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**New Delhi -110075**

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

**For the award of**

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

**By**

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### Certificate of Approval

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

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**Park Hospital**  
Super Speciality Hospital



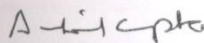
### Certificate of Internship Completion

Dated:- 02-05-2012

TO WHOM IT MAY CONCERN

This is to certify that **Dr. Sweety Kaurwal**, a student of Post-Graduate Diploma in Health and Hospital Management, of Institute of Health Management & research, New-Delhi has successfully completed 3 months internship in our organization from Jan 1<sup>st</sup>, 2012 to March 31<sup>st</sup>, 2012. During the internship she has worked on **"To analyze the effectiveness of Screening process in Recruitment and Selection process at Park Hospital"** under the guidance of undersigned and his team. During the brief period of her association with our organization she was found to be hardworking, sincere, and diligent in conducting the said study.

We wish her good luck for her future assignments.



Dr. Ankit Gupta

Managing Director

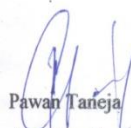
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**Certificate from Dissertation Advisory Committee**

This is to certify that **Dr. Sweety Kharwal**, a student of the **Post- Graduate Diploma in Health and Hospital Management**, has worked under our guidance and supervision. She is submitting this dissertation titled **"To analyze the effectiveness of Screening process in Recruitment and Selection process at Park Hospital"** in partial fulfillment of the requirements for the award of the **Post- Graduate Diploma in Health and Hospital Management**.

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.



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## ABSTRACT

"To analyze the effectiveness of screening process in Recruitment and Selection process at Park Hospital"

by

Dr. Sweety Kharwal

**Introduction:** The process for Recruitment and selection comprises of selecting the right candidate for the right job at the right time and at the right place. Recruitment is a tool of identifying the potential candidate for the desired profile in the organization

**Methodology:** The study is of case research design in nature. Criteria were chosen as discussed with management.

**Results:** The results of this study have shown that walk in interviews for screening candidates is better than email

Also the cost effectiveness was analyzed and results showed that walk in screening method is more cost efficient.

**Conclusion:**

Walk in screening is more effective and efficient than email.

## **ACKNOWLEDGEMENT**

The Project Title “To analyze the effectiveness of screening process in Recruitment and Selection process at Park Hospital” , has been conducted by me during 1<sup>ST</sup> Jan to 31<sup>st</sup> March at **PARK HOSPITAL**. I have completed this project under the guidance of **Dr Ankit Gupta**.

I owe enormous intellectual debt towards my guides **Dr. Ajit Gupta and Dr. Ankit Gupta** who have augmented my knowledge in the field of **RECRUITMENT AND SELECTION PROCESS Specifically in analysis of effectiveness of screening process in Recruitment and Selection process at Park Hospital**. They have helped me learn about the process .I am obliged to them for the cooperation during the Internship. My increased spectrum of knowledge in this field is the result of their constant supervision and direction that has helped me to absorb relevant and high quality information.

I would like to thank them for their guidance and enriching my thoughts in this field from different perspectives.

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Last but not the least, I feel indebted to all those persons and organizations who have provided helped directly or indirectly in successful completion of this study.

	<b>TABLE OF CONTENTS</b>	
	<b>TOPIC</b>	<b>PAGE NO.</b>
	Abstract	5
	Acknowledgement	6
	List of Table	9
	List of Figures	10
	List of Appendices	11
	Acronyms	12
	PART I: Internship Report	13
	PART II: Dissertation Report	27
1.	Introduction	28
	1.1 Review of Literature	31
	1.2 Recruitment and selection process	33
	1.3 Rational	38
	1.4 Objective	39
2.	Methods and Data	40
	2.1 Research Design	40
	2.2 Screening Criteria	40
	2.3 Sample Size	41
	2.4 Effectiveness of walk in and email CV's	41
	2.5 Cost Effectiveness was calculated on bases	42
	2.6 Inclusion	42
	2.7 Exclusion	42
	2.8 Variables of the study	42
	2.9 Data Sources	43
	2.10 Study Duration	43
	2.11 Sample Collection Tools	43

	2.12 Tools for Analysis	43
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3.	Results and Findings	44
4.	Limitations	56
5.	Conclusion	56
6.	Recommendation	56
7.	Reference	57
8.	Annexure	58



## LIST OF TABLES

<b><u>TABLES</u></b>	<b><u>PAGE NO.</u></b>
Variables	42
Doctors	45
Nurses	46

	<b>LIST OF FIGURES</b>		
<b>S. No.</b>	<b><u>FIGURE</u></b>	<b><u>DESCRIPTION</u></b>	<b><u>PAGE NO.</u></b>
1	Effectiveness of Doctors CV	Based on final selection	44
2	Effectiveness of Nurses CV	Based on final selection	45
3	Effectiveness of Other Staff CV	Based on final selection	46
4	No. Of walk in CV of doctors	Category	47
5	No. Of walk in CV of Nurses	Category	50
6	No. Of walk in CV of Other staff	Category	53
7	Total effective cost in walk in category	Doctors	48
8	Total effective cost in email category	Doctors	49
9	Comparison of effective cost of walk in & email	Doctors	50
10	Total effective cost in walk in category	Nurses	52
11	Total effective cost in email category	Nurses	52
12	Comparison of effective cost of walk in & email	Nurses	53
13	Total effective cost in walk in category	Other Staff	55
14	Total effective cost in email category	Other Staff	54
15	Comparison of effective cost of walk in & email	Other Staff	55

## **LIST OF APPENDICES**

Appendix 1- Cover Page

Appendix 2-Topic Page

Appendix 3- Internship Completion Certificate

Appendix 5- Certificate of Approval

Appendix 6- Approval of DAC

Appendix 7- Abstract

Appendix 8- Acknowledgement

Appendix 9- Table of Contents

Appendix 10- List of Figures

Appendix 11 –List of Appendix

Appendix 12- List of abbreviations

Appendix 13- Internship report

Appendix 14- Dissertation

Appendix 15- References

# ACRONYMS

## **Acronyms/Abbreviations used**

ID     – Identification

HR     – Human Resources

CQI    -- Continuous Quality Improvement

ROM    -- Responsibility of Management

FMS    -- Facility Management and Safety

IMS    -- Information Management System

HRM    -- Human Resource Management

KRA'S  -- Key Responsibility Areas

JD     -- Job Description

# **PART - I**

## **INTERNSHIP**

## **1.1 INTRODUCTION**

### **1.1.1 Objective of the internship**

Working with PARK HOSPITAL, it gave me an opportunity to put into practice skills which I have learned in college. In addition, it gave me a chance to enhance the skills, obtain the perspective of a work environment and benefit from a mentor or supervisor's experience and advice.

It is said that without theory, practice is blind and without practice theory is meaningless. Any class room coaching can be made effective if it is supplemented by practical exposure in an organization. To bridge the gap between theory and practical and for proper solution of health care problem practical knowledge is very important and to be a perfect administrator one must be well aware of practical environment.

To complete my internship with full efficacy and efficiency

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

Internship is a kind of blessing to me, who comes to know how industry works in their very academic stage. The internship program prepares them mentally for starting a good and confident career in today's cut and throat competitive world..

The primary objective of the Intern program is to know the hospital working, some experience and knowledge on the recruitment and selection process and other functioning in HR ,management and operations of a hospital.

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

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

I was introduced to the hospital as a Management trainee in the department of Human Resources.

I was there in all the process of recruitment and selection and have seen what all things should be carefully analyzed in case of recruitment, advertisement. It was a great experience to see HR and other department to right from there construction phase to commissioning of the hospital. There was a lot of learning in the hospital.

Park is one of the good upcoming hospitals in the Health sector. It was good of them to involve me in their day to day working like short listing of CV's for Recruitment, making calls to the Candidates, and maintaining their database in the Excel Sheet.

My specialization being Human Resource; my focus has been to study the recruitment Practices that are being followed by Park. In addition I have also tried to learn and study about all the other activities that come under the purview of the HR department of any organization .At Park I was also involved in making and maintaining personal files of each staff and to some extent in the updating of the Job description in the organization, hence this report also talks about the need for Job Description in organizations and the how it is maintained in PARK.

## **1.2 PARK HOSPITAL – ORGANIZATION PROFILE**

### **Vision**

To provide medical and health care management and delivery to all the sections of the Indian Society in combination the best medical skills, technology and human values.

### **Mission:**

- ❖ Create continuous learning organization
- ❖ Imbibing the values of Patient first philosophy
- ❖ Preferred choice for healthcare management
- ❖ Proactive healthcare provider to community health care needs and development

## **Core Values**

### **❖ BUILDING HEALTH & FITNESS**

- Commitment
- Compassion
- Economical cost
- Empathy
- Best Surgery
- World class service standard

## **Our Services**

- ❖ Anesthesia /Pain Management
- ❖ Blood Bank
- ❖ Cardiology and Cardio Thoracic Vascular Surgery
- ❖ Critical care
- ❖ Cancer and Oncology
- ❖ Dentistry
- ❖ Dermatology and Cosmetic Surgery (Plastic and Reconstructive Surgery)
- ❖ Emergency Medicine and Ambulance Services
- ❖ Endocrinology
- ❖ ENT (Ear , Nose and Throat)
- ❖ General Surgery (Minimal Invasive and Bariatric Surgery)
- ❖ Gastroenterology
- ❖ Gynecology and Obstetrics
- ❖ Internal Medicine
- ❖ Nephrology
- ❖ Neurology and Neurosurgery
- ❖ Ophthalmology
- ❖ Orthopedics
- ❖ Pediatrics
- ❖ Pulmonology and respiratory Medicine



- ❖ Urology
- ❖ 24 hour emergency and pharmacy
- ❖ Radiology Services and diagnostics

### **Our Specialized Programmes**

- ❖ Master Health check up
- ❖ Corporate Health Check up
- ❖ Healthy Heart
- ❖ Comprehensive Health Check
- ❖ Women Check up
- ❖ Men check up
- ❖ Diabetes check up
- ❖ Breast check up
- ❖ Cancer check
- ❖ Children check up
- ❖ Dental Check up

### **Park Heart Center**

Safe heart, Health heart as the theme, we cater to the following branches of Cardiology viz. Clinical Cardiology, Pediatric Cardiology, Preventive Cardiology. We have surgeons who perform a wide array of Cardiac Thoracic and Vascular Surgery

### **Invasive Procedures**

- ❖ Aneurysm Coiling
- ❖ Aneurysm Surgery
- ❖ Beating heart Coronary Surgery
- ❖ Bi-Ventricular pacemaker Implants /CRT
- ❖ Cardiac & Vascular Trauma Surgery
- ❖ Cardiothoracic Surgery

- ❖ Carotid and Vertebral angiography
- ❖ Carotid Angioplasty
- ❖ Carotid Angioplasty
- ❖ Carotid Artery Surgery
- ❖ Carotid and Vertebral Angiography
- ❖ Clinical Cardiology
- ❖ Coil embolization of abnormal vascular channels
- ❖ Coronary Angiography
- ❖ Coronary Angiography on Cath (CAG)
- ❖ Coronary Angioplasty and stenting
- ❖ Coronary artery Bypass Graft Surgery –CABG
- ❖ Device closure of Congenital heart defects
- ❖ Diagnostic right and left heart catheterization and angiography
- ❖ Heart Valve repair or replacement
- ❖ ICD implants
- ❖ Interventional Cardiology , Coronary Angioplasty and stenting (PTCA)
- ❖ Intra-aortic balloon pumping
- ❖ Minimal Invasive Direct Coronary bypass surgery (MIDCAB)
- ❖ Peripheral angiography and stenting
- ❖ Permanent and temporary Pacemaker Implants
- ❖ Radio-frequency ablations for arrhythmia
- ❖ Renal angiography and stenting
- ❖ Rotablation
- ❖ Rotablation
- ❖ Valvuoplasty

#### **Non -Invasive Procedures**

- ❖ ECG
- ❖ Echocardiography and colour Doppler
- ❖ Holter Monitoring
- ❖ Stress Echocardiography

- ❖ TMT
- ❖ Vascular Doppler Studies

### **Neuro Sciences: Neurology and Neurosurgery**

This department at Park Hospital, Gurgaon offers evaluation, specialized care of wide range of services to patients with Backache, Brain Hemorrhage, Epilepsy, Facial pain, Headache to stroke, Neuro oncology and Spinal disorders

#### **Stroke center**

Intraarterial thrombolysis  
 Intravenous thrombolysis  
 Mechanical thrombolysis  
 Stroke prevention  
 Stroke rehabilitation

#### **Clinics**

Dementia Clinic  
 Headache Clinic  
 Movement Disorder Clinic  
 Multiple sclerosis

#### **Services available**

Brain Tumour surgery  
 Cerebro –vascular Surgery  
 Deep Brain Stimulation  
 Head Injury Surgery  
 Neuro Navigation  
 Paediatrics Neurosurgery  
 Skull base Surgery  
 Stereotactic Neurosurgery

### **Spine Surgery Center**

Anterior Decompression and fixation of Cervical spine

Corrective Surgery for Kyphosis /Scoliosis

Disc replacement

Kyphoplasty

Minimal Invasive spinal surgery

Paediatrics Neurosurgery

Posterior Lumbar interbody fusion

Retriperitoneal Decompression

Transformational Lumbar Interbody fusion

Transthoracic Decompression

### **Neurophysiology Laboratory**

EEG

EMG

Evoked Potentials

Long term Memory Test

Nerve Conduction Studies (NCV)

Sleep study

### **Orthopedics Joint Center**

This center at Park Hospital, Gurgaon offers the following surgical care employing sophisticated techniques for the treatment of joints using equipments like operating microscopes and computer navigations.

We have the operation theaters equipped with Laminar Air flow systems and Specialized filters to minimize the risk of infections.

The center is equipped with latest implants like high flexion implants and offers physiotherapy services.

### **General Orthopedics**

- ❖ Deformity correction
- ❖ Reduction of fracture
- ❖ Sport Injuries
- ❖ Treatment of Degenerative diseases like – Osteoporosis

### **Joint Reconstruction**

- ❖ Arthroscopic surgery
- ❖ Hand Surgery
- ❖ Hip Replacement
- ❖ Knee Replacement
- ❖ Shoulder replacement
- ❖ Surface replacement of hip

### **Ortho spine Treatment**

- ❖ Spine fracture and Paralysis
- ❖ Degenerative Spine
- ❖ Revision spine Surgery
- ❖ Spine Instrumentation
- ❖ Spine Tumor
- ❖ Ozonolysis

### **Surgery and Allied Specialties: General Laparoscopic and Assisted Surgery**

This department comprises of surgery who specializes in various/different areas of surgery and the surgical procedures are dedicated to performing surgeries which are minimal invasive in nature enabling patients to recover fast , less post-operative pain and minimal post surgical complications.

### **General Surgery**

- ❖ Gall bladder removal
- ❖ Appendisectomy

- ❖ Hernia
- ❖ Intestinal
- ❖ Gall Bladder diseases and surgical jaundice

### **Bariatric Surgery**

- ❖ Gastric Banding
- ❖ Bypass Surgery
- ❖ Sleeve Gastrectomy

### **Other Surgery**

- ❖ Cancer
- ❖ Breast
- ❖ Head & Neck
- ❖ Laser surgery for Prostate
- ❖ Piles Stappler Surgery
- ❖ Nephrectomy
- ❖ Trauma
- ❖ Gastrointestinal Bleeding
- ❖ Perforation
- ❖ Intestinal Obstruction
- ❖ Abdominal Trauma

### **Ear, Nose and Throat**

This department has been equipped with advanced diagnostic and surgical instruments specialized for ENT Care and treatment.

### **Key Surgeries**

- ❖ Adenoidectomy
- ❖ All Head & Neck cancers
- ❖ Audiometry
- ❖ Cochlear Implant

- ❖ Early detection of oro-laryngeal cancer
- ❖ Endoscopic Nasal Surgery
- ❖ Foreign Body removal
- ❖ Functional Endoscopic Sinus Surgery (FESS)
- ❖ Hearing Aid Trial
- ❖ Mastoidectomy
- ❖ Microlaryngoscopic Surgery
- ❖ Microsurgery for ear and Larynx
- ❖ Myringoplasty
- ❖ Paediatric Sinusitis Treatment
- ❖ Phonosurgery
- ❖ Septoplasty
- ❖ Speech Rehabilitation
- ❖ Stapedectomy
- ❖ Surgery for middle and internal ear
- ❖ Surgery for Snoring and Sleep Disorders
- ❖ Tonsillectomy
- ❖ Treatment for Sinusitis
- ❖ Tympanoplasty

### **Obstetrics and Gynecology**

This department offers a wide range of services in Obstetrics and Gynecology which includes

- ❖ Adolescent Gynecology
- ❖ Cancer Prevention and Management
- ❖ Contraceptive counseling
- ❖ Conventional Gynecology
- ❖ Day Care Procedures
- ❖ High risk pregnancy
- ❖ Hysterectomy (Abdominal /Vaginal /Laparoscopic)
- ❖ Infertility Management
- ❖ Laparoscopic

- ❖ Menopause Management
- ❖ Painless Labour
- ❖ Preventative Healthcare
- ❖ Tubectomy
- ❖ Urogynaecology
- ❖ Most advanced and sophisticated mother and child centre
- ❖ Dedicated suites for Mother and Child
- ❖ Labour Delivery Recovery Suites : Complete birthing process
- ❖ Antenatal Care: Best antenatal care.

### **Pulmonology and Critical Care**

This department brings the highest level of care for patients with respiratory diseases.

#### **Diagnostic facilities**

- ❖ **Pulmonary Function Lab** : Complete Lung function study including Lung volume and diffusion besides routine spirometry
- ❖ **Bronchoscopy Lab** : Complete range of fibroscopes includes video and ultrathin bronoscopes. Comprehensive accessories for TBLB , TBNA and Airway stenting.
- ❖ **Sleep Lab** : diagnostic polysomnography and CPAP titration
  
- ❖ **Preventive and Promotive Facilities:**
  - Pulmonary rehabilitation
  - Respiratory Vaccinations
- ❖ **Thoracic surgical Facilities**
  - Minimal invasive thoracic surgeries
  - Lung Volume Reduction surgery
- ❖ **Interventional Pulmonology**
  - Bronchial artery embolization
  - Airway stenting
  - Medical Pleuroscopy



## **Park Renal Center**

### **Nephrology**

- ❖ CRRT , Plasma –phersis
- ❖ Dialysis done under the supervision of Nephrologist with separate room for separate patients
- ❖ Facility for isolation hemodialysis
- ❖ Latest ultramodern hemodialysis machines with bicarbonate dialysis
- ❖ Preventative & Critical care Nephrology
- ❖ Reverse Osmosis water plant for pure and trace element free water for dialysis

### **Urology**

- ❖ Non surgical removal of kidney stones through Lithotripsy
- ❖ Cystoscopy
- ❖ Bladder Cancer surgery
- ❖ PCNL
- ❖ Benign prostatic hyperplasia
- ❖ Erectile dysfunctional
- ❖ Kidney cancer
- ❖ Kidney stone surgical management
- ❖ Pediatric urological problem
- ❖ Penile cancer
- ❖ Prostate Cancer
- ❖ Laser surgery for Prostate
- ❖ Prostatitis
- ❖ Testicular cancer
- ❖ Urinary incontinence
- ❖ Hernia & Hydroceles

### **Cancer Institute: No More a Killer disease**

This department at Park Hospital, Gurgaon offers the following services, we offer the following services

- ❖ Cancer Screening
- ❖ Medical Oncology
- ❖ Pediatric Oncology
- ❖ Surgical Oncology

**Prevention Oncology** – an old-age saying: Prevention is better than cure, the most spread areas Gynecological, Breast, head and neck.

### **Medical Oncology**

- ❖ Ambulatory Chemotherapy through pumps.
- ❖ Cancer consultation and chemotherapy planning
- ❖ Day care chemotherapy administration
- ❖ Hormonal therapy planning and administration
- ❖ Intensive cancer care
- ❖ Inward continuous infusion pump
- ❖ Neutropenia care
- ❖ Specialized procedures like bone marrow aspiration and biopsy
- ❖ Targeted therapy and immunotherapy planning

### **Surgical Oncology**

- ❖ Breast Cancer
- ❖ Colorectal Cancer
- ❖ Endocrine tumors
- ❖ Gastrointestinal and hepatic tumors
- ❖ Head & Neck tumors
- ❖ Neurological Oncology
- ❖ Thoracic surgical oncology
- ❖ Urological Surgical Oncology

## **PART II**

**“To analyze the effectiveness of screening process in  
Recruitment and Selection process at Park Hospital”**

# INTRODUCTION

With today's baby boomer generation beginning to retire from the labor market, many companies are finding it increasingly difficult to retain employees. Turnover is becoming a serious problem in today's corporate environment. The employment culture is changing as well. It is now relatively common to change jobs every few years, rather than grow with one company throughout the employment life as was once commonplace.

In addition, employees are increasingly demanding a balance between work and family life. Turnover costs for many organizations are very high and can significantly affect the financial performance of an organization.

Direct costs include recruitment, selection, and training of new people. Much time and expense go into this process. Indirect costs include such things as increased workloads and overtime expenses for coworkers, as well as reduced productivity associated with low employee morale.

It has been estimated that, on average, it costs a company one-third of a new hire's annual salary to replace an employee.

Key employee retention is critical to the long term health and success of the business. Managers readily agree that retaining your best employees ensures customer satisfaction, product sales, satisfied coworkers and reporting staff, effective succession planning and deeply imbedded organizational knowledge and learning.

Employee retention is one of the primary measures of the health of the organization. If one is losing critical staff members, one can safely bet that other people in their departments are looking as well.

Recruitment is the process of selecting the right candidate for the right job at the right time and at the right place. Recruitment is a tool of identifying the potential candidate for the desired profile in the organization.

Woven into strategic planning, recruitment in PARK Hospital. is at its peak. With new projects coming up there is urgent manpower requirement to fill in the gap. It's an ongoing process here throughout the year.

Park Group of hospitals, one of the growing groups in healthcare has opened its new branch in gurgaon. Hence, it was very much important to overlook the efficiency of advertising media to work on costing factor and also to have comparative study of the efficiency of CV's being resumed by us through email and CV's coming as walk in.

### **QUALITY POLICY**

**We pledge to set & practice world-class healthcare through an effective Quality management system to ensure that our patients experience 'Total Health Care'.**

### **QUALITY ASSURANCE AND ACCREDITATION OF HOSPITALS**

Quality assurance is maintained within the hospital with help of standards, which are prepared according to the hospital design, culture and other requirements. Standard operating procedures are set up and are strictly followed to achieve the set standards.

Regular audits are conducted in the hospitals to monitor quality of functioning of various departments. Both internal and external audits are conducted within the hospital of head office at park hospital ,Delhi. Internal Quality Audits is a powerful tool for any business to measure the effectiveness of the Quality Management System. It is also a good management

tool that can be used to review processes and identify any weaknesses, risks and areas of improvement.

**Human Resource Management (HRM)** - The organization has a documented system of human resource planning and the staff joining the organization is socialized and oriented to the hospital environment.

At PARK Hospital, it is our endeavor to not only achieve the NABH accreditation as our first step toward achieving quality standard but also to continually raise the benchmarks for ourselves so that we are always ahead of not just the competition but also our own selves...

**Service excellence is a culture.** It is a way of working, a way of interacting, a way of thinking about each of our jobs.

A keen focus on teamwork, self-management, communication, customer relations, accountability and continuous improvement are the key roles to built service excellence.

The Department of Human Resources has a particular role in providing services excellence training and orientation to employees. An introduction to service excellence is provided to every new employee at induction.

# **LITERATURE REVIEW**

## **RECRUITMENT AND SELECTION PRACTICES**

By Sheila M. Rioux, Ph.D., and Paul Bernthal, Ph.D.

Better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees.

DDI collected data from 573 members of the Electronic Recruiting Exchange. Most respondents performed functions related to the recruitment and selection of employees. They were asked to respond to the following issues:

- Profile of recruitment and selection strategies.
- Use of specific recruitment and selection practices.
- Outcomes of recruitment and selection practices

From this study, it was analysed that on average, 33 percent of organizations' HR budget is allocated specifically to recruitment and 18 percent is allocated specifically to selection.

Over the next two years, most organizations will increase the amount of money they will spend on recruitment and selection. When adjusting for normal increases due to cost inflation, 31 percent of organizations plan to increase spending for recruitment and 22 percent for selection. Almost half the respondents (46 percent) indicated that it is easier to<sup>1</sup> recruit people today as compared to one year ago. Less than one quarter (22 percent) feel that recruiting has become difficult.

On average an organization's human resources department specifically allocates 17 percent of its budget to recruitment and 10 percent to selection. Over the next two years, 75 percent of the organizations surveyed plan to increase their spending on recruiting; 68 percent plan to increase spending on selection. Internet allows the organizations to reach large numbers of candidates efficiently. Thousands of candidates can visit company web site and submit their

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<sup>1</sup> Byham, W. C. (1992). *The assessment center method and methodology: New applications and technologies*. Pittsburgh,.

resume. Web-based recruiting companies work with organizations to advertise jobs and screen candidates. Although job and company web sites are becoming hot new tools in the next three years, nearly half of the organizations surveyed will increase their use of computerized resume screening.

New technology allows thousands of resumes to be screened in a fraction of the time it takes to screen them manually. Organizations can now receive, store, and review resumes via the computer. Large resume databases can be maintained, and qualified candidates can be identified for specified positions with minimal time and effort. Study shows that 28 percent more organizations will use computerized resume screening in the next three years. Recruitment is the process of searching for and attracting qualified candidates to apply for the positions that are available. The purpose of effective recruiting is to attract strong candidates who are prepared both to meet the strategic goals and priorities. Recruitment analysis can be defined as the process of ensuring the right number of qualified people, into the right job at the right time to deliver the results in an efficient and effective manner. The objectives of an effective recruitment are to:-

- Identification of Quality Manpower
- Right fitment of each candidate
- Increase Retention Rate
- Increase Job Satisfaction
- Reduce Cost Of Filling Jobs
- Less Number Of vacant positions
- Get The Best Candidates

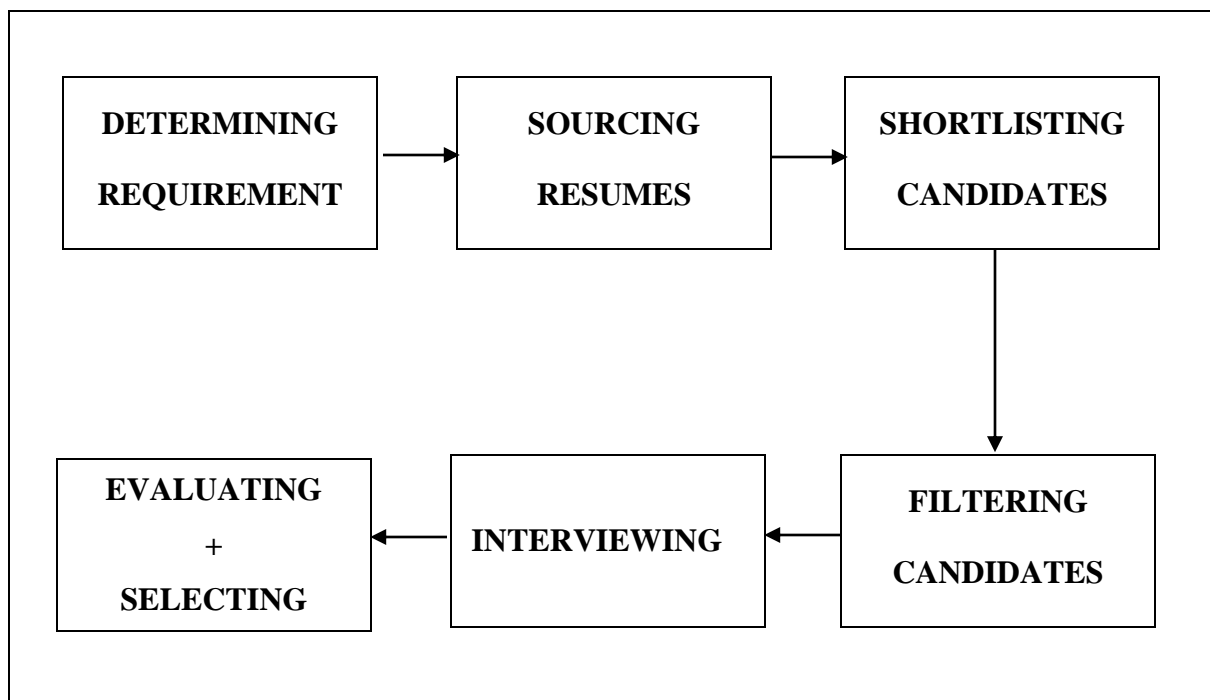
1. **Create a long- and short- term plan** - Be as proactive as possible in your recruitment planning. Preparing strategies for current needs as well as anticipated needs can lead to increased efficiencies and eliminate unexpected costs.
2. **Put it in Writing** - Chart each step in your current recruiting process. Look for unnecessary, troublesome or duplicate steps. Know who is responsible at each step of the process. Get feedback from your HR/recruiting team and hiring managers, and identify ways to streamline your efforts.



3. **Review Current Technical Trends-** Know how your existing HR management tools work and determine if they meet your needs.
4. **Analyze Various Recruiting Resources** - Creating a comprehensive recruiting mix will help find qualified candidates.
5. **Track Results-** Continual monitoring of your recruiting process will lead to better hires. When you identify an issue in your process, adjust your programs accordingly. In addition to tracking traditional metrics such as time-to-fill and cost-per-hire, make sure you take into account ways to measure some of the intangible metrics, such as quality of hire and retention. <sup>2</sup>

## **RECRUITMENT AND SELECTION PROCESS**

### **1. DETERMINING MANPOWER REQUIREMENT:**



- <sup>2</sup> Pulakos, E. D., & Schmitt, N. (1995). Experience based and situational interview questions: Studies of validity. *Personnel Psychology*.

A Recruitment analysis is conducted depending on the job profile. A well- designed and recruitment analysis is invaluable to an organization's well being. Recruitment analysis basically ensures the availability of the right resources in the right place to match the future organizational needs.

Recruitment analysis can be defined as the process of ensuring the right number of qualified people, into the right job at the right time to deliver the results in an efficient and effective manner. Recruitment is the process of searching for qualified candidates .

The objectives are:

1. To maintain the required quantity and quality of human resources required.
2. To forecast the turnover/attrition rates.
3. To plan to meet organizational human resource needs at the time of expansion or diversification.
4. To make plans to handle sudden requirements and situations of shortfall.

### **1. SOURCING RESUMES:**

There various methods of recruiting are given below:

- I. INTERNAL SOURCES:** Many organizations try and identify employees from within the organization to be groomed to take on higher responsibilities. Internal recruiting is beneficial, as workers know the firm culture. Some of the internal sources are:
  - a. **Job Postings:** Openings are published on bulletin boards (electronic or hard copy) or in lists available to all employees. Interested employees must reply within a specified number of days and they may or may not have to obtain the consent of their immediate supervisors. This is the process used by managers to provide information about job openings to employees.
  - b. **Employee Referrals:** Employees working with an organization recommend their friends for vacant positions in the organization. This source is usually one of the most effective and reliable methods of recruiting because many qualified especially for the lower and middle management are reached at a very low cost to the company.

- c. **Contract Management:** Temporary worker pools are created to meet out the unexpected demand of the human resource in the organization.
- d. **Previous Employees:** Organizations can recruit their previous employees as they can prove to be reliable as they already know about the organization policies.

**II. EXTERNAL SOURCES:** To meet demands for talent brought about by business growth to seek fresh ideas Managers look outside the firm for people who have not worked at the firm before. The following methods are adopted to recruit people from outside

- a. **Press Advertisements:** Advertisements are placed in both newspapers and trade journals Some factors affecting the design of advertising are:
  - The image of the organization.
  - The nature of the job.
- b. **Employment Agencies:** Employment agencies now provide occupations for almost all levels in an organization. They are broadly classified into public or state agencies, private agencies and headhunters.
- c. **Walk-INS:** In a walk-in no prior appointment is there, the applicant approaches the organization directly. It is the most common and least expensive approach as in this the job seekers submit unsolicited application letters and from employees point of view, walk-ins are preferable as they are free from the hassles associated with other methods of recruitment.
- d. **Job Sites:** Various job sites like Naukri.com, Times jobs.com,Monster.com etc come in very handy in finding candidates with the desired skills.
- e. **Job fairs** - Job fairs typically work best for entry-level candidates, but events targeting diversity and/or specialty careers, e.g. engineers, can be found.
- f. **Corporate Web site** - When job seekers are interested in a company they will go directly to that company's Web site to conduct research and/or look for available jobs. Make sure your Web site's job section makes it easy to find and apply for jobs. people from outside

### **3. SHORT – LISTING:**

Short listing is the transition phase between recruitment and selection. Stage where the total number of applicants is reduced to select the group the employer wishes to carry on to the selection phase. Short listing comprise of several stages depending on the number of application received, the complexity of the job requirements and sophistication of the selection process used by the organization.

Short listing comprises of:

1. **KNOWLEDGE OF MATCHING CV's:** First of all the candidates are short listed on the basis of matching the CV's. The CV's or curriculum vitae are universally used and their form is standardized.

Typically a CV comprises of:

- Evidence of Skills, Abilities and Achievements
- Employment History
- Experience

2. **METHODS OF SHORT LISTING:** The most common way to reduce the number of applications by short-listing them by categorizing them to various departments first. Then asking the department heads to shortlist the appropriate candidates accordingly.

3. **SHORT–LISTING – THE PROCESS:**

- Short listing must be carried out independently by at least two people and ideally, as many of the interview panel as possible.
- Any member of staff, who may prejudice the outcome, should be excluded from short listing.

### **4. FILTERING:**

Filtering techniques are used to reduce the number of applicants and also gather relevant information needed before conducting the interview. Knowledge Based Filtering

- Skill Based Filtering

- Attitudinal/Behavioral Filtering

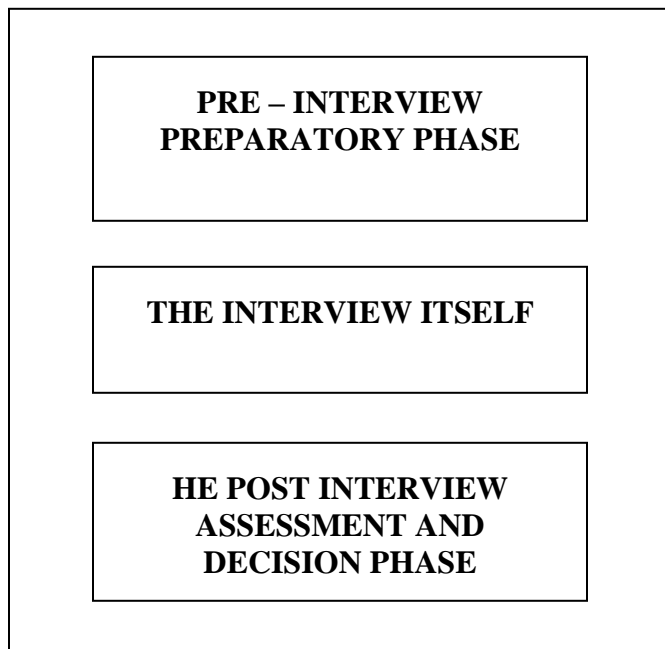
➤ **SKILL BASED FILTERING:**

The tasks and skills that may be assessed using simulation exercises are varied. Different types of simulation exercise include:

**In-trays:** In-trays or in-baskets involve working from the contents of a manager's in-tray, which typically consist of letters, memos and background information.

- **Test of productive thinking:** The tests look at the volume, diversity and originality of your ideas.
- **Group exercises:** Group exercises are timed discussions, where a group of participants work together to tackle a work-related problem.
- **Presentation:** You may be asked to make a formal presentation to a number of assessors either on a topic

## **THE OVERALL INTERVIEW PROCESS**



**THE PRE – INTERVIEW PREPARATORY PHASE:** The pre – interview phase includes few things to be done for ensuring effectiveness of the total operation so as to avoid any mistakes, which adversely affects the whole interview process. It states:

- Use the data of job analysis to determine the requirements for effective performance of the job and the criteria by which these may be identified and assessed. These data provide the foundation for the whole selection process.

### **THE INTERVIEW:**

The interview process should:

- Concentrate initially on establishing a sympathetic, productive atmosphere to encourage candidates to talk freely.
- Begin with introduction and a brief explanation of the purpose and scope of the interview.

### **POST – INTERVIEW ASSESSMENT AND DECISION:**

More often than not there are more candidates than vacancies. The selectors should assess the suitability of each individual candidate instead of comparing the merits of candidates. It should:

- Systematically assess the evidence obtained in the light of the job requirements.

## **PURPOSE OF THE STUDY –**

### **Rationale of Study:**

As already described, it is the fastest growing group to study the efficiency of staff recruitment and advertisement relating to their costing factor is of prime importance for the hospital with which they can effectively manage the recruitment process during subsequent

necessities and other upcoming branches of the hospital. As high cost is invested in both the process of recruitment i.e. email and walk in. Therefore to study the cost effectiveness was very important.

### **Objective of the Study:**

1. To study the effectiveness of the CV's recieved by email and through walk in.
2. To analyse the cost effectiveness of walk in and emailed CV's.
3. To study the recruitment process of park hospital

# METHODS AND DATA

## 2.1 The Research Design/ Methodology:

The study was of Case research design in nature.

Screening Criteria:

- 1.Email
- 2.Walk in

## 2.2 Screening Criteria:

### **For doctors:**

Private practice if they are doing, then how many patients they can bring to our new hospital.

Their experience, location, salary.

### **For Nurses:**

From where they belong

Reason of leaving previous organization

Salary

Qualification

Experience

### **3. Other staff:**

Body language

Communication skills

Salary



Experience

Knowledge of the subject

## **2.3 Sample Size:**

Study was carried out on all the staff and staff was categorized into Doctors, Nurses, Other staff. Other Staff include all the paramedical, administrative staff, maintenance staff

Total CV's were-1240

500 in case of doctors ,in that 350 were from email,150 from walk in.

Nurses 400,out of which 60 were through email,340 walk in.

Other staff 340, out of which 40 through email,300 through walk in.

## **2.4 Effectiveness of walk in and email CV's**

Effectiveness of walk in and email CV's were compared and cost effectiveness was analysed and compared in both the category.

### **In Case of screening through email ,3 categories were created :**

1. Shortlisted for 1<sup>st</sup> round
2. useful (that can be use in future)
3. Irrelevant

### **In Case of screening through walk in ,3 categories were created**

1. Shortlisted for 2nd round
2. useful (that can be use in future)
3. Irrelevant

### **Effectiveness was calculated on basis of**

1. In case of email, on the basis of CV's shortlisted for 1<sup>st</sup> round.
2. In case of walk in, on the basis of CV's shortlisted for 2<sup>nd</sup> round.

## **2.5 Cost Effectiveness was calculated on basis of :**

1 In case of email, on basis of shortlisted CV's and final selected candidates.

2. .In case of walk in, on basis of selected for 2<sup>nd</sup> round. And also from final selected candidates

Cost calculation time period:

1. Email-3 months ie 1st jan -31st march

2. Walk in-10 days in a month i.e 30days for 3 months(assumption)

### **ASSUMPTION:**

1. Employee working on the system downloaded CV only half of the day.

2. Walk in Interview were conducted for 10 days in a month, but some changes are obvious.

3. Cost of electricity

4. Cost of printer, paper, physical infrastructure

## **2.6 Inclusion:**

- All the staff was part of study except top management (MS,COO)

i.e Doctors, nurses, other staff (Paramedical,administrative,maintenance staff)

## **2.7 Exclusion:**

In case of Email, repeated CV's were excluded and also quarry related mails were excluded.

## **2.8 Variables of The Study:**

The criteria's were fixed on basis of which the data was analyzed.

System	computer(life4 years)
	Internet
	electricity excluding printer
	table(life -2years)

physical infrastructure	chair (life- 2 years)
	printer cost(life-3years)
	paper cost including electricity of printer
	paper wastage cost(20%)
	call (1rs/min)
Employee cost	employee on system
	Receptionist
	employee
	office boy

## 2.9 Data Sources

Data will be obtained from the following sources

Documents (CV's walk in, questionnaire, email routed CV's)

## 2.10 Study Duration:

The study was carried out from 1st jan 2012 to 31st March 2012.

Though the recruitment is a continuous and ongoing process, CV's coming through mail and through walk in is ongoing. But I have studied and observed this process for 3 months.

## 2.11 Sample Collection Tools:

Screening of CV's in both cases i.e email and walk in, on the basis of the criteria.

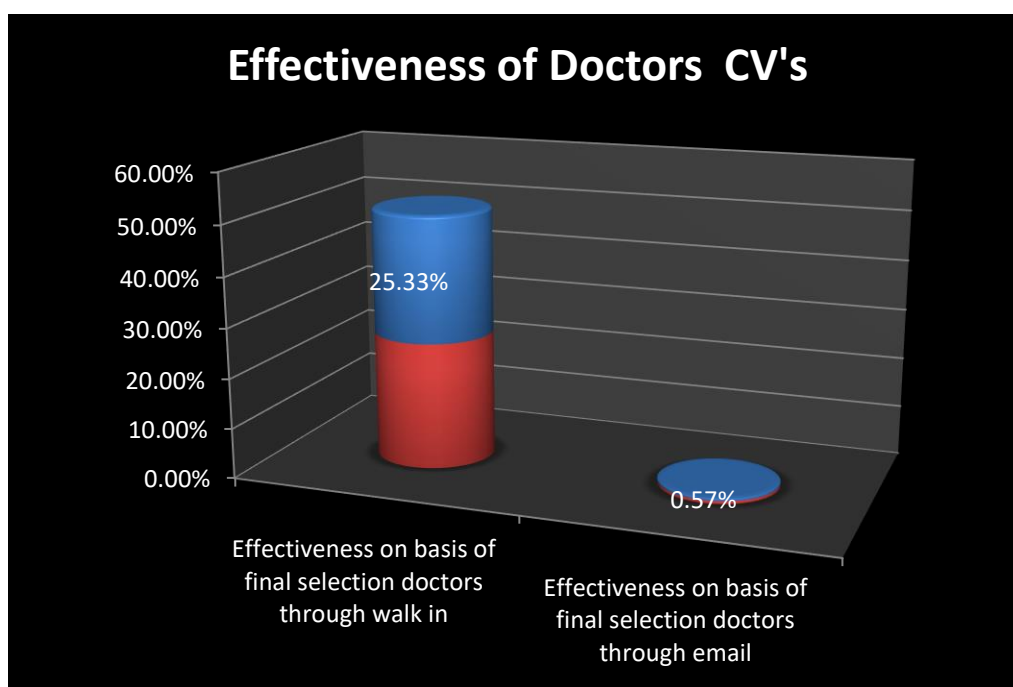
## 2.12 Tools For Analysis:

The Data so collected was fed into Microsoft Excel 2010, and the analysis was done using Excel 2010.

# RESULTS AND FINDINGS

## 1. DOCTORS

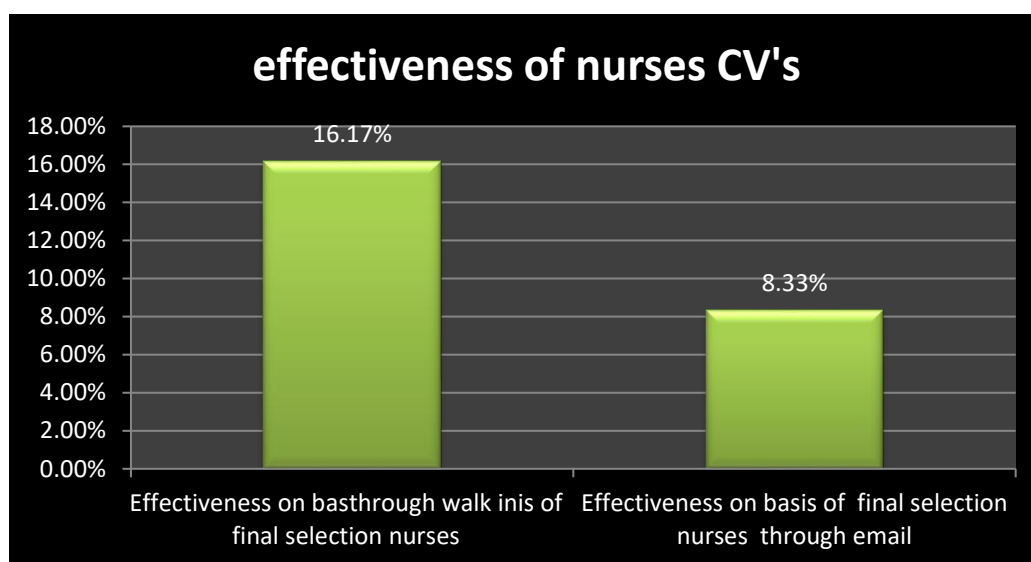
Effectiveness on basis of final selection of doctors through walk in	Effectiveness on basis of final selection through email
$38/150 \times 100$	$2/350 \times 100$
25.33%	.57 %



**INTERPRETATION:-**Walk in CV's are more effective .25.3% were selected from walk in and only .57% were from email.

## 2. NURSES

Effectiveness on basis of final selection nurses through walk in	Effectiveness on basis of final selection nurses through email
$55/340*100$	$5/60*100$
16.17 %	8.33 %



### Interpretation

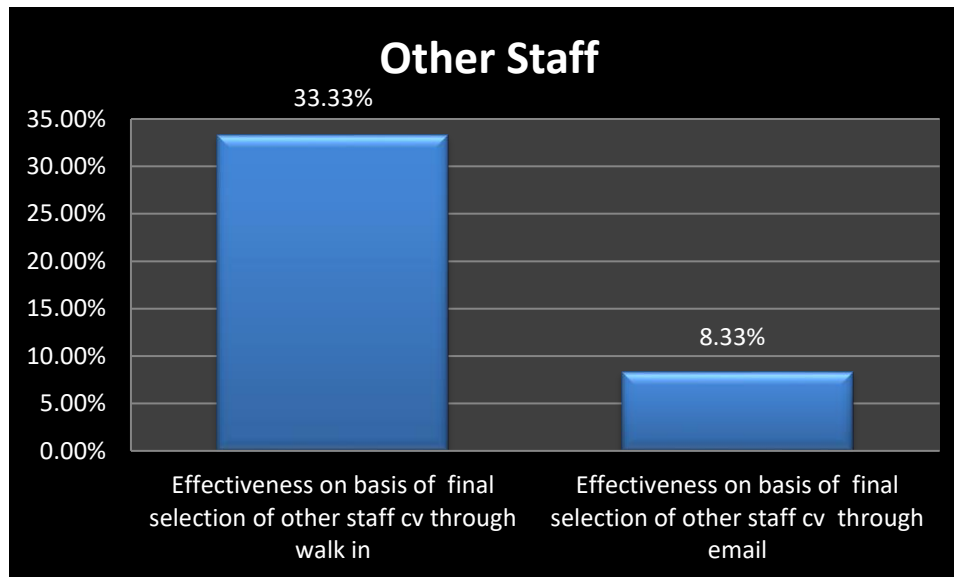
-16 % of nurses were finally selected through walk in as compared to email only 8.33%

### **Conclusion:**

Walk in interview is more successful for recruitment process in case of nurses.

### 3. OTHER STAFF

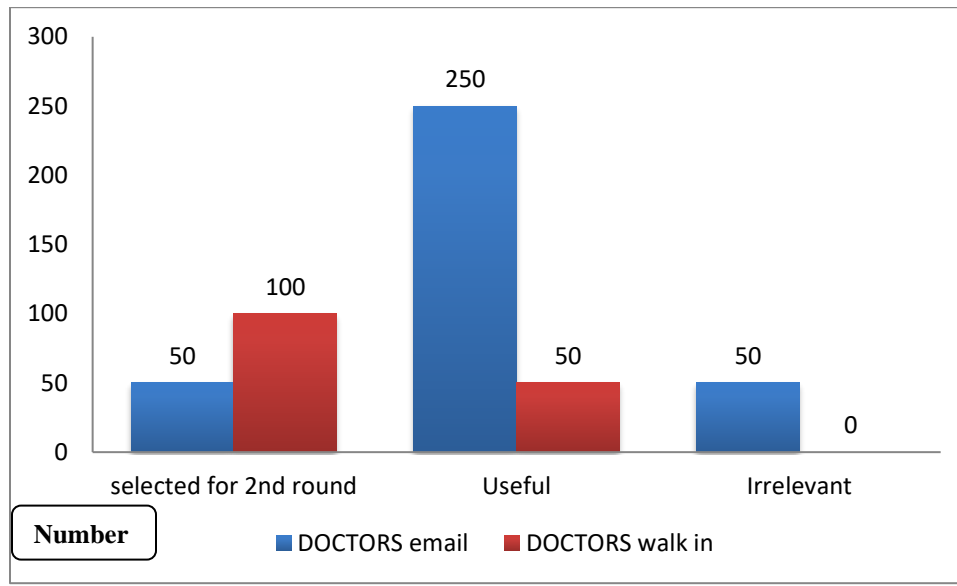
Effectiveness on basis of final selection other staff through walk in	Effectiveness on basis of final selection other staff through email
$100/300 \times 100$	$10/40 \times 100$
33.33 %	8.33 %



#### INTERPRETATION:

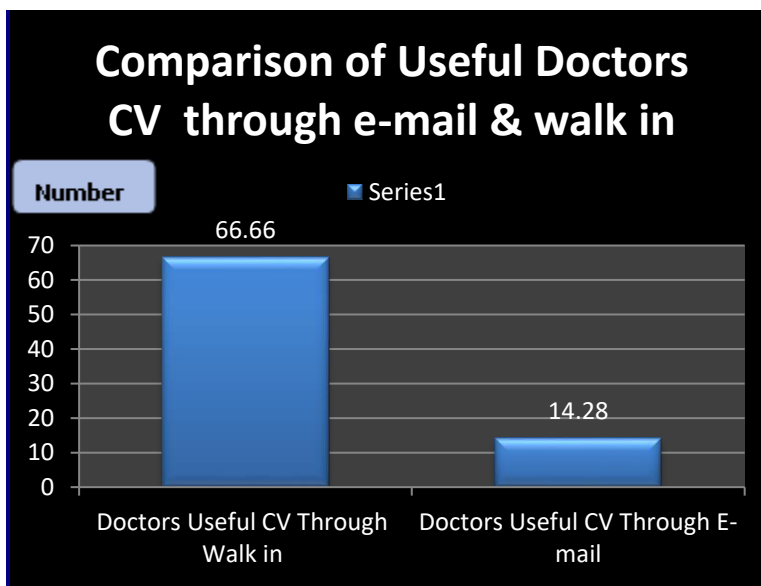
- Most of the Other staff got selected through walk in

## **DOCTORS**



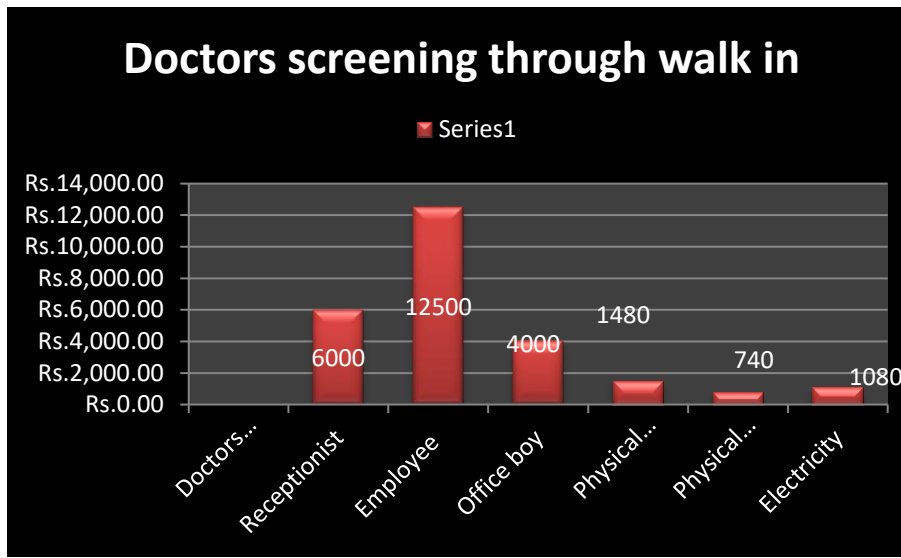
**INTERPRETATION:-** Out of 150 CV's came through walk in, 100 were selected for 2<sup>nd</sup> round, 50 were useful, and there was no useless CV.

Out of 350 CV's, 50 were shortlisted for 2<sup>nd</sup> round, 50 were useful in future, 50 were totally irrelevant.



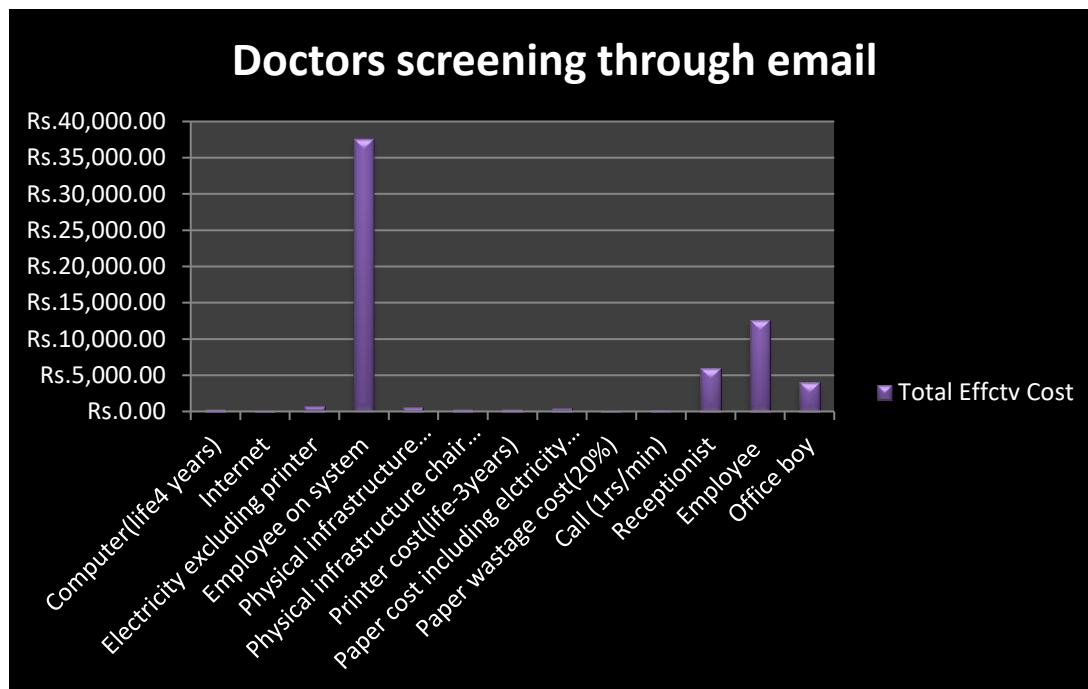
**INTERPRETATION:-** -out of 100, 66 % of useful CV were from walk in and only 14 % were useful from email.

### Cost Effectiveness of Doctor's CV Through walk in



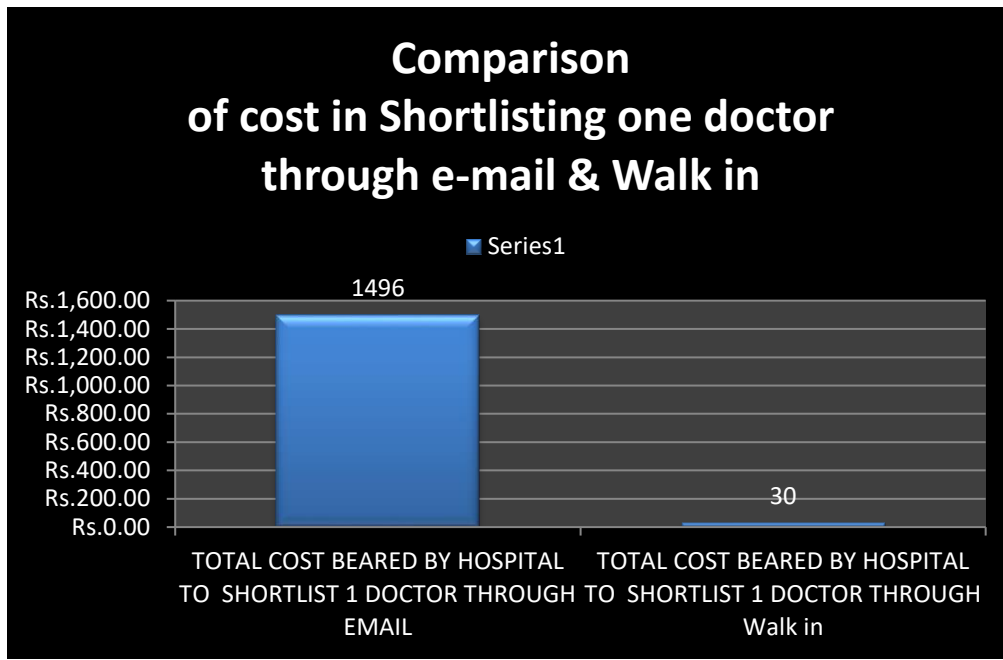
**INTERPRETATION:** Out of total cost most of the money spend on employee and total cost spend on screening of cv's through walk in is less than through email

### Cost Effectiveness of Doctor's CV Through email



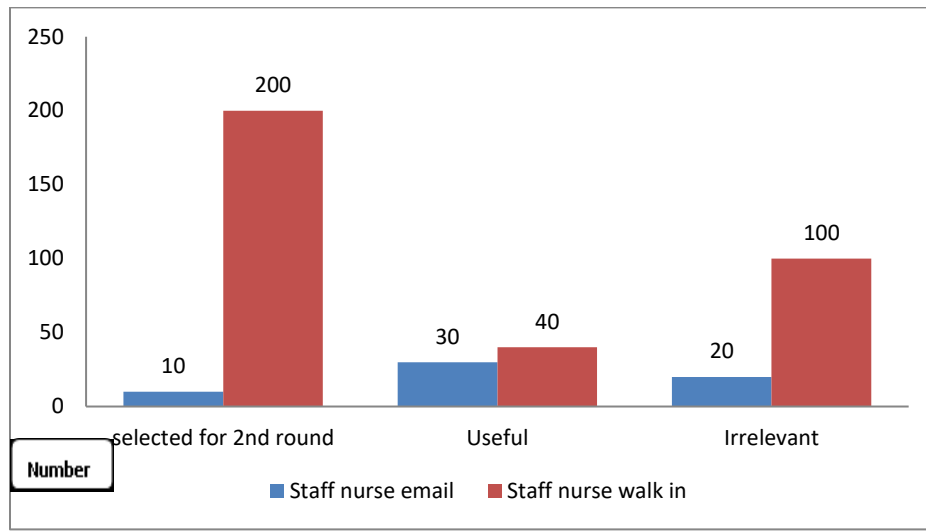
**INTERPRETATION:**--Total cost effectiveness is calculated on basis of different variables in case of email, and it is very high than walk in.



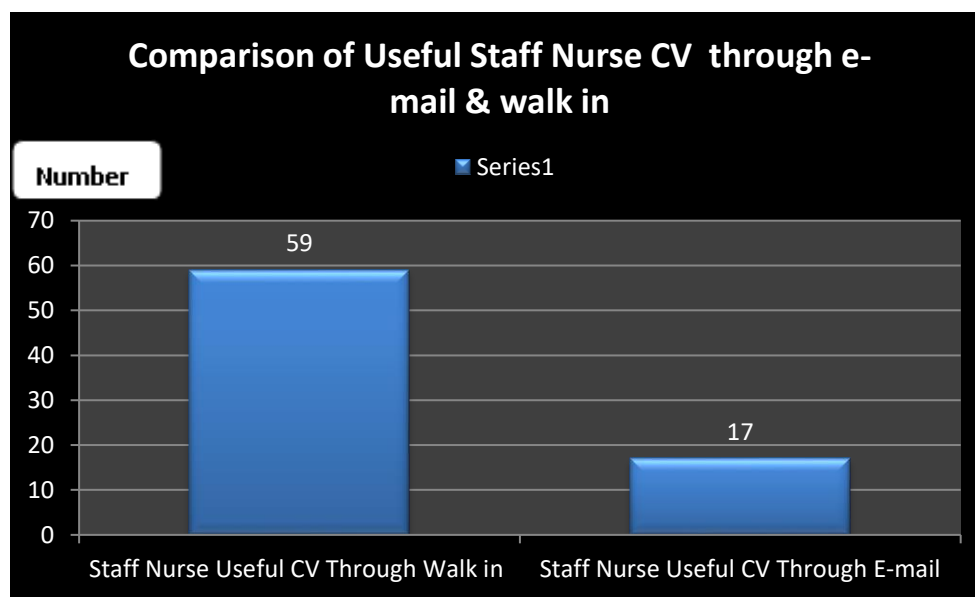


**INTERPRETATION:-**Total cost effectiveness is very high in case of email than walk in.

## NURSES

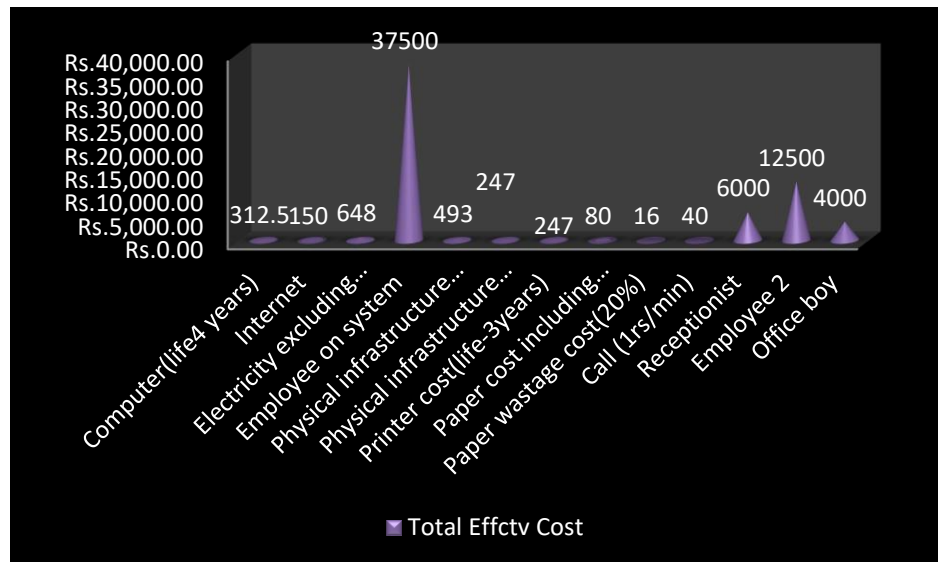


**INTERPRETATION:-**Out of total CV, 30 CV were useful, 20 were irrelevant and 10 were shortlisted for next round in email category. Out of total CV's of nurse, 100 CV were irrelevant, 200 were selected for 2<sup>nd</sup> round, and 40 were useful in walk in.



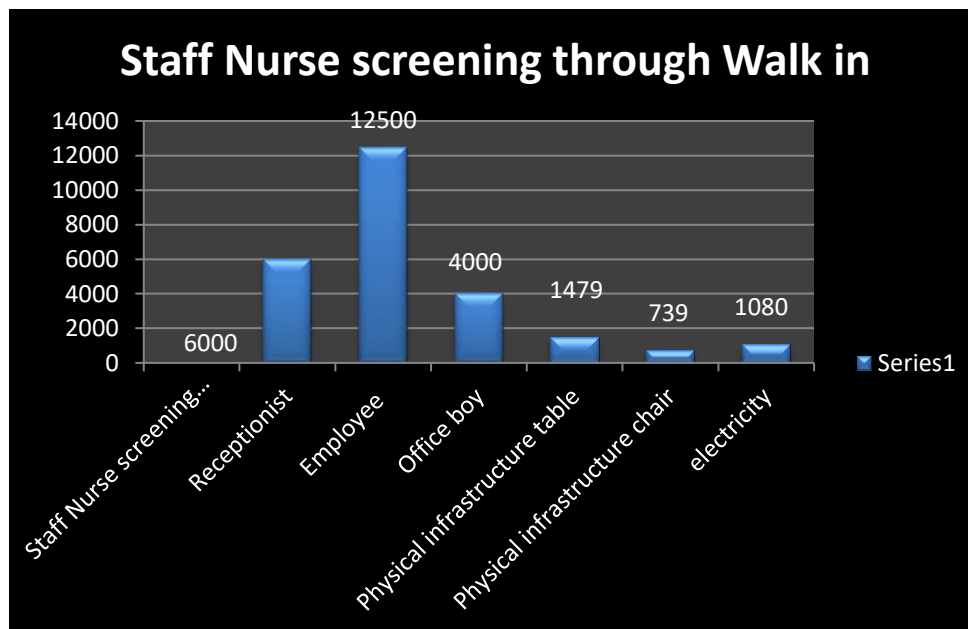
**INTERPRETATION:-**In case of nurse, 58.8 % were useful through walk in and only 16.66 % were from email.

### Cost Effectiveness of Nurse's CV Through email

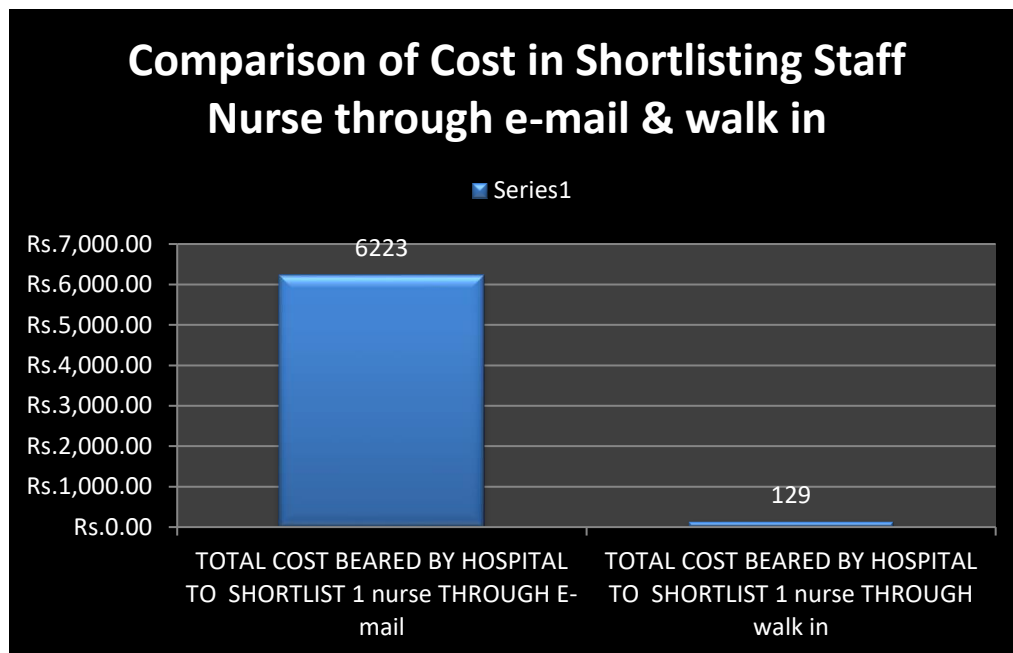


**INTERPRETATION:-**cost effectiveness of screening process through email was calculated and above mentioned variables was taken into consideration.

### Cost Effectiveness of Nurses CV Through walk in

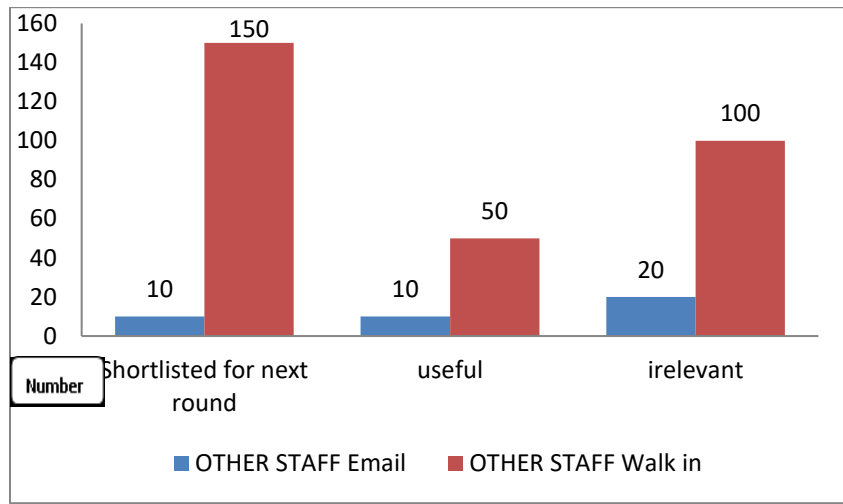


**INTERPRETATION:-** Cost effectiveness of CV's came through walk in were also calculated and analyzed and compared with email

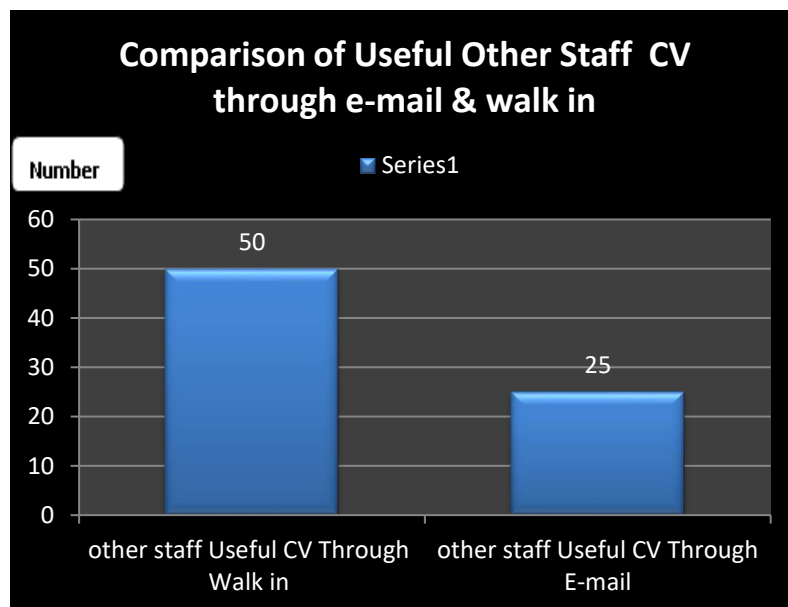


**INTERPRETATION:-** Cost effectiveness of both ways i.e through walk in and email were compared, it was analyzed that more cost incurred in case of email as compared to walk in till the process of 2<sup>nd</sup> round.

### **OTHER STAFF**



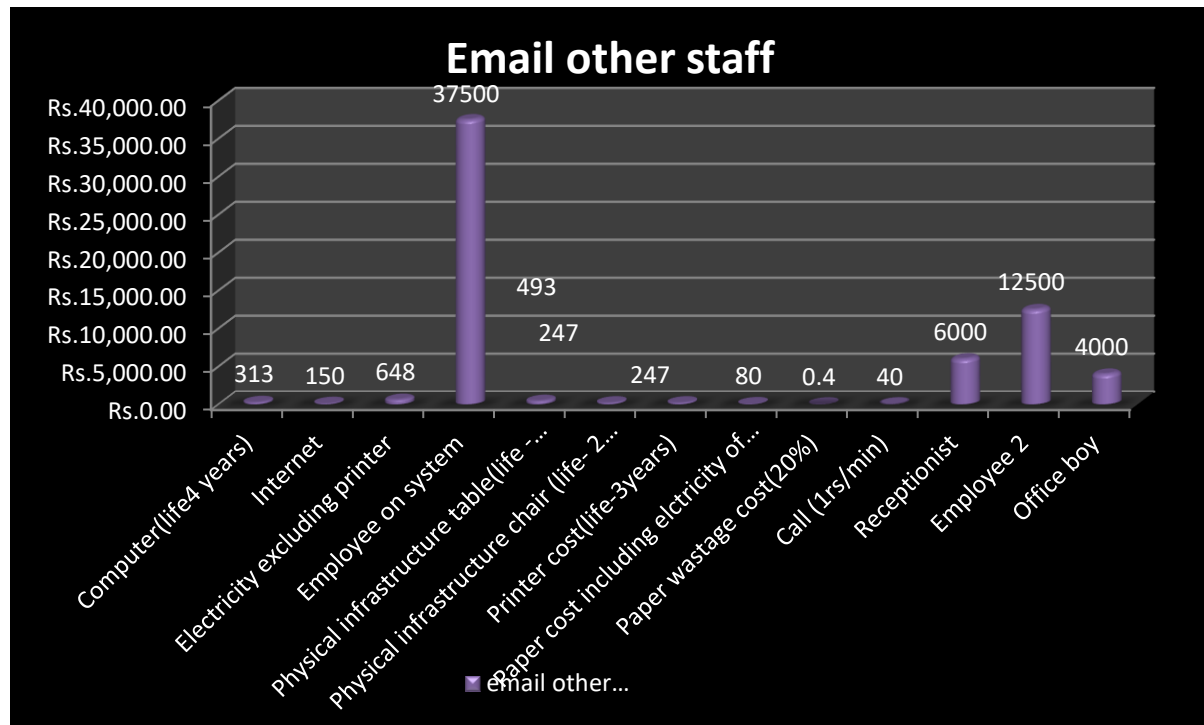
**INTERPRETATION:-**Out of 300 CV,150 were selected for 2<sup>nd</sup> round,50 were useful,100 were irrelevant.Out of total CV, 10 were shortlisted for second round, 10 were useful, 10 were irrelevant.



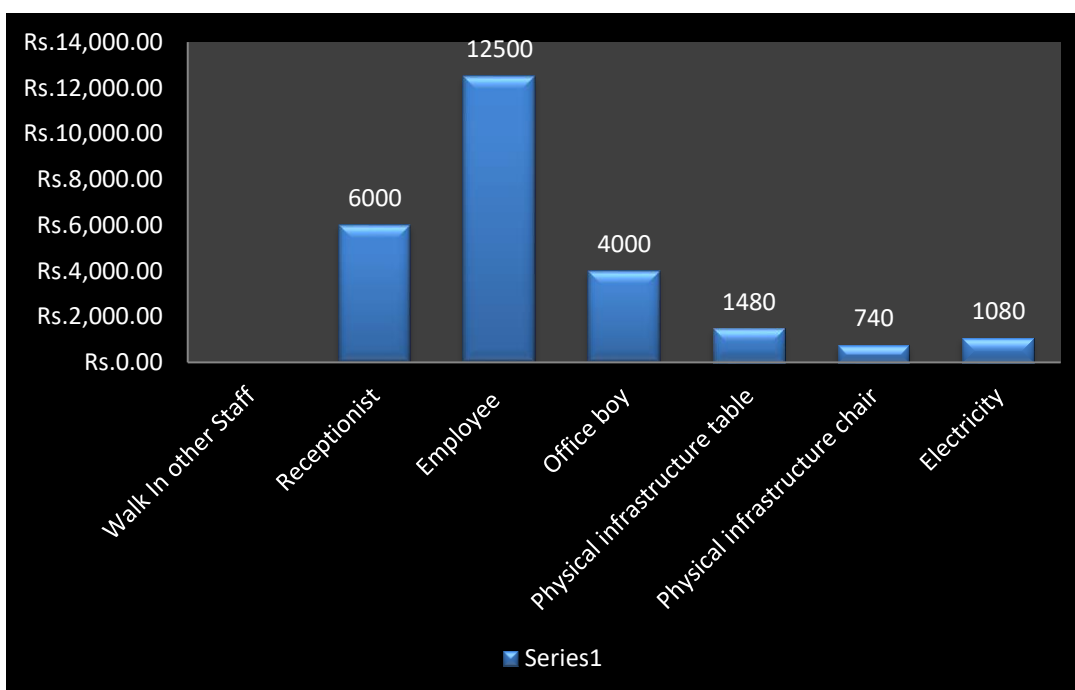
### **INTERPRETATION:**

Out of walk in and email, 25% were useful in email, and 50 % were useful in case of walk in.

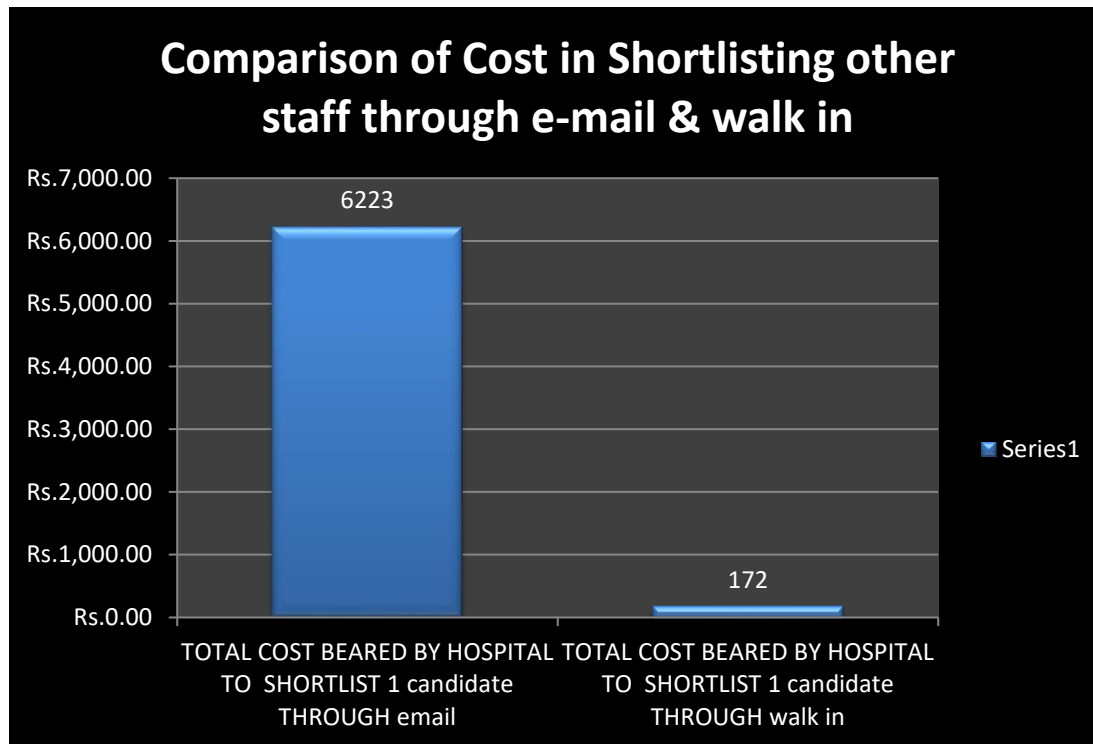
### Cost effectiveness of other staff CV through Email



### Cost effectiveness of other staff CV through Walk in



## Comparison of Cost effectiveness of other staff CV through Walk in and Email



## **LIMITATIONS**

Approximation values were taken in the study.

## **CONCLUSION:**

1. Walk in screening process is more successful in selecting the candidate
2. More no. of candidates was selected through walk in process as compared to email.
3. Walk in process was very cost effective than to email.

## **RECOMMEDATIONS:**

I recommend Walk in process to be used in case of future upcoming branches of the hospital, as it is very cost effective and time saving.

Screening process should be walk in rather than email for doctors, nurses, and other staff.



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## ANNEXURES

### Cost Calculation of Other Staff cv's screening through E-mail

Category	cost/unit	Total effective cost
computer(life4 years)	30000	312.5
internet	100	150
electricity excluding printer	3.6	648
employee on system	25000	37500
physical infrastructure		
table(life -2years)	4000	493.1506849
chair (life- 2 years)	2000	246.5753425
printer cost(life-3years)	3000	246.5753425
paper cost including electricity of printer	2	80
paper wastage cost(20%)	0.4	16
call (1rs/min)	2	40
receptionist	12000	6000
employee 2	25000	12500
office boy	8000	4000
Total		62232.8
TOTAL COST BEARED BY HOSPITAL TO SHORTLIST 1 CANDIDATE THROUGH E-MAIL		6223.28

### Cost Calculation of Other Staff cv's screening through walk in

Category	cost/unit	Total effective cost
receptionist	12000	6000
employee	25000	12500
office boy	8000	4000
physical infrastructure		
table	4000	1479.452055
chair	2000	739.7260274
electricity	6	1080
Total		25799.17808
TOTAL COST BEARED BY HOSPITAL TO SHORTLIST 1 CANDIDATE THROUGH WALK IN		171.9945205

**Cost effectiveness in screening Doctors through email and walk in  
Doctors screening through walk in**

<b>Category</b>	<b>Total Effective Cost</b>
Receptionist	6000
Employee	12500
Office boy	4000
Physical infrastructure table	1479.452055
Physical infrastructure chair	739.7260274
Electricity	1080
<b>Total</b>	<b>25799.17808</b>
<b>TOTAL COST BEARED BY HOSPITAL TO SHORTLIST 1 DOCTOR THROUGH WALK IN</b>	<b>515.9835616</b>

**Doctors screening through email**

<b>Category</b>	<b>Total Effective Cost</b>
Computer(life4 years)	312.5
Internet	150
Electricity excluding printer	648
Employee on system	37500
Physical infrastructure table(life -2years)	493.1506849
Physical infrastructure chair (life- 2 years)	246.5753425
Printer cost(life-3years)	246.5753425
Paper cost including elctricity of printer	400
Paper wastage cost(20%)	80
Call (1rs/min)	200
Receptionist	6000
Employee	12500
Office boy	4000
<b>Total</b>	<b>62776.8</b>
<b>TOTAL COST BEARED BY HOSPITAL TO SHORTLIST 1 DOCTOR THROUGH EMAIL</b>	<b>1495.51</b>

**Comparison of Cost in Short listing one Doctor through e-mail & walk in**

<b>TOTAL COST BEARED BY HOSPITAL TO SHORTLIST 1 DOCTOR THROUGH EMAIL</b>	<b>1495.51</b>
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**TOTAL COST BEARED BY HOSPITAL TO SHORTLIST 1 DOCTOR THROUGH WALK IN**

29.9102

**Cost effectiveness in screening Nurses through email and walk in  
Staff Nurse screening through email**

<b>Category</b>	<b>Total Effective Cost</b>
Computer(life4 years)	312.5
Internet	150
Electricity excluding printer	648
Employee on system	37500
Physical infrastructure table(life -2years)	493.1506849
Physical infrastructure chair (life- 2 years)	246.5753425
Printer cost(life-3years)	246.5753425
Paper cost including elctricity of printer	80
Paper wastage cost(20%)	16
Call (1rs/min)	40
Receptionist	6000
Employee 2	12500
Office boy	4000
total cost	62232.8

**Staff Nurse screening through Walk in**

<b>Category</b>	<b>Total Effective Cost</b>
Receptionist	6000
Employee	12500
Office boy	4000
Physical infrastructure table	1479.452055
Physical infrastructure chair	739.7260274
electricity	1080
Total cost	38279.178

**Comparison of Cost in Short listing Staff Nurse through e-mail & walk in**

<b>TOTAL COST BEARED BY HOSPITAL TO SHORTLIST 1 NURSE THROUGH E-MAIL</b>	6223.28
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TOTAL COST BEARED BY HOSPITAL TO SHORTLIST 1 NURSE THROUGH WALK IN	128.99
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### Cost effectiveness in screening other staff through email and walk in

#### Other Staff screening through E-mail

Category	Total Effective Cost
Computer(life4 years)	312.5
Internet	150
Electricity excluding printer	648
Employee on system	37500
Physical infrastructure table(life -2years)	493.1506849
Physical infrastructure chair (life- 2 years)	246.5753425
Printer cost(life-3years)	246.5753425
Paper cost including electricity of printer	80
Paper wastage cost (20%)	0.4
Call (1rs/min)	40
Receptionist	6000
Employee 2	12500
Office boy	4000
TOAL	62232.8

#### Other Staff screening through Walk in

Category	Total Effective Cost
Receptionist	6000
Employee	12500
Office boy	4000
Physical infrastructure table	1479.452055
Physical infrastructure chair	739.7260274
Electricity	1080
Total	25799.17808

#### Comparison of Cost in Short listing other staff through e-mail & walk in

TOTAL COST BEARED BY HOSPITAL TO SHORTLIST 1 CANDIDATE THROUGH E-MAIL	6223.2
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TOTAL COST BEARED BY HOSPITAL TO SHORTLIST 1 CANDIDATE THROUGH WALK IN	171.99
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