, experiential learning opportunities, accessible learning resources, continuous feedback and coaching, rewards and recognition, strategic talent mobility, and partnerships to equip employees with the necessary skills and knowledge for career growth and organizational success |
| Performance management | Evaluating employee performance, providing feedback, and setting goals to help employees improve and contribute to the organization's objectives |
| Compensation and benefits | Crafting competitive and equitable total rewards strategies that encompass monetary compensation, benefits, recognition programs, and work-life initiatives to attract top talent, foster employee engagement and loyalty, and drive high performance aligned with organizational goals |
| Employee relations | Maintaining positive relationships with employees, fostering a positive work environment, and addressing employee concerns and issues |
| Workforce planning | Strategically aligning the workforce through meticulous planning, forecasting future talent needs, identifying skill gaps, and implementing targeted talent acquisition and development initiatives to build a capable and agile workforce that supports the organization's strategic goals and long-term success |
| Talent management | Identifying, attracting, developing, and retaining high-potential employees to ensure the organization's long-term success |
| Succession planning | Implementing proactive succession planning programs to identify, assess, and develop high-potential employees for critical leadership roles, ensuring business continuity and a strong leadership pipeline to drive the organization's future growth and success |
| Diversity and inclusion | Promoting a workplace culture that values and embraces diversity and inclusion to attract and retain a diverse workforce |
| Employee engagement | Fostering a work environment that encourages employee engagement, motivation, and satisfaction, leading to improved productivity and organizational success |

| Table 5.2: Factors affecting staffing. | |
|---|---|
| ***Factor*** | ***Description*** |
| Organizational goals and strategies | Effective workforce planning aligns staffing strategies with the organization's strategic roadmap, ensuring the right talent with the requisite skills, experience, and capabilities is acquired and developed to drive successful execution of strategic initiatives and achieve organizational goals |
| Availability | The availability of qualified candidates to fill open positions can significantly impact staffing decisions. Factors, such as the unemployment rate, skill shortages, and geographic location can influence the pool of available talent |
| Labor market conditions | The overall health of the labor market can affect staffing costs, recruitment efforts, and employee retention. A strong economy and tight labor market can make it challenging to find and retain top talent |
| Technological advancements | Technological advancements can create new job roles, eliminate existing positions, and require employees to adapt their skills. Organizations need to consider the impact of technology on their staffing needs |
| Legal and regulatory requirements | Legal and regulatory requirements can influence staffing decisions, such as hiring practices, employee benefits, and workplace safety. Organizations must comply with all applicable laws and regulations |

*Contd...*

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*Contd...*

| *Factor* | *Description* |
|---|---|
| Budgetary constraints | Budgetary constraints can limit an organization's ability to hire new employees or provide competitive compensation and benefits packages. Organizations need to balance their staffing needs with their financial resources |
| Organizational culture | The organization's culture shapes its approach to staffing, including recruitment, selection, onboarding, and employee development. A strong and positive organizational culture can attract and retain top talent |
| Employee preferences and expectations | To attract and retain a diverse, engaged workforce, organizations must adapt staffing practices to meet evolving employee preferences, prioritizing work-life balance, flexible work arrangements, professional growth opportunities, and fostering an inclusive culture that values and supports diverse talent |
| Global economic conditions | Global economic conditions can affect an organization's demand for goods and services, which in turn can impact its staffing needs. Economic downturns may lead to layoffs or hiring freezes, while economic growth may create new job opportunities |
| Industry trends and disruptions | Industry trends and disruptions can create new staffing needs or render existing skills obsolete. Organizations need to stay up-to-date on industry trends and be prepared to adapt their workforce accordingly |
| Demographics and workforce composition | Demographics and workforce composition, such as the aging population and the increasing diversity of the workforce, can influence staffing decisions. Organizations need to consider these demographic shifts when planning for their future workforce needs |

## STAFFING PROCESS

Recruitment is the strategic process of identifying, attracting, and selecting top talent to fill open positions, ensuring the organization acquires the right people with the right skills, competencies, and cultural fit to drive its success. It is a critical function of human resource management that aligns the workforce with the organization's goals, values, and long-term vision.

### Definitions

"The term recruitment applies to the process of attracting potential employees of the company." ***—Mc Fariand***

"Recruitment is the process of searching prospective employees and stimulating them to apply for the jobs in the organization". ***—Flippo***

### Types of Recruitment

There are three types of recruitment:

1. **Planned:** It is a preplanned and is based on the revision of the organizational recruitment policy.
2. **Anticipated:** Though not preplanned, these are expected due trends and challenges faced by the organization both internally and externally.
3. **Unexpected:** These are unexpected, and it may arise as a result of the transfer, severe illness of some staff, accidents, etc.




### Objectives of Recruitment

- Identifying and assessing candidates' cognitive abilities and intellectual qualities.
- Attracting individuals with diverse skill sets, experiences, and perspectives that align with the organization's current and future strategic directions.
- Welcoming newcomers and external talent who can infuse fresh ideas and leadership capabilities into the organization.
- Injecting new talent and perspectives at all levels of the organization to foster continuous growth and innovation.
- Cultivating an organizational culture that appeals to and attracts talented individuals, making the company an employer of choice.
- Developing methodologies to assess and monitor the progress of talent acquisition and development initiatives.
- Expanding the talent search beyond the organization's boundaries to a global scale, tapping into diverse talent pools.
- Anticipating and identifying individuals with the potential to fill new or emerging roles within the organization, enabling proactive talent planning.

### Principles

*See* **Figure 5.4**.

### *Sources (Fig. 5.5)*

The origins of recruitment are internal sources and external sources.

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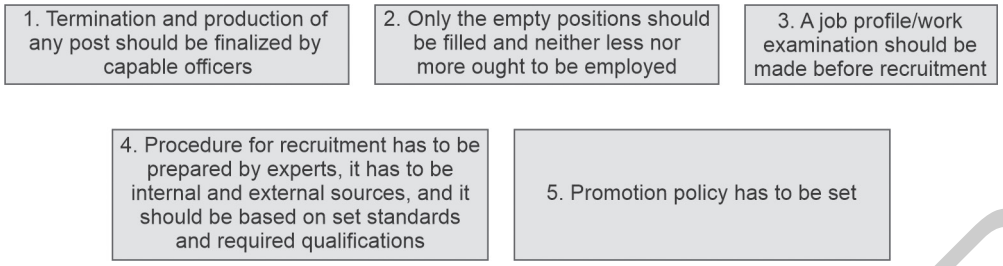


**Fig. 5.4:** Principles.

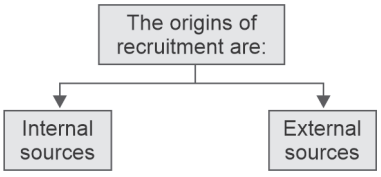


**Fig. 5.5:** Sources.

- **Internal sources:** Internal recruitment involves filling open positions with existing employees from within the organization. This can be done through promotions, transfers, or rehiring former employees. Internal recruitment can be a cost-effective way to fill open positions, as the organization does not have to spend money on advertising or recruiting new employees. Additionally, internal candidates may already be familiar with the organization's culture and its way of doing business.
  It includes present employees, employee referrals, a former employee, and previous applicants. Internal sources of recruitment include:
  - *Current employees:* Facilitating transfers and promotions from within the existing workforce can be a valuable source of talent acquisition. Internal mobility not only provides employees with broader organizational exposure but also cultivates future leaders with comprehensive organizational knowledge.
  - *Employee referrals:* Leveraging the professional networks of current employees can yield highly qualified candidates. Employees can actively promote job opportunities, highlight the organization's advantages, and provide insights to their connections, streamlining the recruitment process.
  - *Former employees:* Re-engaging with former employees can be a strategic move, particularly for part-time or project-based roles. These individuals possess valuable organizational knowledge and can contribute their expertise effectively, minimizing onboarding time.
  - *Previous applicants:* Maintaining a talent pipeline of previous job applicants can be a cost-effective and efficient approach to filling unexpected vacancies. These candidates have already expressed interest in the organization and may be readily contactable for new opportunities.
    Tapping into internal sources not only expedites the recruitment process but also fosters employee engagement, retention, and organizational knowledge transfer, ultimately contributing to a more efficient and effective workforce.
- **External sources**: External recruitment involves hiring new employees from outside the organization. This can be done through a variety of methods, such as online job boards, company websites, social media, and employee referrals. External recruitment can be necessary when the organization does not have the right skills or experience within its existing workforce. Additionally, external recruitment can bring new ideas and perspectives to the organization.
  - *Advertisements:* These constitute a well-known technique to reach for employees as many recruiters suggests this as an excellent method because of its broad reach. For exceedingly specific volunteers/ professional, the ads might be put in professional business journals and newspapers.
  - *Employment exchange and professional or trade associations:* Here's a short paraphrased version:
    - Employment exchanges, established nationwide under the Employment Exchange Act 1959, provide recruitment services to organizations with 25 or more employees. They maintain a database of job seekers' details and facilitate access to suitable candidates. Online job portals like Naukri.com and Shine.com also offer recruitment services. Professional bodies like Trained Nurses Association of India (TNAI) assist nurses in finding overseas employment opportunities.
  - *Campus recruitment:* It covers all the educational and technical training organizations, such as universities, IIT, IIM, Colleges, etc.
  - *Walk-ins, write-ins, and talk-ins:* It is one of the conventional methods of recruitment the job seeker directly walks in or writes a letter to the HR department

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or talks to the executives about the availability of vacancy. The recruiter also can initiate this process.

- *Internship:* It is a newer form of recruitment. Many organizations sponsor internship programs for intern students of different institutes in their organization with some stipend allowance. After the period of internship, the organization recruits those who were excellent during the period of internship. This is a unique method to hire outstanding performer.
- *Consultants:* These are agencies specially established for recruitment of different categories of human resources to different organization that is in need.
- *Contractors:* They usually recruit casual workers in bulk and employ them in the respective work sites of own or provide human resources supply to others who are in need.
- *International recruiting:* It is recruitment across the borders of the country. This is significant in those countries where there is scarcity of trained professionals or workers. It is also done in case of the need for extra ordinary talent. For example Indian nurses' recruitment to the middle east European countries.
- *Tele recruitment:* Organizations advertise job vacancies through the internet, television, radio, etc.

## Recruitment Process/Steps (Fig. 5.6)

1. **Planning:** It includes identifying the need of recruitment and other aspects, such as the number of posts to be filled.
2. **Strategy development:** This involves developing the appropriate method of recruitment.
3. **Searching:** This may vary according to the method of recruitment.
4. **Screening:** According to planned strategy, the candidates are screened and finalized.

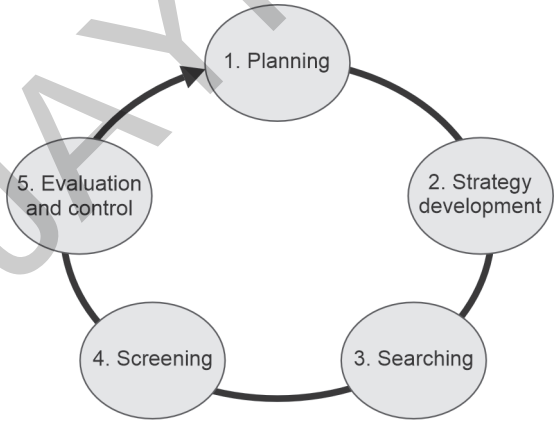


**Fig. 5.6:** Recruitment process/steps.

5. **Evaluation and control:** It is the final stage of offering the order of appointment.

## Factors Affecting Recruitment

Factors affecting recruitment are given in **Figure 5.7**.

## Selection

Selection begins when applications are screened in the workforce office. The selection procedure incorporates meeting, the business' offer, acknowledgment by the candidate, and making of an agreement or composed offer.

Selection is the process of evaluating candidates' qualifications, experience, and fit for the role to identify the most suitable candidates for open positions. It is a critical step in the staffing process, as it helps to ensure that the organization hires the right person.

### *Selection Process Steps (Fig. 5.8)*

- **Screening:** This may involve reviewing resumes, conducting phone interviews, or administering pre-employment tests.
- **In-depth interviews:** The interview is an opportunity to assess the candidate's skills, experience, and fit for the organization. Ask open-ended questions and allow the candidate to ask questions.
- **Reference checks:** Checking references can provide valuable insights into the candidate's work history and performance.
- **Skill assessments:** Some positions may require additional assessments, such as writing samples, presentations, or skills tests.
- **Selection decision:** Once all of the information has been gathered, the selection committee will make a decision about which candidate to hire.

### *Factors to Consider When Selecting Candidates*

- **Skills and experience:** The candidate should have the skills and experience required to perform the job duties.
- **Education and training:** The candidate should have the necessary education and training for the position.
- **Personality and fit:** The candidate should be a good fit for the organization's culture and values.
- **Compensation:** The candidate should be willing to accept the salary and benefits offered by the organization.

### *Selection Tools and Techniques (Fig. 5.9)*

- **Resumes and cover letters:** These documents provide an overview of the candidate's qualifications and experience.

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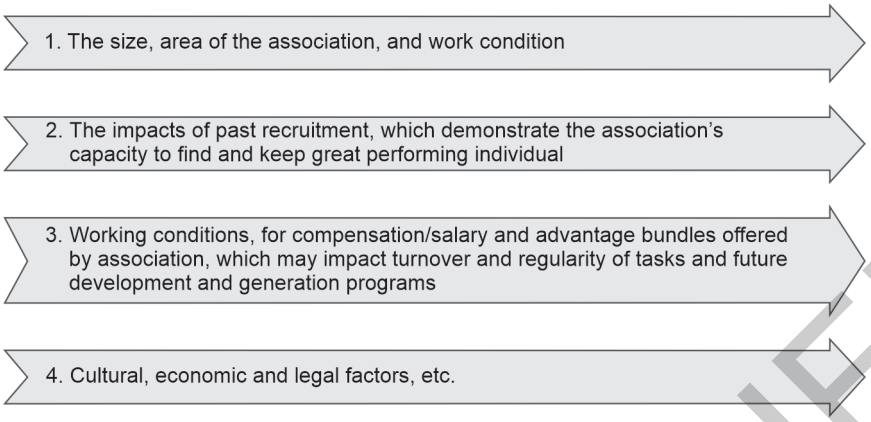


**Fig. 5.7:** Factors affecting recruitment.

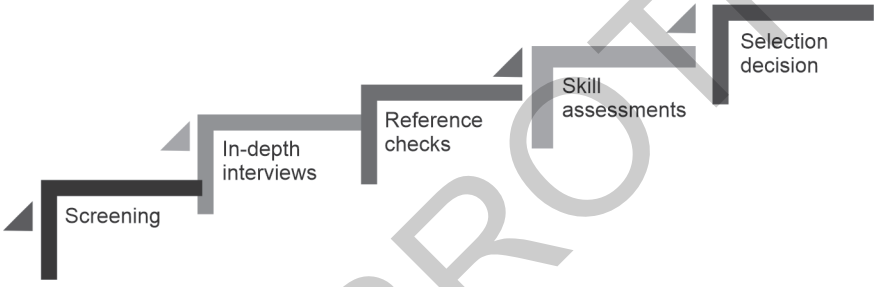


**Fig. 5.8:** Selection process steps.

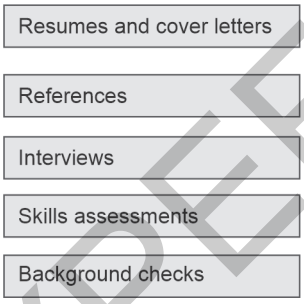


**Fig. 5.9:** Selection tools and techniques.

- **References:** References can provide valuable insights into the candidate's work history and performance.
- **Interviews:** Interviews allow you to assess the candidate's skills, experience, and fit for the organization.
- **Skills assessments:** Skills assessments can help you to measure the candidate's skills and knowledge.
- **Background checks:** Background checks can help to verify the candidate's information and identify any potential red flags.

Selection decisions should be based on a fair and objective assessment of the candidate's qualifications. Organizations should use a variety of selection tools and techniques to gather information about candidates. The selection process should be transparent and consistent, and all candidates should be treated with respect.

Deployment the context of staffing, deployment refers to the process of assigning and integrating new hires into their job roles. It involves providing new hires with an orientation, training them on their specific job duties, and helping them acclimate to the organization's

Deployment is the development of staff starting with one task then on to the next to address operational issues. The arrangement may appear as work assignments inside the present place of employment, parallel exchanges, migration, or impermanent assignments.

It is not an arrangement or appointment inside.

## DEPLOYMENT

Deployment refers to the transition of an employee from one role to another within the organization, without constituting a promotion or altering the employment status from temporary to permanent. The staff deployment process facilitates the reallocation of human resources to new job assignments or responsibilities. This allows organizations to adapt to evolving business needs while providing employees with opportunities to acquire new skills and experiences.

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### Guidelines for Good Deployment

Managers must handle deployments fairly, transparently, and respectfully towards employees.

Deployments require the employee's consent, unless it's a condition of their current role or results from substantiated harassment claims.

Upon deployment, the employee assumes the new position's classification level, terms, and conditions while relinquishing their previous role.

The deployment date is mutually agreed upon in writing or set by the delegated authority if consent is not required. Deployed employees become the substantive incumbents of their new roles.

### Training and Development

Training is a valuable investment for both organizations and employees. It enhances job security for employees by equipping them with relevant skills and knowledge, while simultaneously opening doors for career growth and advancement opportunities. The competencies acquired through training serve as enduring assets, benefiting the organization through improved workforce capabilities and benefiting employees by making them more competitive and marketable professionals. The positive impact of training extends far into the future, yielding long-lasting returns for all stakeholders involved.

## TRAINING

Training is commonly perceived as a structured endeavor aimed at enhancing the knowledge and skills of individuals for specific objectives. It encompasses methodical approaches to impart technical expertise to employees, fostering their proficiency in carrying out designated tasks with effectiveness and competence.

**According to Flippo,** Training is an act of increasing the knowledge and skills of an employee for doing a particular job. Training can become obsolete only when there is a complete elimination of the desire for the skill and knowledge, which may happen because of the technological changes.

- **Rapid technological advancements:** Technology evolves swiftly across industries, introducing automation and streamlined processes. Computers, for instance, simplify controls, while information technology facilitates global coordination among business units. To stay current, employees must continuously acquire new techniques to leverage technological advancements. Training thus becomes an ongoing process to update employees on emerging methods and procedures.
- **Increasing customer expectations:** In a competitive landscape, customers are more discerning and well-informed, demanding superior products and services. With access to multiple information sources, their preferences constantly evolve. To meet these demands and deliver top-notch quality, organizations must continually enhance the skills of their workforce through training.
- **Focus on productivity:** In today's competitive environment, organizations must prioritize productivity to thrive. Continuous skill development among employees is crucial for maintaining high productivity standards. Given that contemporary productivity stems from knowledge, employees must continuously update their skills to remain competitive.
- **Enhanced motivation:** Training serves as a motivational tool for employees, boosting their confidence to tackle challenging tasks. Skill development also contributes to their career advancement, fostering greater job satisfaction and lower turnover rates. A motivated workforce provides stability to the organization, yielding long-term benefits.
- **Improved output accuracy**: Well-trained employees exhibit superior job performance, delivering services safely and proficiently. They demonstrate greater accuracy, reducing errors and accidents while enhancing customer satisfaction and minimizing wastage.
- **Effective management:** Training serves as a strategic tool for planning and control, nurturing employee skills for future roles and promotions. It helps reduce supervision costs, wastage, and industrial accidents, while simultaneously boosting productivity and quality standards.

### Objectives of Training

- **Enhancing job-specific knowledge:** Training aims to augment the expertise of workers in performing specific tasks, thereby improving their proficiency and effectiveness in their roles.
- **Systematic skill development:** Training endeavors to systematically impart new skills to human resources, facilitating rapid learning and adaptation to evolving job requirements.
- **Cultivating positive attitudes:** Training seeks to instill positive attitudes among workers towards their colleagues, supervisors, and the organization, fostering a harmonious and productive work environment.
- **Enhancing organizational performance:** Training contributes to enhancing the overall performance of the organization by equipping employees with the necessary skills and knowledge to meet organizational goals efficiently.

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- **Improving efficiency in handling resources**: Training enables employees to handle materials, machines, and equipment efficiently, thus minimizing wastage of time and resources and optimizing operational efficiency.
- **Ensuring employee safety:** Training endeavors to reduce the number of accidents by providing employees with the necessary safety protocols and procedures, ensuring a safe working environment.
- **Preparing for advancement:** Training prepares employees for higher-level positions by developing advanced skills and competencies, facilitating career advancement and succession planning within the organization.

## Training, Development and Education

The integration of training and development reflects a more holistic approach to human resource management, acknowledging that individuals can fully realize their potential when the learning process extends beyond mere job-specific skills. Dale Yoder suggests that the term "employment setting" is more fitting than training alone, emphasizing that human resources thrive when their learning experiences transcend routine tasks.

While training and development are often discussed together, they serve distinct purposes. Training primarily focuses on imparting job-specific knowledge and skills, enhancing an individual's ability to perform specific tasks effectively. On the other hand, development encompasses a broader scope, encompassing the overall growth and enhancement of an individual in various aspects.

In organizational contexts, development initiatives are geared towards nurturing the talents and capabilities of employees, particularly those in leadership or potential leadership roles. These efforts aim to empower individuals to become more effective in fulfilling the diverse functions of management within the organization. Therefore, while training targets specific job-related competencies, development initiatives are aimed at fostering personal and professional growth across all dimensions.

## Benefits of Training to Employers (Fig. 5.10)

Training helps the employers to reduce the learning time of their employees and achieve higher standards of performance. The employees need not waste time in learning by observing others.

Your text provides a comprehensive overview of the benefits of employee training as well as an explanation




Fig. 5.10: Benefits.

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of credentialing in the healthcare industry. Here's a breakdown of the key points:

**Benefits of employee training:**

- **Increased productivity:** Training enhances employees' skills, leading to improved quantity and quality of output.
- **Standardization of procedures:** Training ensures that employees learn standardized operating procedures, reducing errors and promoting high performance.
- **Lesser need for supervision:** Trained employees require less detailed supervision as they become more self-reliant in their work.
- **Economy of operations:** Trained personnel make better use of materials and equipment, reducing wastage and minimizing accidents.
- **Higher morale:** Proper training boosts employee morale, fostering better cooperation and loyalty towards the organization.
- **Managerial development:** Training helps identify and groom talented individuals for future leadership roles, enhancing organizational productivity.

**Additional benefits:**

- **Increased confidence:** Training instills confidence in employees, making them comfortable with handling new challenges.
- **Acquisition of new skills:** Training develops valuable skills that remain with employees throughout their careers.
- **Career advancement:** Employees can advance their careers faster with enhanced skills and capabilities.
- **Higher earnings:** Improved skills and career development often lead to higher salaries and job satisfaction.
- **Resilience to change:** Training fosters adaptability among employees, enabling them to embrace and thrive in changing environments.
- **Improved safety:** Trained workers handle machinery safely and are knowledgeable about safety protocols, reducing the risk of accidents.

## CREDENTIALING

Credentialing is the process by which selected professionals are granted privilege to practice within an organization. In healthcare organization's this process has been largely confined to physicians. Limited privileges have been granted to psychologist, social workers and selected categories of nurses, such as nurse anesthetists, surgical nurses and midwives. ***—Russell C Swan***

- **Preventing problems before they occur:** Credentialing aims to ensure that individuals or entities possess the necessary qualifications, licenses, or certifications to perform specific tasks or provide certain services. By thoroughly vetting credentials, organizations can mitigate risks associated with incompetence, negligence, or malpractice. This proactive approach helps prevent potential problems before they arise, safeguarding the interests of clients, patients, consumers, and the public at large.
- **Researching qualifications and verification processes:** Credentialing involves in-depth examination and verification of qualifications, credentials, experience, and background information. This process entails researching educational achievements, professional licenses, certifications, work history, references, and other relevant data to ascertain an individual's or organization's suitability and competence. Through meticulous examination and validation procedures, credentialing ensures that only qualified and trustworthy individuals or entities are authorized to provide services, access resources, or engage in specific activities within a particular domain.

  In summary, credentialing serves the dual purpose of proactively preventing potential problems by ensuring the competency and credibility of individuals or entities and conducting thorough research and verification processes to ascertain qualifications and suitability for specific roles or activities

### Process of Credentialing

Absolutely, having comprehensive staff bylaws and protocols in place is crucial for healthcare institutions to ensure that healthcare workers provide competent and safe care. Here's a breakdown of the key elements that should be addressed in these bylaws regarding credentialing, privileging, and maintaining standards of care:

- **Preapplication screening process:** Clearly outline the criteria that healthcare professionals must meet to even be considered for employment or privileges within the institution. This may include educational requirements, licensure, certification, experience, and any other relevant qualifications.
- **Grounds for denial of applications:** Establish transparent criteria and procedures for denying applications if a healthcare professional fails to meet the preapplication screening criteria. This could include reasons, such as insufficient qualifications, disciplinary actions, or legal issues.
- **Re-application process after initial denial:** Provide a fair and transparent process for rejected healthcare workers to appeal or reapply after an initial denial. This process should outline steps for addressing deficiencies,

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providing additional documentation or evidence, and re-evaluation of the application.
- **Rapid credentialing for emergency staff or short-term employment**: Develop expedited procedures for credentialing and privileging healthcare workers who are needed urgently, such as locum tenens or emergency staff. These procedures should prioritize patient safety while ensuring that necessary staffing needs are met in critical situations.
- **Limiting practice for noncompliant healthcare workers:** Establish protocols for addressing healthcare workers who fail to adhere to guidelines or standards of care. This may include retraining, monitoring, restrictions on practice privileges, or disciplinary actions up to and including, termination or revocation of privileges.

By addressing these aspects within staff bylaws and administrative processes, healthcare institutions can effectively manage credentialing, privileging, and standards of care to ensure the provision of competent and safe healthcare services to patients. Additionally, clear and transparent procedures help maintain accountability and uphold professional standards within the institution.

### Significance of Credentialing

- **Legal issues:** Healthcare institutions developing credentialing and privileging policies must consult legal counsel to ensure compliance with state laws, professional standards, and federal regulations.
- **Identification of the application:** Healthcare institutions should require government-issued identification and a photograph with each application, often stamped and notarized. Additionally, when requesting references, including the applicant's photo identification can help prevent identity misuse.
- **Background check:** Today most healthcare institutions perform a background check on all applicants. A background check may reveal any criminal history or domestic violence at both the state and federal levels. Some states recommend that hospitals also request that applicants provide a copy of the police report.
- **Clinical significance:** Healthcare institutions must ensure medical staff competency through a bona fide credentialing process, which now encompasses accreditation standards, reimbursement criteria, and adherence to state and federal laws. This process extends beyond education and training verification to uphold comprehensive standards of practice and compliance.
- **Transfer:** A transfer in employment refers to moving an employee horizontally or laterally within the same organization, typically without significant changes to their role, skills, or benefits. While sometimes involving a shift in pay, transfers are crucial for internal recruitment, allowing organizations to utilize existing talent to fill vacant positions efficiently. Managers often prefer transferring employees who are already familiar with the organization's operations, making transfers a preferred method of filling job openings.

## RETAINING

- Retaining means "Possession" of employees by employer. It is necessary to every organization to retain their employees to achieve the laid down objectives of institution.
- Promotion is advancement of employee to better job, better in terms of greater responsibilities, more prestige, or status, greater skill and especially increased rate of pay or salary.

## PROMOTION

The word "promote" is derived from Latin word "Promovere" meaning to move forward. The dictionary meaning of promote is to exalt in situation, rank or honor, to elevate, to advance.

**Definition:** Promotion is advancement of an employee to better job, better in terms of greater responsibilities, more prestige or status, greater skill and especially increased rate of pay of salary.

### Principles of Promotion

- Principles of seniority
- Principles of merit.

## TRANSFER

A transfer, is a change in job where the new job is substantially equal to the old in terms of pay, status and responsibilities. ***—Edwin Flippo***

The transfer is defined as a lateral shift causing movement of individuals from one position to another usually without involving any marked change in duties, responsibilities, skills needed or compensation. ***—Yoder and Associates***

### Objectives of Transfer

Employee transfers serve various organizational and employee needs:
- **Organizational needs:** Transfers accommodate changes in technology, production volume, schedules,

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and product quality, ensuring that employees are aligned with evolving organizational requirements.

- **Employee requests:** Employees may seek transfers due to personal issues, such as health concerns, family problems, or desire for a change in environment.
- **Workforce adjustment:** Transfers help balance the workforce distribution by reallocating surplus employees from one department to another that is facing shortages.
- **Monotony reduction:** Transfers alleviate monotony and enhance employee versatility by exposing them to different roles and responsibilities.
- **Effective utilization:** Management may transfer skilled employees to different branches or departments to optimize their talents and expertise.
- **Disciplinary action:** Transfers can serve as disciplinary measures for employees engaged in misconduct, relocating them to remote locations as a consequence.
- **Employee relief:** Overburdened employees engaged in complex or hazardous tasks may be transferred to less demanding roles, providing relief and accommodating their preferences.
- **Skill enhancement:** Transferring employees across various departments and units improves their skill sets and broadens their professional backgrounds.

### Types of Transfer (Fig. 5.11)

- **Production transfer:** Employees are assigned to various departments based on their interests and qualifications, while also considering the workload fluctuations within each department. The demand for manpower changes overtime, necessitating adjustments in employee placements to meet evolving organizational needs.
- **Replacement transfer:** When an employee leaves a department for a particular reason, the department needs a replacement. In such scenarios, especially in demanding situations, a senior employee, till the time a replacement is found
- **Versatility transfer:** In learning organizations like ordnance factories, banks, and private companies, employees gain valuable skills by working across various departments, enabling them to learn different systems, procedures, and regulations, fostering versatility and adaptability within the workforce.
- **Shift transfer:** Industrial organizations optimize capacity utilization by operating in multiple shifts, including morning, evening, and night shifts. Some also offer staggered shifts, rotating employees across different shifts to ensure efficient operation and accommodate varying work schedules.
- **Remedial transfer:** After induction, employees are placed in a department and jobs are assigned to them and their performance and behavioral dispositions are recorded. Some employees may emerge as good performers, while many others may emerge as underperformers. The objectives are therapeutic in nature, that is, to rectify the wrong placement.

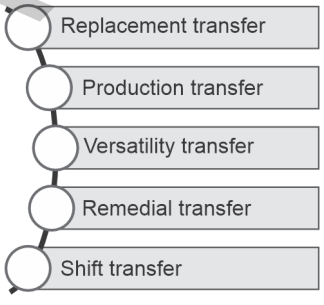


**Fig. 5.11:** Types of transfer.

The basis for transfers should be properly chosen. This problem is of particular importance when more than one employee requests for transfer to the same job or some shift.

## TERMINATION

It is the involuntary end of employment, typically due to expiration of a contract or the employee's ill-health. It can also result from voluntary departure or actions by the employer, such as dismissal for fault or layoff for business reasons like economic downturns, not attributed to the employee's performance.

### Reasons for Termination

- Poor job performance.
- Lack of organizational fit.
- Inability to fulfill job responsibilities.
- Conflict with managers and peers.
- Misconduct, including various forms of rule violations.
- Repeated employment separations, reflecting instability.
- Punctuality issues, absenteeism, or failure to meet expectations.
- Resistance to change.
- Negative attitude or behavior.
- Insubordination.
- Nonadherence to company values.
- Ethical concerns or questionable character.
- Criminal acts.
- Absenteeism and tardiness.
- Unsatisfactory performance or lack of qualifications.
- Failure to meet job requirements.
- Gross misconduct, such as theft or drug abuse.
- Breach of company or public policy.

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### Termination Types

- Voluntary termination (employee-initiated).
- Involuntary termination (employer-initiated).

### Causes of Termination

*See* **Figure 5.12**.

### Process of Termination (Fig. 5.13)

The termination of an employee is always the last option to select and a human resource manager has to be honest, genuine, and steady in the decision. Some aspects mentioned below should be considered during the process of initiating the termination process against an employee.

- **Write down everything:** Documentation is a must during the process of termination as it is the key to the whole procedure. If sufficient documentation is not done, it can be argued that a particular incident or the cause of termination had never occurred. Hence, though time consuming documentation is considered as the key to the termination.
- **Communicate expectations:** Clear job descriptions outlining roles, responsibilities, and expectations are crucial to avoid misunderstandings and potential termination due to unmet organizational expectations. Even without formalized descriptions, employers should communicate these clearly to each employee, considering differing perspectives. Establishing a progressive discipline policy ensures consistent and fair handling of issues, aiding in problem pinpointing and core:
  - *Provide coaching:* Offer informal feedback to both new and existing employees, highlighting both strengths and areas for improvement.
  - *Implement a performance improvement plan (PIP):* Clearly outline problem areas and set specific goals for improvement. Consider verbal counseling for issues like attendance or communication, documenting conversations and obtaining employee acknowledgment.
  - *Conduct written counseling:* If problems persist, move to written counseling, detailing necessary improvements and emphasizing the need for immediate and sustained progress. Obtain employee acknowledgment through signed documentation.

Despite these efforts, if performance fails to improve, termination may be necessary. By this stage, sufficient documentation should support the decision.

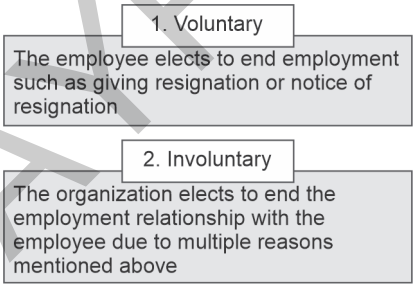


**Fig. 5.12:** Causes of termination.

### Advantages

For employees, the superannuation system ensures financial security in retirement, facilitating effective life management post career.

For the government, funds deducted from employee contributions support national development initiatives, such as the CPF fund, EPF, and ECT.

### Disadvantages

Lump sum withdrawals from superannuation, whether in accumulation or pension phases, can pose challenges. Sudden access to a large sum may lead to rapid depletion, leaving individuals reliant on government assistance or facing financial hardship.

## SUPERANNUATION

Superannuation, also known as a retirement plan or pension plan, is a program established by an organization for the benefit of its employees. These programs can be characterized as either defined benefit plans, where the organization manages reserves that grow until the employee retires, or defined contribution plans, where both the organization and the employee contribute to funds that accumulate until retirement, providing a source of income in retirement.

### Staffing Requirement Calculation

The nursing standard is suggested by different committee, staff inspection committee, Trained nurses' including

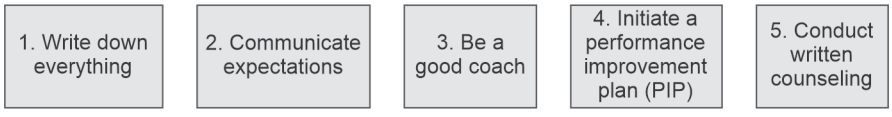


**Fig. 5.13:** Process of termination.

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the association of India, and Indian Nursing Council. All the above committee and staff inspection unit (SIU) have prescribed the standards for ideal nurse-patient proportion.

- **Recommendation:**
  - The posts of head nurse or senior nursing officer and staff nurses are clubbed to calculate the staff privilege for performing nursing care work, which they keep on functioning even after promotion.
  - Based on the entitlements, working with regard to the norms, 30% of the posts might be authorized as the head nurse/senior nursing officer. This would additionally enhance the current proportion of 1 head nurse to staff nurses a settled by the administration in the settlement with the Delhi Nurse Union in May 1990.
  - The posts of deputy nursing superintendent may proceed at the level of 1 deputy nursing superintendent (DNS) per every 7.5 ANS.
  - There will be nursing superintendent for each clinical having bed strength of 250 and above.
  - There will be a post od 1 chief nursing superintendent for each clinical having at least 500 beds
  - It is suggested that 45% of posts included for the region of 365 days working including 10% leave bold (maternity leave, earned leave, and day off as nurses are entitled to 8 days off every month).
- **Nurse patient ratio as per the SIU norms (Table 5.3):** Notwithstanding the 10% reserve according to the rules, 45% of the post should account for round the clock administration throughout the year.

**Table 5.3: Nurse-patient ratio as per the SIU norms.**

| *Sl. No.* | *Area/ward* | *Ratio of staffing* |
|---|---|---|
| 1. | General | 1:6 |
| 2. | Special—(child health, skin and burns neurosurgery, cardiothoracic, neuromedicine, emergency unit attached to casualty) | 1:4 |
| 3. | ICU/CCU/ITU | 1:1 |
| 4. | Labor room | 1:1 per table |
| 5. | Operation theatre | Major 2:1 per table<br>Minor 2:1 per table |
| 6. | OPD, Blood bank, eye, ENT, vaccination, medical, dental, central sample collection center, orthopedic, microbiology.<br>OPD: Pediatric immunization, family planning, venereal disease center, chemotherapy, neurology, orthopedic, gynecology, X-ray, skin, burns | One in each<br><br>Two in each |

**According to Trained Nurses Association of India and Indian Nursing Council, the acceptable nurse patient ratio in hospital is given as below:**

- **Chief nursing officer:** 1 for every 500 beds
- **Nursing superintendent:** 1 for every 400 bed or more
- **DNS:** 1 for every 300 beds and 1 extra for 200 beds.
- **ANS:** 1 for 100–150 bed or 3–4 wards
- **Ward sister:** 1 for 25–30 beds or 1 ward. 30% leave hold.
- **Staff nurse:** 1 nurse for every 3 beds in teaching hospital and 1 nurse for every 5 beds in nonteaching hospital.
- Other staff nurse to be accommodated for carrying out departmental research work.
- **For OPD and emergency:** 1 staff nurse for 100 patients
- For intensive care unit: 1:1.
- It is proposed that every 250 bedded hospitals, there ought to be one infection control nurse.

## HUMAN RESOURCE MANAGEMENT IN HOSPITAL AND COMMUNITY

Human resource management is a part and parcel of every organization irrespective of its domain of operation. The human resource department (HRD) ensures the recruitment and selection of right person for the right places. The HRD decides the work needs of organization as projected by the respective department heads. The HRD must meet all the existing and future manpower needs of the organization.

### Functions of HRM in Community and Hospitals Services

- Creating the policy of human resource management in the organization, which is acceptable to the top, management and beneficial to the organization.
- Recognize the human resource needs of the organization.
- Informing and education are the significant members of the organization regarding the human resource policy of the organization.
- Applying research in the policy making of the organization.

### Human Resource in Hospital Service

Regardless of the type or category, every hospital or health organization should have a sound human resource management policy and a team for carrying out the functions of the HRM. This may vary according to the hospital policies, the type of human resources required, and sectors of service. Every organization has a separate department of human resource, which performs the

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functions in collaboration with other departments and top-level officers or managers.

## Category of Manpower in a Hospital (Fig. 5.14)

- **Medical officer:** Consists of medical superintendent, nursing superintendent and other managerial members.
- **Medical team:** Consists of specialists, consultants, medical officers, medical resident and medical students.
- **Nurses:** They are qualified and registered nurses and midwives. There are staff nurses, ward in-charges, shift in-charges and nursing managers, etc. They provide direct patient care or perform extended duties, such as supervision, clinical nurse specialist, nurse practitioner, advanced nurse practitioner, etc.
- **Social workers:** They are specially trained in social service master in social worker (MSW). Their primary role is to provide psychological, financial, and emotional support to the individuals and families affected with some illness and disability.
- **Dietitian:** They help in meal planning according to the patients condition and medical requirement. The nutritional needs of each patient are different, and healthy diet is inevitable component in the treatment and recovery of ill patients.
- **Physiotherapist:** They help the patients in achieving range of motion (ROM) and assessed in rehabilitation of patients by delivering different therapeutic approaches.

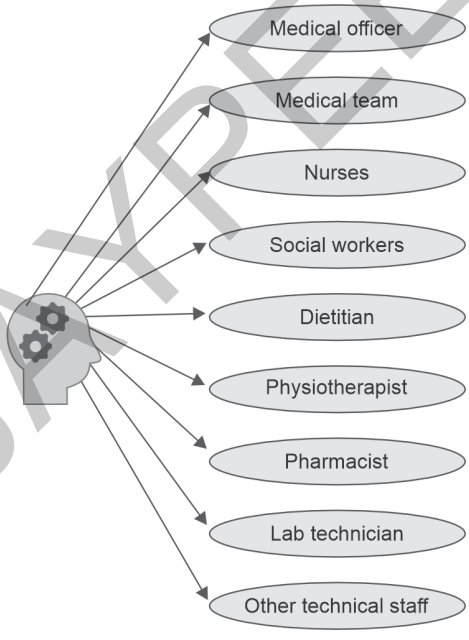


**Fig. 5.14:** Category of manpower in a hospital.

- **Pharmacist:** They deal with purchasing, storage and distribution of medicines and other surgical equipment as per the requirement of the hospital.
- **Lab technician:** They carry out all the investigations of body fluids and other substances for diagnostic purposes.
- **Other technical staff:** They include X-ray and other imaging technicians, receptionists, central sterile supply department (CSSD) staff, OT staff, hospital marketing department, human resource department, sanitary staff, etc.

## Human Resource in Community Health Services

Community health is a focus of health service beyond the curative concept of health care. It focuses on preventive, therapeutic and rehabilitative health careers services provided either as an institutionalized service or deinstitutionalized.

## Category of Manpower in Community Health Services (Fig. 5.15)

- **Medical officer:** A person who plans, organizes, coordinates, and evaluates the functions of health centers. It may be at the primary level or the block level. The overall purpose of the health centers, such as outpatient department (OPD) services, inpatient department (IPD) services, maternal and child healthcare services, national health programs, and implementation of all health policies.
- **The medical team:** Consist of consultants, medical residents, specialist of AYUSH.
- **Community health nurse:** Provides direct patient care at community health center (CHC), primary health




**Fig. 5.15:** Category of manpower in community health services.

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center (PHC), sub centers. They perform various functions, such as patient care, health education, advocate, supervisor, etc.

- **Female/male health worker:** Provides direct patient care at CHC, PHC, sub centers.
- **Pharmacist:** They deal with purchasing, storage and distribution of medicines and other surgical equipment as per the requirement of the hospital.
- **Social works:** Their central role is to provide psychological, financial and emotional support to the individuals and families affected by some illness or disability.
- **ASHA worker:** Conducts home visiting and helps in the implementation of national health programs.
- **Others:** They include drivers, peons, cleaning staff, etc.

Human resource management is the organizational function that decides the overall functioning of any organization. It helps in fostering the knowledge, skills, and values among employees so that their efficiency performance can be increased.

## Estimation of Nursing Staff Requirement

Staffing is the systematic approach to the problem of selecting, training, motivating and retaining professional and nonprofessional personnel in any organization. It involves manpower planning to have the right to person in the right place and avoid-square peg in round hotel.

Staffing is certainly one of the major problems of any nursing organization, whatever it be a hospital, nursing home, healthcare agency or in educational organization. Estimation of staff requirements is important for rendering good and quality nursing care.

## Allocation

Appropriate selection of nursing in the departments according to their capabilities would help nurses to provide efficient nursing care to the patient.

### *Allocation Procedure*

**Patient classification systems:** A patient classification system that quantifies the quality of nursing care is crucial for staffing nursing units in hospitals and nursing homes effectively. When selecting or implementing such a system, it's important to involve a representative committee of nurse managers, possibly including a representative from hospital administration. The primary aim of a patient classification system is to enable healthcare facilities to respond effectively to the constant variation in the care needs of patients. By accurately assessing patient acuity and care requirements, facilities can allocate nursing staff resources appropriately to ensure optimal patient outcomes and quality of care.

### *Purposes*

- **Establishing a unit of measure:** The system will establish a unit of measure for nursing that is time-based, enabling the determination of the number and types of staff needed for patient care.
- **Program costing and budget formulation:** It facilitates program costing and the formulation of the nursing budget by providing a standardized measure for estimating resource requirements.
- **Tracking changes in patient care needs:** The system aids in tracking changes in patients' care needs overtime, allowing nurse managers to adjust staffing levels accordingly. This helps in moderating and controlling the delivery of nursing services.
- **Determining productivity values:** By quantifying the time required for nursing activities, the system allows for the determination of productivity values, which can be useful for evaluating efficiency and performance.
- **Ensuring quality of care:** Once a standard time element has been established, staffing levels can be adjusted to meet aggregate time requirements. Nurse managers have the flexibility to elect the staff within the standard time and reduce costs while maintaining quality standards.

## Patient Care Classification (Table 5.4)

According to the nursing care conducted by College of Nursing Delhi and TNAI patients are classified under three categories

1. Completely dependent
2. Partially dependent
3. Ambulatory

## Calculating Staffing Needs (Table 5.5)

The following are the hours of nursing care needed for each level patient for shift.

| | *Category I* | *Category II* | *Category III* | *Category IV* |
|---|---|---|---|---|
| **NCHPPD for morning shift** | 2.3 | 2.9 | 3.4 | 4.6 |
| **NCHPPD for evening shift** | 2.0 | 2.3 | 2.8 | 3.4 |
| **NCHPPD for night shift** | 0.5 | 1.0 | 2.0 | 2.9 |

According to the study the nursing hours needed by per category of patient in 24 hours assessed as given below:

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**Table 5.4: Patient care classification.**

| *Area of care* | *Category I* | *Category II* | *Category III* | *Category IV* |
|---|---|---|---|---|
| Eating | Feeds shelf | Needs some help in preparing | Cannot to feel self but is able to chew and following swallowing | Cannot feed self any may how difficulty swallowing |
| Grooming | Almost entirely self sufficient | Need some help in bathing oral hygiene | Unable to do much for self | Completely dependent |
| Excretion | Up and to bathroom alone | Needs some help in getting up to bathroom urinal | In bed needs bet pan/ urinal placed | Completely dependent |
| Comfort | Self sufficient | Needs some help with adjusting position/bed | Cannot turn without help get drink adjust position of extremities | Completely dependent |
| General health | Good | Mild symptoms | Acute symptoms | Critically ill |
| Treatment | Simple supervised, simple dressing | Any treatment more than once worshiped folic catheter care in takeout put | Any treatment more than twice/shift | Any elaborate delicate procedure recurring to nurses' vital science more often than every 2 hours |
| Health education teaching | Routine follow up teaching | Initial teaching of care ostomies; New diabetics | More intensive items, teaching of apprehensive/ mildly resistive patients | Teaching or resistive patients |

**Table 5.5: Calculating staffing needs.**

| *Category of patient* | *Morning shift* | *Evening shift* | *Night shift* | *Total* |
|---|---|---|---|---|
| **Completely dependent** | 3.27 | 2.5 | 1.47 | 7.24 |
| **Partially dependent** | 1.62 | 0.91 | 0.55 | 3.08 |
| **Ambulatory** | 1.20 | 0.70 | 0.17 | 2.07 |
| **Total** | 6.09 | 4.11 | 2.19 | 12.39 |

## A Guide to Shifting Nursing Services

- **Projecting staffing needs:** Some steps to be taken in projecting staffing needs include
  - Identify the components of nursing care and nursing service.
  - Define the standards of patient care to be maintained.
  - Estimate the average number of nursing hours needed for the required hours.
  - Determine the proportion of nursing hours to be provided by registered nurses and other nursing service personnel.
  - Determine policies regarding these positions and for rotation of personnel.
- **Computing number of nurses assigned on weekly basis:**
  - Find the total number of general nursing hours needed in 1-year average patient census X average nursing hours per patient for 24 hours its days in week X weeks in year.
  - Find the number of general nursing hours needed in 1 year which should be given by registered nurses and the number which should be given by auxiliary nursing personnel.
  - Number of general nursing hours per year X percentage to be given by registered nurses.
  - Number of general nursing hours per year X percentage to be given by auxiliary nursing personnel.
- **One method for determining the nursing staff of a hospital**
  - To determine the number of nursing staff for nursing staffing a hospital involves establishing the number of work days available for service nurse per year.
  - Work load measurement tools.
  - Requirement for staffing is based on what was standard unit of measurement for productivity is used in a given unit a formula for calculating nothing care hours per patient day (NCH/PPD) is reviewed.
- **NCH/PPD = Nursing hours worked in a 24-hour patient census.**
- **Estimation of nursing staff requirements in a 73-bed ward.**
  - Total bed strength of the ward = 73
  - Total number of completely dependent patients = 9

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**Table 5.6: Total workload for 73 patients.**

| *Category of patient* | *Daily average time per patient in 24 hours* | *Total patient* | *Calculation per category of patients* | *Total* |
|---|---|---|---|---|
| Completely dependent | 7.24 | 9 | 7.24 × 9 | 65.16 |
| Partially dependent | 3.08 | 31 | 3.08 × 31 | 95.48 |
| Ambulatory | 2.07 | 33 | 2.07 × 33 | 68.31 |
| | | | | 228.95 |

- Total number of partially dependent patients = 31
- Total number of ambulatory patients = 33

**Shows total workload for 73 patients (Table 5.6)**
Total workload for 73 patients = 228.95 hours
Nursing hours per day = 7 hours
There for the number of nurses required in the ward

$$= \frac{\text{Total workload for 73 patient}}{\text{Total nursing hours per day}}$$

$$= \frac{228.95}{7} = 32.7 = 33 \text{ nurses}$$

**Total number of leaves per year**

- Annual leave 30 days
- Sick leave 12 days
- Casual leave 12 days
- Hospital holidays 12 days
- Weakly off 52 days
- Total 118 days

**To meet the leave vacancies extra nurses required**

$$= \frac{\text{Total number of leaves per year} \times \text{total workload in hours for 73 patients}}{\text{Number of days in a year} \times \text{duty hours of one staff per day}}$$

$$= \frac{118 \times 229}{365 \times 7} = 10.6 = 11$$

Therefore, total number of nurses required in the ward = 33 + 11 = 44 nurses

**Staff required in each shift according to workload**
Staff in morning shift (119.25 × 33)/228.95
= 17.18 = 17 staff
Nurses staff in evening = (73.81 × 33)/228.95
= 10.63 = 11 staff
Shift staff in night shift 33 – (17 + 11) = 5 nurses

**To find out professional and nonprofessionals**
Professionals = 42 × 0.65 = 27.3 = 27 nurses
Nonprofessionals = 42 × 0.35 = 14.7 = 15 nurses

**To find out the shift level nurses number**
Morning shift = 45% × 0.45 = 12.15 = 12
Evening shift = 37% = 27 × 0.37 = 9.99 = 10
Night shift = 18% = 27 × 0.18 = 4.86 = 5

Nonprofessionals also the ratio is same.

## CONCLUSION

The total number of staff nurse actually required in 73 bedded general ward is 44 among that 17 nurses in morning shift 11 nurses in evening shift 5 nurses in night shift and 11 nurses on leave (30%). 29 professionals and 15 nonprofessionals.

**Categories of nursing personnel and their job description in a hospital Job description.**

## INTRODUCTION

Job descriptions play a vital role in the hiring and retention of personnel. They outline essential and nonessential tasks, reporting relationships, required qualifications, and working conditions for specific positions. Supervisors are responsible for developing and updating accurate job descriptions tailored to their staff's roles. These descriptions should align with the classification and organizational structure. While duties may vary within the same classification due to departmental settings, clear job descriptions ensure clarity in roles and responsibilities, aiding in hiring and retaining the best workers.

### Definition of Job Description

A job description is a clear, concisely and clearly communicating written statement of duties and responsibilities and organizational relationships that constitute a given job or position. It is a sort of a checklist of what a job involves its nonessential and essential functions, job specifications, and other applicable information pertaining to the job.

### Purposes of a Job Description

The objective of a job description is to have a clear outline of duties and responsibilities to make the screening process as direct and focused as possible.

**Job descriptions may have the following elements:**

- Improvement in cooperation by giving all members of the organization insight in existing responsibilities/roles.
- Enabling career moves within the organization.
- Determines the amount of pay for each function.

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