

Recruitment and Retrenchment in Nursing: The Employer's Viewpoint.

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Fast industrialization and organisational changes taking place in today's world are making new demands on professionals. One such demand is recruiting the best person for a specific job. All hospitals and nursing homes are confronted with this problem of recruitment and retrenchment.

Appointing a new employee on the hospital staff is an expensive proposition, especially if it is at senior level. The cost can run into thousands of rupees. The direct costs which can be identified easily like advertising and executive search fees constitute only the tip of the ice-berg. Of greater consequence are the indirect costs of management involved in the recruitment process. These include cost of training the new executive and the cost in terms of loss associated with having an 'inexperienced individual' in a key position (Matron-Principal, Tutor Sister, Asst. Matron). The cost rises significantly when the new recruit quits within a short period. When recruitment has to be made after an important or dynamic employee has resigned, the authorities get panicky and tense about how to manage without the skilled and experienced hand.

But perhaps you do not need an identically skilled and experienced hand. What you probably need is a person who will stick to the job longer. Some of the vital points we need to consider before we make recruitments are: How effective is the institution's application form? How effective is the

process of decision making when a candidate is recruited? How effective is the choice of the individual to be recruited? What kind of a person should fill up the post? What type of skill the hospital needs?

Do you need someone very dominating for better control of things? Do you need someone with an eye for detail or one who has a broad-brush approach? Do you need someone who has great patience and can tolerate a difficult boss? Do you need a submissive hand?

What type of a person held the job before? Was he successful? Are you realistic with regard to the expectations you have regarding the suitability of the person? Do you conduct an exit interview to get an honest and open feedback from the employee regarding work environment, policies, procedures, job satisfaction, job contact, etc.? Very often the employees do not give the real reason for their resignation and sometimes the employee does not reveal the facts because he feels "Why should I bother now that I am leaving the organisation or how does it matter to me if the institution does not flourish?" Sometimes there is a fear that honest views would adversely affect his career and his future prospects.

Skilled and experienced hands have more demands and their number is limited. Very often the employer runs the show by doing patch work. Temporary arrangements are made to fill permanent posts and the person appointed does not put his heart and soul into the job knowing that he has been appointed only for a short period. As a result, the patients have to suffer. People try to

recruit the same kind of person for the job that has been vacated without trying to find out as to why the job has been vacated?

Guidelines for Recruitment: Prepare a good application form with only the required information. Some forms do not ask sufficient questions. Those that do ask usually irritate and frustrate the intelligent applicant. Try to make application blanks user-friendly. The problem is how to spot the qualities in the new employee which were present in the old employee. Use the application blank to help analyse the previous employee, and draft the interview questions on the basis of an analysis of the previous employee.

When you decide to make a firm, good offer to the candidate then go in for reference checking very seriously. Reference checking should be done with the former employer as well as current employer. Reference checking is a time and money consuming process, hence, it should be done only for those candidates who are in the final short list.

Interview must be held with a prior intimation to the prospective candidate. Explain the basic objectives of the hospital and what is expected of the candidate. Create an informal atmosphere to get the candidate into a proper mood, then request him to be open and frank. Note the points while he is speaking. Discuss frankly the strengths and weaknesses of the system, asking probing questions.

Choice of the Best

"Preparation is the name of the game". If your application form is well

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designed, you can ask relevant questions from this. All you need is a grid which shows you the acceptable answers. Only the individual who is involved in devising this grid can apply it.

Interviewing would mean asking the right question, pressing to bring out the key issues, evaluating the responses and judging the value of what is said.

We are in the seller's market. Many

sell themselves extremely well. But who answers all the right things at the interview about openness. "How to handle difficult patients or a difficult situation" are questions which can be answered well even if one may just have read the right books or if one has attended a good training programme.

Same questions may evoke different kinds of responses from candidates with different experience and back-

ground. Hence interpreting and interviewing skills play a very important role if the true unbiased situation is to be revealed. You must know what kind of educational level the job requires. What kind of skill the job requires? What are the career aspirations of the candidate? What has the candidate contributed to the previous job? How have the changes in the environment affected the performance of the candidate, and so on.

ELECTION RESULTS OF NAGALAND STATE BRANCH, TNAI

Elections of Nagaland State Branch, TNAI were held on 20.04.93 at Civil Hospital, Mokokchung and the following were declared elected:

President Miss K. Mehta, Principal Tutor, Naga Hospital, Kohima; *Vice President* Miss Tiakala, Civil Hospital, Tuensang; *Secretary* Mrs. Vikhono, Asstt. Matron, Naga Hospital, Kohima; *Joint Secretary* Ms. Hokele, Nursing Superintendent, Civil Hospital, Tuensang; *Treasurer* Mrs. Nzele, Nursing Superintendent, Naga Hospital, Kohima; *Chairperson, Programme Committee* Mrs. Maryangala, Asstt. Matron, Civil Hospital, Dimapur; *Chairperson, Membership Committee* Mrs. Abeli, Matron, Civil Hospital, Dimapur; *Chairperson, Public Health Nursing Section* Ms. Kiyasetonou, PHN Nursing Tutor, Naga Hospital, Kohima; *Chairperson, Nursing Service Section* Ms. Shilongmongla, Asstt. Matron, Khuzama T.B. Hospital, Khuzama; *Chairperson, Nursing Education Section* Mrs. Henia, Nursing Tutor, Naga Hospital, Kohima; *Chairperson, Socio Economic Welfare Committee* Ms. Mapala Aier, Asstt. Director Nursing (Trg.), Directorate of Health & Family Welfare, Govt. of Nagaland, Kohima; *SNA Advisor* Mrs. P. Ayangla, Vice Principal, Civil Hospital, Tuensang; *Representative of Health Visitors* Mrs. Sakono, L.H.V., Dimapur; *ANM Representative* Miss Tsumoni, Civil Hospital, Dimapur.

INCOME TAX EXEMPTION ON DONATIONS TO TNAI

We are pleased to inform all the members that TNAI has got Income Tax Exemption on donations under Section 80G of the Income Tax Act. All donations, whatever the amount, made to the TNAI during the period 1.4.92 to 31.3.94 are exempted from Income Tax as per the provisions of Sec. 80G.

Notice

The following candidates are unanimously elected as there were no other eligible contestants.

President	Mr. A.J. Bijapurkar 10, Kalyani Hsg. Soc. New Shahupuri Kolhapur-416 001.
Vice President	Mrs. M. Abraham 5, Sanman Co-op. Hsg. Soc. Off Lokhandwala Complex Andheri (W) Bombay-400 056.
Secretary	Mrs. Gracy Mathal, Matron, R.N. Cooper Municipal Hospital, Juhu, Vile Parle (W), Bombay-400 056.
Treasurer	Mrs. Nirmal Joshi, Principal Tutor, R.N. Cooper Municipal Hospital, Juhu, Vile Parle (W), Bombay-400 056.
Chairperson, Nursing Service	Mrs. Edith Thomas, Matron L.T.M.G. Hospital, Sion, Bombay-400 022.
Chairperson, Membership	Ms. Arundhati Gurav, Matron C.S.M. Hospital, Kalwa, Thane-400 605.

Mrs. S. George
Returning Officer
Maharashtra State Elections