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**HR.2 Heads of departments, in collaboration with the human resources department, develop, implement, and monitor departmental staffing plans.**

HR.2.1 Each department has a written staffing plan, developed in collaboration with the human resources department, to fulfill its part of the hospital's mission.

HR.2.2 The departmental staffing plan defines the number, type, and qualifications of staff required for each department and their job responsibilities.

HR.2.3 The staffing plans are reviewed and updated at least annually and as needed.

HR.2.4 The staffing plans are monitored to identify deficiencies and take improvement actions accordingly.

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**Standard Intent:**

Job analysis consists of determining—often with the help of other hospital areas—the nature and responsibilities of various employment positions. This can encompass determination of the skills and experiences necessary to adequately perform in a position, identification of job and industry trends, and anticipation of future employment levels and skill requirements. Job analysis also provides valid information about jobs that is used to hire and promote people, establish wages, determine training needs, and make other important HRM decisions

Staffing is the actual process of managing the flow of personnel into, within (through transfers and promotions), and out of an organization. Once the recruiting part of the staffing process has been completed, selection is accomplished through job postings, interviews, reference checks, testing, and other tools.

In an organization, there are several issues on which disputes may arise between the employees and the employers. Conflicts are almost inevitable. In such a scenario, it is the human resource department which acts as a consultant and mediator to sort out those issues in an effective manner. They first hear the grievances of the employees. Then they come up with suitable solutions to sort them out. In other words, they take timely action and prevent things from going out of hands.

Human resources functions may also be outlined as follows:

- Payroll & tax administration
- Liability protection
- Legal compliance
- Benefits negotiation
- Benefits administration

- Talent acquisition
- New hire induction and orientation
- Performance management
- Leadership training
- Employee development
- Time and attendance monitoring
- Managing employee grievances and conflicts
- Employee satisfaction monitoring and developing retention strategies
- Termination review and guidance

In order to have all those mentioned functions well performed and monitored, a qualified human resources manager is expected to lead the human resources department.

High-performance organizations are integrating workforce planning initiatives into their business and strategic planning processes more than ever, as workforce planning outputs continue to grow more robust, other leaders are likely to follow the example set by their counterparts at higher-performing organizations and rely more on this evolving resource to help feed the budgeting process.

With proper integration, workforce planning improves communication between human resources and business units and subsequently the ability to identify and retain the most important talent.

Discussions about the people and skills our businesses need to accomplish strategic initiatives, and those conversations make more feasible planning possible.

Departments and units are more able and willing to work with human resources to identify specific roles that, if left unfilled, could damage the organization's bottom line and simultaneously deliver greater returns if properly filled.

The objectives of strategic staff planning:

1. Supports the budgeting process
2. Supports the strategic/business planning process
3. Identifies shortage of qualified talent to fill critical roles



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4. Serves as a mechanism for identifying critical talent
  5. Identifies skills gaps in the workforce
  - 6. Acts as a mechanism for identifying critical roles**
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**HR.3 All categories of staff have clearly written job descriptions.**

- HR.3.1 There is a policy that describes a standardized format for job description.
  - HR.3.2 The job description is used when selecting employees for hire, performance evaluation, internal promotion, and transfer.
  - HR.3.3 All job descriptions are revised at least every three years and as needed.
  - HR.3.4 The job description defines the required knowledge, skills, and attitude to perform the job responsibilities.
  - HR.3.5 The job description clearly defines the roles and responsibilities.
  - HR.3.6 The job description specifies the reporting relationships.
  - HR.3.7 The job description is discussed with and signed by the staff member on hiring and is kept in the personnel file.
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**Standard Intent:**

In line with the HRD role to perform Job Analysis: Job descriptions need to be developed for all individual staff members. The job descriptions are the basis for their assignments, orientation to their work, and evaluation of how well they fulfill job responsibilities. Every hospital has to have job description policy which include that the Job descriptions for each department are updated as needed to reflect staffing shortfalls or business needs. The hospital's intent for maintaining job descriptions is to have a floating guideline for each class of employee and for particular skilled positions.

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**HR.4 The hospital maintains personnel files for all employees.**

- HR.4.1 The hospital has a policy guiding the initiation, management, content update, and retention time and disposal of personnel files.
- HR.4.2 Personnel files are complete and updated.
- HR.4.3 Personnel files are kept confidential and only those who are authorized can access them.
- HR.4.4 Personnel files contain the following minimum items:
  - HR.4.4.1 Qualifications; including current licensure, certification, or registration, if applicable.
  - HR.4.4.2 Current job description.
  - HR.4.4.3 References.
  - HR.4.4.4 Orientation, continuing education, and training records.
  - HR.4.4.5 Performance evaluations.