

INSTITUTIONAL POLICY FOR CAREER GROWTH AND DEVELOPMENT

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1. Introduction

Amala Institute of Medical sciences, the pioneer centre in the state of Kerala for healthcare education and patient care thriving hard to redefine and rebrand the healthcare system every day in every way. During the past 4.5 decades journey of this hospital, emphasis was given for utmost care of the patients and therein the satisfaction of the families and societies with holistic approach.

In our Institutional scenario, the nature of work remains same for most of the job roles. Only very few may have options to get promoted and take up higher roles. All others lack motivation to perform better in job as there is no change in the recognition for their expertise in the field of work. Employees expect career progression and increments according to their years of experience and competence in skills.

As an Institution, we need to provide a career path for its staff with a clear policies and transparent procedures. The objective this document is to specify the policy and procedures for career development and career growth.

1.1 Career Growth and Career Development

Before getting into the details, it is important to understand the concept of Career Development and Career Growth. Please refer the table given below.

CAREER GROWTH <ul style="list-style-type: none">• Involves moving to a higher position• Moving up in the ladder• Based on Vacancy	PROMOTION <ul style="list-style-type: none">• Moving up in the Job Band• Not necessarily a sequential growth, but depends on suitability of Bands for the staff
CAREER DEVELOPMENT <ul style="list-style-type: none">• Improving skill and talent• Becoming an expert in the current role• Not based on Vacancy	PROGRESSION <ul style="list-style-type: none">• Moving up in the Grades of the same Job Band• It can only be go up sequentially

Career growth refers to moving up in the Job band, which is a promotion, whereas Career development refers to the moving up in the Grades of the same Job band.

1.2 What is 'Job Band'?

Job bands are created based on the level of responsibility, value it creates



Job Band 1 – Leadership
Job Band 2 – Managerial
Job Band 3 – Supervisory
Job Band 4 – Individual Contributors
Job Band 5 – Work Force
Job Band 6 – Assistants
Job Band 7 – Helpers

Each of the designations will be mapped to a Job Band. Moving up in the Job band will be considered as a Promotion. Promotion always need not be a sequential upward movement. Staff from Job Band 5, may move to Job Band 3, based on the nature of job.

Characteristics of Job Band

Job Band	Role & Responsibilities	Specification
Job Band 1	Organization wide role Responsible for Org. Initiatives Lead Large teams	Leadership Skills Min 15 years' experience
Job Band 2	Department leading role Manage multiple teams/area	Excellent Management skills Min 10 year experience
Job Band 3	Should be leading a functional team/location Manage a team	Good people management skills Min of 8 years' experience
Job Band 4	Should be in a position to make decisions	Professional degree (4 years or 3+2 years) in the area working
Job Band 5	Should be able to work based on the instructions given. Should acquire the skills in the area of work	+2 and +3 year professional diploma or Regular Post graduation. (MSW/MBA/MHA/MCOM/MSC, MA (English))
Job Band 6	Assist the core functions of the hospital Good learning capacity	a) Should have a 2 year or regular degree (BSc, B.Com, BBA, BCA, BSW,BA (English) b) 1 Year diploma or any graduation
Job Band 6	Good health condition to perform the work	Able to read and write in Malayalam. English is preferable.



1.3 What is 'Grade'?

Grades are reflection of knowledge, experience, skill, excellence. Each of designations will have different grades. Grades are given as follows.

Grade 1 – Expert (Senior Grade 1)
Grade 2 – Proficient (Senior Grade 2)
Grade 3 – Competent
Grade 4 – Intermediate
Grade 5 – Beginner
Trainee

Grades change only sequentially without skipping a step.

1.4 What is Job Role?

Job Role is completely different from Job Band or Grades. This is based on the nature of work, the employee may be assigned for a particular role for a time duration. They will still have Job band, Grades and Designation. Job Role may not have a direct relation with the Job Band or Grades. So if a staff remains in the same Job Band and Grade and take up another nature of job, only Job Role changes. Job Role is also an opportunity to perform a different role or a higher role.

1.5 What is 'Designation'?

Designations are mapped to a specific Job Band. It indicates the nature work. Roles and responsibilities and job specifications should be mentioned for each designation. Unless there is a change, Designation and Role will be the same.

2. Objectives:

- a) **Transparency and Equity:** A well-structured system for career growth / development, it promotes transparency in how staff are evaluated and rewarded. This minimizes favoritism and bias, ensuring that promotions and progressions are based on objective criteria and performance.
- b) **Motivation and Job Satisfaction:** Clearly defined criteria for promotion/Progression can motivate staff to excel in their roles. The prospect of achieving higher grades and enjoying associated benefits can lead to increased job satisfaction and engagement.
- c) **Retention of Skilled Staff:** Staff who see a clear path for career growth/development within an organization are more likely to stay with that organization. This promotes staff



retention and reduces turnover rates, which can be costly and disruptive for healthcare facilities.

- d) **Standardization of Expectations:** The career growth/development system establishes consistent expectations for staff at different levels. It helps define what is required of staff in terms of skills, knowledge, responsibilities, and behaviors, leading to a more uniform and effective workforce.
- e) **Professional Development:** By defining specific criteria for each Job Band and Job Grades, the career growth/development system encourages staff to pursue Continuous Education and Training. This fosters continuous learning and development, enabling staff to stay updated on the latest practices and technologies in the healthcare field.
- f) **Performance Improvement:** Regular assessments within the grading system help identify areas where staff might need improvement. Constructive feedback and guidance from supervisors can guide staff in enhancing their skills and addressing any weaknesses.
- g) **Fair Recognition and Reward:** A grading system provides a structured framework to assess staff skills, experience, and contributions. It ensures that staff who excel in their roles are appropriately recognized and rewarded for their efforts. The change in the grades may also positively impact the compensation and benefits.
- h) **Professional Accountability:** Nurses understand that their progression depends on their performance, competence, and commitment. This fosters a sense of accountability among nurses to continuously strive for excellence and uphold professional standards.

3. Eligibility Criteria:

3.1 Experience:

The minimum experience required for the progression of staff to the next grade is as follows:

- TRAINEE: Training period for the respective category
- GRADE 5: After successful completion of Training period.
- GRADE 4: Minimum 3 years of experience in Grade 5
- GRADE 3: Minimum 3years of experience in Grade 4
- GRADE 2: Minimum 4years of experience in Grade 3
- GRADE 1: Minimum 5years of experience in Grade 2



Grade 2 and Grade 1 staff are eligible for promotion. Otherwise staff should complete minimum of 4 years' experience in the Grade 3.

3.2 Training Credits:

Each training sessions will have specific credits. Upon Successful completion of these trainings, staff get this credits. Every year, staff should earn minimum of 24 Credit Points. HR will publish the Trainings and its credits as and when it is available. Typically 1 hr of training will have 1 credit point. This is subject to change based on the complexity, mode of training (online / offline). Certifications (internal & external) will also carry credit points.

4. Evaluating Criteria

- 4.1 Competency
- 4.2 Quality of Work
- 4.3 Customer Orientation
- 4.4 Ethical and Professional Behavior
- 4.5 Communication
- 4.6 Adaptability
- 4.7 Punctuality

Additional factors considered for Promotion:

- 4.8 Eagerness to take up higher role
- 4.9 Fit for the higher role
- 4.10 Leadership skills
- 4.11 Future orientation
- 4.12 Self-Motivation

5. Desirable Factors

- 1) Active Participation in the Organizational Initiatives
- 2) Representing Institution in various events
- 3) Involvement in Research Activities
- 4) Innovations
- 5) Positive customer (Students/patients/public/employees) feedbacks
- 6) Trainer for area of expertise
- 7) Mentoring staff



- 8) Participation in the Outreach activities
- 9) Active involvement in Public Relations
- 10) Acquiring relevant educational qualifications
- 11) Acquiring relevant certifications
- 12) Paper presentations
- 13) Awards and Recognitions

6. Expected Contributions of Grade 1 staff:

Grade 1 staff should continue to excel in the area of work and involve in the following activities to be eligible for increments.

- 6.1 Trainer Role:** They may also be considered for increments if they take on the role of a trainer, sharing their expertise and knowledge with colleagues through training sessions.
- 6.2 Participation in Conferences and Workshops:** Active participation in conferences and workshops is encouraged. This includes making presentations and contributing to the exchange of knowledge.
- 6.3 Involvement as Approved Assessor or Auditor:** Grade 1 staff may perform the role of Assessor for audits.
- 6.4 Paper Presentations:** The number of papers presented at conferences or professional events is also a factor, as it showcases their contributions to the field.

7. Procedure for Progression and Promotion.

This is going to be a yearly process. The process will start by January and should complete by End of March.

- 7.1 Submission of Application:** All staff who meets the eligibility criteria may submit an application to the HRD. This application should include staffs' request to get upgraded and a self-evaluation with details of evaluation criteria and desirable criteria.



- 7.2 Supervisor Evaluation:** HR should initiate all the staff applied evaluation by the immediate supervisor.
- 7.3 Department Screening Committee:** This may be required for the bigger departments. However it is not mandatory for all departments. This committee may be constituted by the Priest-In-Charge.
- 7.4 HoD Evaluation:** In case screening committee is not there, HoD should ensure that staff clears the eligibility criteria. Based on the evaluation criteria and desirable criteria, HoD may recommend staff for progression / promotion.
- 7.5 HR Screening:** HR will validate the points and do a fact check in the evaluation and prepare the list for Management Interviews
- 7.2 Management Interview:**All the staff recommended by the HR, interview panel do a final evaluation through interview.

Interview Panel Composition:

SI No:	Panel members
1	Director
2	Priest-In-Charge of the respective staff.
3	Respective Band 1 (Leadership) staff.
4	HR Representative
5	Director may nominate any other expert in the field

During the interview, candidates will be assessed based on their qualifications, experience, communication skills, transparency, professionalism, suitability for the higher-grade position, and alignment with the staffs' capabilities and aspirations.

Candidates may be asked behavioral, situational, and performance-related questions during the interview. Additionally, candidates are expected to demonstrate their commitment and enthusiasm showcasing how they can contribute effectively to the organization in the higherrole. The list of promoted candidates will be determined following the interviews.

Director finally approves the list for Progression/Promotion.



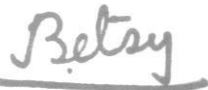
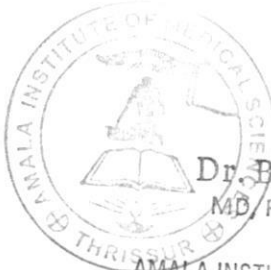
8. Proposed Increments.

Proposed increments are given below. Increments will be additional to the existing salary.

	Grade 5	Grade 4	Grade 3	Grade 2 (Senior)	Grade 1 (Senior)
Job Band 7	-NA-	Rs.100	Rs.200	Rs.400	Rs.600
Job Band 6	-NA-	Rs.200	Rs.300	Rs.500	Rs.700
Job Band 5	-NA-	Rs.300	Rs.400	Rs.600	Rs.800
Job Band 4	-NA-	Rs.400	Rs.500	Rs.700	Rs.900
Job Band 3	-NA-	Rs.500	Rs.600	Rs.800	Rs.1000
Job Band 2	-NA-	-NA-	-NA-	-NA-	-NA-
Job Band 2	-NA-	-NA-	-NA-	-NA-	-NA-

9. Conclusion

This policy may be called, "AIMS-Institutional Policy for Career Development and Career Growth". This policy shall be made applicable to STAFF (except teaching faculty). This policy shall come into force from the date of its approval by the Director of the institution.



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