
PRACTICAL 4 RECRUITMENT, SELECTION AND PROMOTIONS

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4.0 OBJECTIVES

At the end of this practical you will be able to:

- explain the concept, meaning, definition and methods of recruitment;
- discuss the recruitment policy in general **and** in particular for nursing personnel;
- explain the methods and steps of selection for nursing personnel;
- discuss the promotional policies of different categories of nursing personnel; and
- enumerate the procedures for promotion of nursing personnel.

4.1 INTRODUCTION

One of the most important responsibilities of **the personnel** department in a hospital is to recruit and select the right person for the right job. Hospital care is mainly depending upon their employees and their commitment. Patients and **their** relation **are** more concerned with

the sympathetic attitude and attention of health care personnel. Therefore administrators are responsible for recruitment, selection and promotion in a hospital to carry higher responsibility.

It is essential that incharge of personnel department represent the institution more effectively and communicate the hospital policies and philosophy.

Institutions greatest resources are its employees. To invest in a scientific and professional employment programme, pays good returns in the long run.

Nurse administrator is responsible to assess the needs of nursing personnel required in a ward, unit or organisation. She should be familiar with the recruiting and the methods of selecting different categories of nursing personnel required for different kind of nursing care to be rendered.

Urbanisation and industrialisation demands advancement in technology and modern amenities, which makes the health care more competitive and demanding.

While recruiting nursing personnel it should be kept in mind that there is adequate amount of young qualified, enthusiastic and experienced nurses. Method of recruitment should provide both direct as well as promotion as an effecting method of recruitment policy.

As discussed above, you can identify the close association or relationship between recruitment selection and promotion.

4.2 CONCEPT AND DEFINITION OF RECRUITMENT

Concept: It is necessary to arrange an adequate supply of qualified personnel to take up different tasks necessary for the realization of its goals, which is done by recruitment and selection in an organisation.

Definition: In the words of D.E.Klinger, Recruitment is the process of attracting qualified applicants for jobs.

In other words, recruitment involves contact with the labour market, which includes a group of applicant's job seekers to be screened and short listed as eligible for the selection.

4.2.1 Principles of Recruitment

Recruitment should be done by nursing service administrators.

Abolition or creation of posts should be done by nurse administrator e.g. NS, C.N.O etc.

- Job description and job specification must be developed by experienced qualified nursing personnel.
- Recruitment of nursing personnel can be done through external or internal sources and on seniority cum merit basis.
- Standards and definite requirement policies must be set before recruitment and recruitment policies should be followed strictly.

4.2.2 Manpower Planning and Process

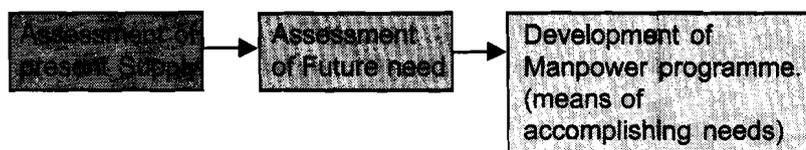


Fig. 4.1: Manpower Planning

4.2.3 Staff Recruitment Process

"Recruitment is the list of candidates for each job from which the hospital can select the most appropriate persons."

The amount of personnel required can be identified by predicting the future needs and current personnel working, considering factors such as retirement, turnover, termination and expansion of new units. Hospital organization usually recruits from both external and internal resources as per Fig. 4.1 and 4.2.

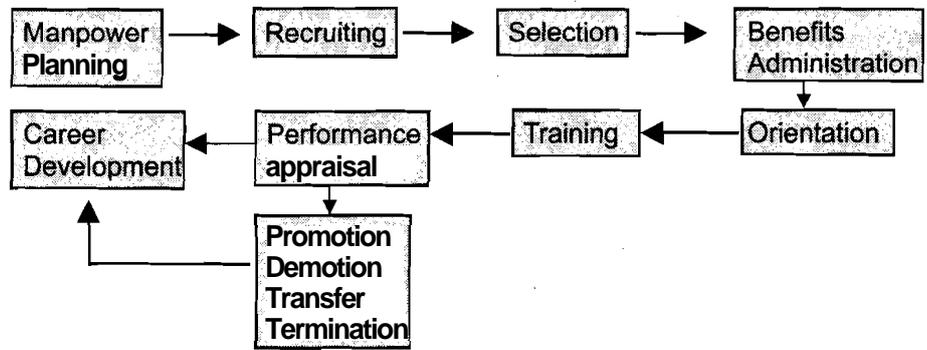


Fig. 4.2: Manpower Management Process

Staffing Process: Once manpower recruitment have been determined recruitment is the next step in staffing process.

Job requisition: After identifying the vacancies, the nursing superintendent/CNO sends a job requisition form to personnel dependent for their information.

Sources of Recruitment: The personnel department starts looking for prospective candidates using various sources of recruitment i.e. existing employees, employment exchange, media, newspaper, professional, journals, other hospitals, teaching institutions and internal circulation for vacancies.

Recruitment Policies: Hospital authority should frame a recruitment policy manual for the guidance of personnel department where the objectives, principles and promotional policies are clearly defined.

Methods of Recruitment

- 1) Internal and
- 2) External recruitment policy

Internal (within): Most organisations prefer to recruit from within (internal) because it is less costly and tends to increase employees loyalty, morale and motivation. If people believe that institution is likely to fill Promotion From within based on effective work performance they will be motivated to work more effectively and efficiently.

External (direct): External Recruitment would include placing advertisements through various sources for better response.

Advantages of External Recruitment — (Direct/Outside)

- 1) It provides equal opportunity to all eligible personnel and does not have scope for discrimination.
- 2) Direct recruitment ensures the selection of able and competent nursing personnel.
- 3) It ensures regular induction of young nursing personnel, which contributes towards changing needs of society and country.

Advantages of Internal Recruitment (within)

- This system ensures that the nursing staff appointed at higher posts have sufficient knowledge of patients care and in discharging legitimate responsibilities with ability and confidence.
- It provides ample opportunities for advancement and provides incentive to employee to work more effectively and efficiently.
- Promotional avenues will minimize.
- Ensures the turnover. Competent persons for higher responsibilities.

Disadvantages of Internal Recruitment (within)

- It narrows down the scope of selection by practising discrimination.
- Neglects the brilliant trained young nurses.
- Neglects the brilliant trained young nurses.

Therefore two systems cannot be exclusively adopted for selection of nursing personnel. A good recruitment policy combines both the systems in varying proportion to achieve the best results.

Promotion within the hospital setup is widely accepted policy because this will have advantages of loyalty, ensure stability and creating a sense of security and among the employees.

4.3 INTERNAL RECRUITMENT

4.3.1 Internal Recruitment for Non-Gazetted Personnel

A good recruitment policy consisting both the system of internal and external recruitment for non-gazetted personnel could be adopted to achieve the best results. The direct recruitment is limited to the lower positions in nursing as well as other services and to the young group of entrants.

For example for the Department of Nursing administration incharge (Ward Sisters), Assistant Superintendent, Deputy Nursing Superintendent and Nursing Superintendent within the nursing departments by seniority cum merit method if the candidates are eligible and available of this type of recruitment policy will enhance the morale and motivation of nursing staffs.

4.3.2 Procedure for Internal Nursing Personnel for Non-Gazetted

Nurse administrator identifies the numbers of vacancies and positions of nursing personnel, required for different units.

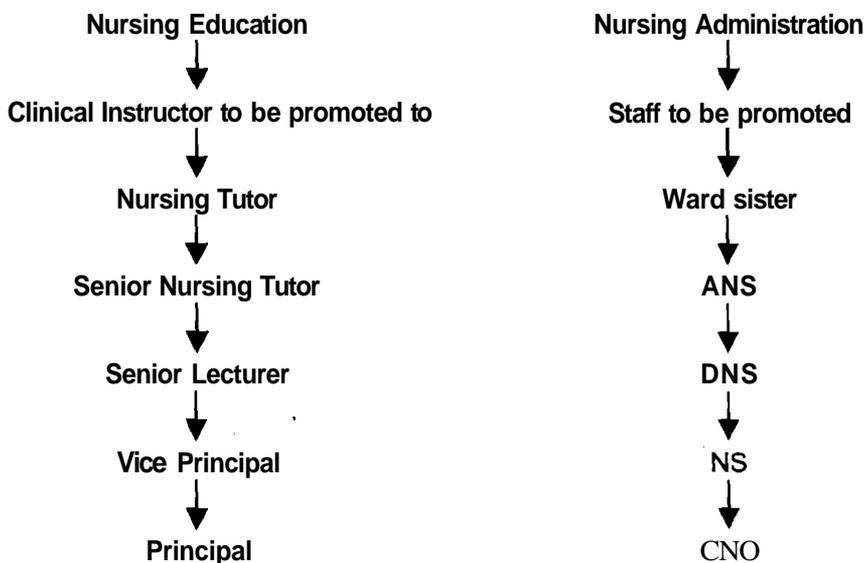
After determining the nurse man power requirement the recruitment process begins. The nursing administrator must be aware the quality and number of nursing staff required. Job description and job specification (expected standards of personnel requirement) should be prepared in advance to compare the applicant qualities. The guidelines details concerning nursing administration short term and long-term requirements are sent to personnel department in anticipation.

4.3.3 Departmental Promotion Committee

Departmental promotion committee is established consisting of senior nursing administrators, head of the institution of hospital/governing body.

- Committee members prepare the synopsis of all eligible candidates based on seniority, merit and qualification.

Separate seniority list is usually prepared for Nursing Education Department and Nursing Administration Department.



The members of selection Committee in Central Govt. for non-gazetted posts are usually:

- Additional Director General (officer on duty)
Nursing advisor
- Medical superintendent of organization
- Nursing superintendent of organization
- Senior nursing personnel representing SC/ST group
- Members of Administrative Department

The selection committee members will depend upon the type of organization (govt./non govt./autonomous/missionary) and governing body. The decision for selection is done by top managers with nurse administrator.

4.3.4 Recruitment of Nursing Personnel--Gazette Cadre

Recruitment of gazetted nursing personnel such as principal, nursing superintendent and chief nursing officer; are recruited by internal as well as external resources.

These posts demand more experience, higher qualification, higher intellectual abilities (decision making and problem solving) and leadership qualities.

The gazetted posts are advertised for direct recruitment only when candidates within institutions do not meet the required requirements for the posts.

4.3.5 Recruitment Resources for Nursing Personnel

Ward Sister/Nursing Supervisor: Promotion to the post of ward sister/nursing supervisor should have completed 5 years of service, based on seniority, merit and qualification.

Theater Nursing Supervisor/Incharge: Staff nurses who have completed 5 years experience could be promoted to post of theater nursing supervisor incharge. ■

The seniority list remains the same for selection by promotion.

Public Health Nurse Supervisor: Promotion of public health nurse or staff nurse who had possessed a specialized training in public health of BSc (nursing who had extensive experience during training).

Chief Nursing Officer: Nursing superintendent, principal or any senior staff from within or outside the institution could be promoted, provided they fulfill the requirement as per recruitment policies.

Recruitment of Nursing Personnel from External Resources: The appointing authority or personnel department determines and notifies the vacancies to employment agency by laying down policies and procedures and requirements of candidates, number of vacancies, and reservation policies etc.

4.3.6 Procedure for Recruitment

- Floating of an advertisement in newspapers.
- Demand letter to employment exchange.
- Letters to nursing institutions.
- Letter to nursing associations.
- Advertisement in professional journals, newsletter and magazines.
- Information through circular to present employee's and their friends, relative etc.

Sample Advertisement for Nursing Staff

- 1) Job title - Staff nurse
- 2) Age - 21 years till 40 years
- 3) Health - good physical health

- 4) Job specification - Basic qualifications, 10+2 (Science)
 - A) Professional qualification - **GN.M./BSc (N)**
Preferably **BSc (N)** from recognized **school/college**
 - B) Professional experience - Minimum 2 years of experience in any hospital.
 - C) Future prospectus - Deserving candidates have scope for promotions higher education.
- 5) Salary and benefits - Salary and other benefits as per **Govt.** rule.
- 6) Job profile - Provide standard quality care to patients.
- 7) Location of job - As per the area preferred if possible

Advertisement Sample for Individual Institution

Govt. ABC Hospital Delhi (Ministry of Health and Family Welfare)

Applications are invited for the post of qualified nurses to work in 1'000-bedded hospital with modern amenities.

- 1) Age — Upper are limit is 40 years on 1st Jan. 2003; however are relaxable by 5 years for ST/SC, and ex-service persons.
- 2) Minimum educational Qualification —
 - Registered nurse by any State Recognized nursing council of India or nursing Board approved by NIC.
 - Possesses a **BSc** nursing or Post Basic (N) graduate from any recognized University.
 - Should have obtained at least 55% marks in qualifying examination.
- 3) Experience — Should have at least two years experience as a staff nurse after training.
 - Preference will be given to higher qualification and experiences.
- 4) Salary — As per Govt. rules
- 5) Job requirements — Expected to work as per institutional policies.
- 6) Health — Should possess good physical health and is fit to provide **efficient** health care as required.
- 7) Future prospects — Candidates with satisfactory work performance have the scope of career development opportunities.
- 8) Apply to — The Medical Superintendent on above mentioned address.
- 9) Incomplete information will be considered as rejection of application. Institution is not answerable to the rejected candidates. Only selected candidates will be contacted for further action. No TA/DA is permissible to the candidates.
10. Last date of receipt of applications — 31st Dec. 2003.

4.4 CONCEPT OF SELECTION PROCEDURE

4.4.1 Definition of Selection

Selection process is identified as the right person for right job.

4.4.2 Essential Requisites for Selection Committee

- Preparation of job description and job specification to select the right candidate as per requirement.
- Set criteria for selection —
 - Age
 - Sex
 - Qualification, Experience
 - Health
 - Special Training

- Prepare checklist or interview schedule.
- Performance appraisal performs.

4.4.3 Methods of Selection

Selection process starts from the receipt of applications and screened in personnel department.

Steps

- i) Preliminary interview by personnel department
- ii) Pre-employment test (oral, practical, written)
- iii) Interview by Head of the Department of Nursing
- iv) Decision of administrator to accept or reject the Candidature.
- v) Medical examination
- vi) Check of reference of those persons who are not relatives
- vii) Issue of appointment letters.

Reception: The interviewers should be approachable and welcoming. A comfortable, confidential calm and quiet room should be selected for interviewing the candidate. Proper seating arrangement should be made for candidate.

Preliminary Interview: It involves face to face interacting of committee members and candidate. It can be unstructured, non-formal question-answer session which may include personal as well as professional questions e.g. Job expectation and feasibility of job and achievements etc.

Selection Test: Written test is usually conducted when too many applicants have applied and interviewing is not possible, the test will be able to short list the candidate for interviewing. This also helps in objective assessment based on score and assess the writing skills. These tests may be based on nursing subjects, language and general awareness etc. The qualified personnel are either intimated on the spot or letters are sent late on or telephone communication to successive candidates.

- After completing selection formalities they can inform a candidate about selection with terms and conditions.
- For senior posts where all selections are done by selection board, all candidates who are found eligible during screening are referred to the board for interview.
- Candidates are interviewed and list is made of first three candidates found suitable by the board. The appointment letter is send to the first candidates then it is sent to the second and so on.

Medical Examination: Candidates selected are required to undergo medical fitness examination to ensure their capacity to work. This also helps in placement of employee to appropriate place. The medical examination Perfonna includes:

- 1) Name, Age, Sex, Martial Status, Address, Tel. No. Etc.
- 2) Past Medical History, Family History, Present History — Vital Signs — BP any other specify.
- 3) Physical measurement — Height, Weight.
- 4) General examination — Eye, Dental, Skin, Periphery etc.
- 5) Systematic examination — Heart, Lungs, Liver, Kidney Function.
- 6) Clinical examination — Ear, Nose, Throat, Teeth
- 7) Biochemistry and Pathological Diagnostic Procedures
- 8) Gynecological examination

Medical officer in charge certifies that candidate is fit to work under required circumstances.

Rejecting application: It is difficult to inform the candidate for her failure to be selected but it is obligatory that institution write to the candidate. "We regret to accept your services for our institution, which may be considered later if needed. Keep in touch with us. With best compliments".

Probation period: This is temporary/experimental period of placement, during this period if a nurse is not performing satisfactorily, appointing authority has the right to disqualify the candidate.

Placement of new staff: The staff nurse should be posted according to number of keeping in mind their area of interest, previous experience and specialized training etc. for better performance in providing care. An orientation program will be helpful for better adjustment and will improve efficiency and will be essentially helpful for better adjustment and will improve efficiency and will help retaining the staff.

Three most widely used methods of gathering information for selection decisions are —

- 1) Testing
- 2) Interviewing
- 3) Assessment

- 1) **Tests:** The tests can be written, oral or practical to assess knowledge and technical skills. The tests are the attempts to predict how effectively a candidates will be able to perform a given job. For example if the selection of nursing personnel is based on written test to assess then knowledge, attitude and skills will help to select the nurses who scores highest in performances. The application also could be scrutinized for additional information concerning experience, salary, educational level, hobbies and co-curricular experience and that may be proved helpful in preparing the selection list.
- 2) **Assessment:** Selection of nursing personnel are based on report in many institutions which in turn helps to assess the attitude, interest and ability of a staff nurse perform and continue in the nursing profession.

Check List for Assessment

- Physical appearance — Dress, facial expression, manners, voice, neatness and cleanliness.
- Personality traits — Emotional stability, feelings, mental health, attitude towards nursing, leadership qualities hobbies.
- Health
 - Chronic health Problem.
 - Past and present health status
 - Physical fitness
 - Disability etc.
- Working experience
 - Experience of previous job.
 - Reason for changing job.
 - Career goals.
 - Preference towards work areas
 - Expectation towards institution
- Professional knowledge and skills
 - Previous experience, knowledge and skills,
 - General awareness,
 - Language proficiency,
 - Knowledge of advanced technology
 - Knowledge of current affairs related to nursing health science.

Interviewer can give some incidences, situations and simulations to assess the nursing skills judgment, critical analytic skills and leadership role as per job demands, which give more objective assessment and are best suited for the job.

- 3) **Interviewing:** It is important method of appraising an applicants suitability for a post. This is most intricate and difficult part of selection process. The interviewer must have

thorough knowledge of requirement of a hospital and should be aware of the understanding of the dynamics of human behavior.

The employer employment interview is aimed at obtaining certain basic information, normally conducted by department of nursing head. Candidate is asked about education and experience, minimum salary acceptable etc.

Interviews are most widely used selection technique. For effective prediction for job performance an interview must focus on information related to the job.

General recommendation for effective interviewing

- Establish rapport with candidate and allow her to feel comfortable.
- Focus on job requirements through out the interview.
- Don't evaluate on first impression, wait until all information is in hand.
- Have a set of structured questions that all applicants will be asked, however be explore other issues that may be related to the job.

Problems during interviewing

- Tendency to make decision about candidate based on the first impression and disregard the rest of the interview.
- Possibility of rating more favourably candidates whose appearance, social attitude and mannerisms are most like their own (interview).
- If an earlier person has performed poor, the next person may be rated good or very good even if she attempts little better than earlier.

4.4.4 Steps of Selection Procedure

After complete scrutinization the eligible candidate are short-listed.

4.5 CONCEPT OF PROMOTION

The word 'promote' is derived from the Latin word 'promover' meaning to 'move forward'.

The dictionary defines to promote as "to contribute to growth or prosperity of something in course".

Promotion refers to "advancement in rank and status accompanied by increase in emoluments".

4.5.1 Definition of Promotion

"A change for better prospects from one job to another job is deemed by the employee as promotion".

4.5.2 Factors Considered for Employees

- Increase in salary
- Increase in job status
- An upward movement in the hierarchy of job
- Additional responsibility authority and accountability.

4.5.3 Need for Promotion

Man is a growing creature and if his needs for recognition and advancement are not adequately satisfied by the organization in which she works causes a large turnover of staff.

4.5.4 Criteria for Promotion

Promotion policy is a controversial issue in every organization. The management usually favours promotion on the basis of merits and the employee generally favours promotion on the basis of seniority. It is hence essential to examine this issue and arrive at an amicable solution.

Seniority Versus Merits

There has been a controversy over the relative values of seniority and merit in any system of promotion. If organization's expectation is to be fulfilled and if proper emphasis has to be given to initiative, dynamism and speedy action, the criteria of merit should be considered first and second place is for seniority.

4.5.5 Methods of Promotion

The three methods for promotion are as listed below:

- i) Selection by Seniority
- ii) Selection by Merit

Assessment

Assessment of each employee should be based on fair, objective evaluation of the confidential report for the precedings of five years or years equal to the required qualifying service.

Regular Promotion

Expected vacancies of nursing staff due to retirement and new posts should be calculated and actual number of vacancies of nursing personnel and category required to filled by promotion should be reported to administration for recording in establishment register, incumbency register and vacancy register. Vacancies arising out of deputation for period of more than one year will also be added. Vacancies may be calculated annually.

Reservation for Promotion

The health is stale subject therefore reservation for general, SC, ST, OBC, handicapped, tribunal etc will be as per the rule set by the government and employing organization.

Departmental Promotion Committee

For group A (Chief nursing officer and nursing superintendent), the eligible members for DPC will be at least from one level above.

Committee chairman will be sufficiently higher-level officer DG, Addl, DG, DDG, ADG and Nursing Advisor etc.

One of the members will be from outside department, preferably belonging to SC/ST from the nursing profession.

General Instructions for Promotion

- Promotion is earned by dint of hard work, good conduct and result oriented performance as reflected in confidential report.
- Seniority list of nursing personnel in a particular cadre is prepared and copy should be circulated to persons concerned.
- No interview will be held by DPC committee, unless recruitment rules for the post are followed.
- Proceedings of DPS are valid only if all members are duly invited for the meeting and majority of them including chairman are present.

DPC Requirements

- Seniority list
- Confidential reports
- List of eligible persons
- Details of the number of posts
- Reservation position
- Integrity certificate

- Vigilance clearance
- Performance appraisal

Implementation of Select List:

- 1) Panel validity: The Panel of seniority list remains valid for one year or till preparation of fresh panel, whichever is earlier.
- 2) Vigilance clearance is necessary before actual promotion, to ensure that no disciplinary/ criminal case is pending.
- 3) Appointment: Promotion will be ensured from a prospective date only.

Pro-forma Promotion: The nursing personnel, serving outside organisation on deputation or training etc. should be considered for promotion, when due in his/her cadre, is said to be **Pro-forma** Promotion.

ACP: Assured Career Progression scheme for Central Govt. employees has been introduced by the Govt. of India on the recommendations of the fifth Pay Commission to deal job stagnation problems faced by employees due to lack of adequate promotional avenues.

Promotion Policy: It may include organization chart showing job relationship and ladder promotion should be prepared.

Definite system for making a waiting list after identification and selection of those candidates who are to be promoted, as and when vacancies occur. All vacancies in their organization should be notified so that eligible candidate may compete.

Factors for promotion policy are outstanding service, above average achievement, experience, seniority, recognition of employees in particular knowledge and experience, record of loyalty and co-operation.

Nursing Department head may initiate promotion, but final approval will be given by top management.

In case of promotion, Personnel Department should carefully follow the performance of promoted employee.

Advantage of Sound Promotion Policy : Every organization should encourage promotion of its existing employee to higher posts.

A sound promotion policy has following advantages:

- Provide an incentive to employees to work more **efficiently**.
- Develop loyalty among employees as a sound promotion policy assures their promotion.
- Increases job satisfaction among employee.
- Generates greater motivation of competent employees.
- Retains competent employees and provides them ample opportunity to rise further.
- Results in increased productivity, as promotion will be based on performance appraisal.
- Increase effectiveness of an organization.

4.5.6 Promotion of Nursing Personnel

Usually there is no advance planning for promotion of employees. In case vacancy it under goes through all the steps of promotion, which is time consuming and haphazard, therefore a carefully planned promotional programme consists of-

- 1) Promotion policy
- 2) Identification of channels of promotion
- 3) Selection procedure and appraisal
- 4) Orientation Programme
- 5) Communication
- 6) Recording and co-ordinating

Promotion Policy: A policy must be formulated to decide whether the post to be filled within organization or outside sources; keeping in mind the type of posts to be filled up.

Channels of Promotions: To be identified both vertical as well as horizontal line of organization. These should be clearly defined and recorded in personnel policy manual and nursing personnel should be made aware of these channels during orientation programme.

Selection and Appraisal: Objectives and fair performance appraisal by supervisor will help in appropriate selection of the candidate. The qualification experience and potentialities of nursing personnel and evaluation is recorded in confidence and is used for promotions.

Orientation Programme: In order to get next promotion the nursing personnel must undergo special training e.g. In order to get the promotion of ward sister from staff nurse, the staff nurse for effective administration must take training in ward administration for minimum of three months. In some states nurses need to appear for departmental test for promotion.

Communication: If there are promotional avenues due within the organization, it must be communicated to all the eligible candidate through various resources i.e. Notice Board, Advertisement, bulletin board, meetings, announcement etc. And complete description of job e.g. Title, number of vacancies, duties and responsibilities etc. Interested people may apply for the same and are considered by selection committee based on confidential records.

Recording and Coordinating: Each employee possesses its own service record file and is kept in administrative office. It contains all personal records of candidate i.e. details of work performance, experience, seniority, integrity, in-service training, satisfactory records etc. The selection committee makes the assessment and draws the inferences about employee before selection.

Promotion List: The promotion committee makes a list of candidates for promotion. The selection committee according to criteria develops and assesses the nursing personnel. Their may be test interview before final selection. Selection committee sends lists for eligible candidate and promotion committee issues the final order for promotion.

4.5.7 Appraisal form of Candidates for Consideration of Promotion

Knowledge

Level of knowledge of activities.

- Rules, regulations
- Application of knowledge.

Quality of output .

- Quality of performance
- Standard of work
- Objectives
- Ability to apply technical knowledge
- Formulation of alternatives
- Problem solving
- Analytic ability

Communication

- Effective communication skills
- Clarity, accuracy (oral and writing)
- Initiative
- Willing to take additional responsibility
- Dedicated and motivated
- Willing to learn and systematize the work

Attitudes to Work

- Sense of responsibility
- Reliability of work

Ability to inspire and motivate

- Capacity to train and motivate the subordinates
- Getting co-operation of subordinates by her own conduct
- Capacity to inspire confidence.

Supervisory skills

- Guidance to juniors in performance of work assigned
- Reviewing the performance
- Capacity to take decisions at her own level on matters delegated to her.
- Maintain discipline.

Interpersonal relation ship

- Good rapport and relationship with superiors, colleagues and subordinates.
- Capacity to work as a member of team and promote spirit and optimize the output of team.

Public relation – Accessibility to public and responsiveness to their needs.

Check Your Progress

- 1) Recruitment is the process of searching for
- 2) The common recruitments methods are and
- 3) Most widely used methods of selection are
- 4) Sound promotion policy fosters a feelings of in the personnel and help to in organization?
- 5) Criteria for promotion are and
- 6) D.P.C. means
- 7) Lower posts are usually promoted and senior positions are filled by

4.6 LET US SUM UP

Acquisition of qualified people in an agency is critical for the establishment, maintenance and growth of the organization, therefore active recruitment is important and the attraction of qualified applicant is the first step of selection of personnel. Active recruitment includes advertisement in local newspaper, nursing journals and bulletins, recruitment literature i.e. Newsletters, posters, contracts with school placement services etc.

In this practical you have learnt about relationship between recruitment, selection and promotion. For efficient nursing recruitment, selection and promotion there must be sound policies which will consider the consumer’s professional and institutional needs.

Objective and skillful recruitment will enable the selection of most efficient nursing persons, which can be done through various methods e.g. test, interview, assessment and discussion etc. The medical examination will emphasis on the physical fitness to be placed for better positions.

Nurse administrator must have the knowledge regarding manpower planning, recruitment, selection and promotional policies of its organization and Government. There should be prior description of job analysis, job specification, workload and characteristics of existing staff.

4.7 KEY WORDS

- Job description** : A statement setting forth the duties and responsibilities of a specific job and characteristics of the individual needed to perform it successfully.
- Job turnover** : To leave the organization
- Manpower planning** : Developing a plan to meet future manpower requirements.

Performance appraisal : Developing procedure to evaluate employee performance and communicate to employee their drawbacks.

Recruitment, Selection and Promotions

Recruitment : List of potential job candidate for required job.

Activities

As a nurse administrator you are supposed to send a **draft** for advertisement of post ICU's nursing personnel, develop a format for advertising this post.

Prepare an interviewing schedule to assess the professional traits of interview.

As nurse administrator you have to appoint staff nurse for different units:

- A) List the methods of appointments.
- B) Which method would you adopt as best and why?

4.8 ANSWERS TO CHECK YOUR PROGRESS

- 1) Prospective employees.
- 2) a) Internal b) external
- 3) Test, interview, assessment.
- 4) Belongingness, retain.
- 5) Seniority and merit.
- 6) Departmental promotion committee.
- 7) Seniority, merit.

Guidelines for interview of Nursing Personnel

- 1) Offer comfortable environment throughout interview to ensure minimum physical and psychological stress.
- 2) Prepare outline before conducting interview. Its better to have an interview guide to keep the interviewee on track or set a structured questionnaire.
- 3) A set of job description for required job must be prepared and keep available during interview.
- 4) It is always better to have interview **proforma** ready. This includes:
Personal data, educational background, appearance **and** mannerism, work experience, personality and social adjustment, and physical health.
- 5) Listen actively while the applicants describe her background.
- 6) Encourage the applicant to talk freely by asking open-ended question.
- 7) Identify and describe both positive and negative aspects of job in detail and create realistic expectations.
- 8) Conclude interview by outlining **further** process of selection.

Guidelines for Performance Appraisal

- 1) Use the appraisal process to motivate employees and to promote professional growth.
- 2) Use a formalized system of performance appraisal.
- 3) Performance appraisal should always base on set standards.
- 4) Use techniques to reduce the anxiety during appraisal process.
- 5) Gather data appropriately for performance appraisal that are fair and objective.
- 6) Maintain appropriate documentation of appraisal process, Information shall be written down and not trusted to memory.
- 7) Use appraisal process as two-way communication.
- 8) Provide **frequent** informal feedback on work performance.
- 9) Follow up on identified performance deficiencies.
- 10) Develop employee trust by being honest and fair when evaluating performance.

Format for Performance Appraisal of Nursing Personnel

- 1) Name of nursing personnel:
- 2) Year of appraisal:
- 3) Designation of nursing personnel:
- 4) Date of appointment at present institution:
- 5) Total duration of work in years in present institution:
- 6) Is her job **confirmed** yet or not:
- 7) Does she qualify the educational criteria for promotion;
- 8) Does she has previous experience:
- 9) Consider suitable remarks for her:
 - a) Punctuality:
 - b) Managing time efficiently while working:
 - c) Positive behaviours with health team members:
 - d) **Efficient** in administrative work:
 - e) Organises health care tactfully and efficiently:
 - f) Identifying patient's problems carefully;
 - g) Plan and implement nursing care skillfully:
 - h) Performing work efficiently:
 - i) Self disciplined and self controlled at work setting:
 - j) Maintain coordination with health team members:
 - k) Participate in extra-curricular activities:
- 10) Capable to direct and guide others:
- 11) Special remarks:

Signature by interview Committee

Signature of Nursing Superintendent

Guidelines for Preparation of an Advertisement for Recruitment of Nursing Personnel

- 1) Advertisement should be attractive and appealing for nurses.
- 2) Advertisements must convey information, which stimulate positive response.
- 3) Advertisement should be published **after** a careful analysis of job and directly focus on job.
- 4) Always place yourself as a candidate for job and ask questions on the areas to be specified.
- 5) Advertisement should be specific not generalised
- 6) Specify required information clearly such as educational, age, experience, position and salary etc.
- 7) Prepare a format that should include all information in minimum space.
- 8) Publish advertisement preferably in professional journals and leading newspapers, which have more circulation in maximum cities.
- 9) A circular can be sent to leading hospitals and nursing educational institutions.
- 10) Write postal address and phone numbers clearly to avoid postage misplace.