Project Report on
A Study on the Pre Offer Documentation Process at Max Bupa

REPORT SUBMITTED IN PARTIAL FULFILLMENT OF REQUIREMENT
FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION

PREPARED BY
ABHISHEK DAS
Roll No. -PG/VUOAP02/MBA-IIS-166

VU Registration No.: 00713 OF 2020 – 2021

Major Subject: Human Resource Management

Minor Subject: Marketing Management

UNDER THE GUIDANCE OF

Prof. Dr. ANUPRIYO MALLICK

Associate Professor, EIILM Kolkata

&
Mr. MUKESH KUMAR
Talent Acquisition Lead & HRBP - East in Human Resources Department at **Max Bupa**

SUBMITTED TO
Eastern Institute for Integrated Learning in Management, Kolkata
Affiliated to
Vidyasagar University
September, 2021

Internship Certificate

07-Sep-2021

TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Mr. Abhishek Das** has completed his Internship from our organization. His training period was from **01-Jun-2021** to **31-Jul-2021** during which he had worked in **Human Resources.**

He has completed the same successfully. He was diligent and persevering and has picked up knowledge and understanding of the applicable concept.

We wish him success in his future endeavors.

Best Regards
Yours Sincerely,
For *Niva Bupa Health Insurance Co. Limited*

Mohit Marwaha
Deputy Vice President -Talent Acquisition

<u>DECLARATION</u>

I, Abhishek Das, do hereby declare that this report titled "A Study on the Hiring Process at Max Bupa with special focus on the Pre Offer Documentation Process" is submitted by me for the partial fulfilment of Master of Business Administration in Vidyasagar University. This report is exclusively prepared by me and has not been submitted to any other institutions or published anywhere before.

DATE: 7th September, 2021.   ABHISHEK DAS
                                                                           Roll No: PG/VUOAP02/MBA-IIS-166
                                                                           Registration No:- 00713 of 2020-2021
PLACE: KOLKATA   MBA, 2ND SEMESTER
                                                                           EIILM, KOLKATA
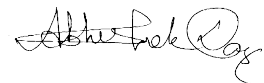
ACKNOWLEDGEMENTS

At the outset, I would like to thank Mr. Mukesh Kumar, Talent Acquisition Lead and HRBP - East of Max Bupa Health Insurance for his guidance to undertake this project.

I express my sincere gratitude to Prof. Dr. Anupriyo Mallick, Faculty, EIILM, Kolkata who has sincerely provided me with critical suggestions and valuable insights which enabled me to complete this project and bring out this report in the best way possible.

I would take this opportunity to thank Prof. (Dr.) R. P Banerjee, Director, EIILM, Kolkata and other faculty members of the institute for their cooperation and support. I am also thankful to all others persons who directly or indirectly helped me to accomplish my project work.

Date: 7th September, 2021.   **Signature**

Executive Summary

This project outlines the critical support that I, in my capacity as an HR Intern provided in daily HR operations of Max Bupa during the two months of June and July. The detailed steps of the Pre Offer process has been properly explored, with the relevance and importance of each of the steps clearly explained. In addition, an in-depth analysis has been developed on the specific documents and/or processes that the candidates (both fresher and experienced) find it difficult to provide or understand. The frequency of the reason for the documentation query has been explored and a trend in candidate behaviour has been pinpointed. The correct prediction of different types of reason for the queries also helped future candidates to be more careful causing less documentation query to arise. The relevance and importance of otherwise routine or mundane tasks, and how these protocols help in company efficiency are also properly mentioned. Also, in these trying times of a pandemic, I had the opportunity to educate and inform the employees about the benefits of vaccination, and the strict policy of Max Bupa not allowing any unvaccinated employees onsite. Insightful analysis were drawn from the pattern of employee responses. In the role of providing critical HR support role, I also helped in gathering feedback from the grassroots-level pinnacle agents of their knowledge about the new reward structure, and if their Agency Managers are giving them the adequate support required or not. Proper understanding of the HR dashboard used by Max Bupa (Disha 2.0 powered by Darwinbox) has been acquired by the completion of several tasks which includes but are not limited to generating offer letters, checking the on boarding status of employees and taking note of the pending/invalid documents uploaded. In all, in the sixty-eight days of internship at Max Bupa as an HR Intern, I was able to add value to the organisation by means of being a critical point of contact in between the management and the candidates, so that all the candidates' query are also answered, and the upper management can focus more on critical decision making.

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Introduction

One of the most important and integrated processes to an organisation is recruitment. It is the process of identifying, attracting, interviewing, selecting, hiring and on boarding suitable candidates from a pool of candidates. In the process of recruitment, one important step is the generation of offer letter. There are a set of intricate processes involving documentation and verification before the generation of offer letter, which is known as the Pre-Offer process, on which this study is primarily focused on. After the interview selection processes, every selected candidate has to go through the pre offer process of documentation and verification so that the company as well as the future employees do not face any issues which would be detrimental to their careers during the internal audit of the company itself and during compliance check with the government. Proper analysis of the database of the candidates going through pre-offer documentation reveals several insightful inferences which would later serve as a reference for future studies in this topic

The functions of an HR professional is not restricted to only one topic. An HR intern must strive to provide 360-degree support to management function. In the course of Pre-offer documentation process, several other critical support was provided for the smooth operations of the organisation.

A comprehensive record about the entire employee database of Max Bupa of Eastern and North-eastern India, along with regular follow-ups and spreading awareness about the new No-tolerance policy of Max Bupa about allowing unvaccinated employees in the office. Several factors emerged as the reason for the employees remaining unvaccinated.

The Pinnacle agents are representatives of the organisation who are responsible for the placement of the company's products directly to the customers. A database was maintained of top pinnacle agents who have their own team of agents, about their knowledge of Max Bupa's reward schemes and benefits and if any, at all support they needs from the company. A trend of common query or feedback was noted.

Company Profile

Max Bupa Health Insurance Company limited is an Indian Stand Alone Health Insurance (SAHI) company. The company was founded in 2008 and stated operations in 2010. The company started as a Joint Venture between Max India Limited and Bupa, the famous UK based healthcare group. Since early 2019, the 51% share of Max India limited has been bought by private equity firm True North for Rs. 510.51 crores. The company is known as Niva Bupa Health Insurance Company from late July '21.

Max Bupa Health Insurance company pioneered many new standards in the Health Insurance industry such as preauthorization of cashless claims within 30 minutes, direct claim settlement, and access to 'Point of Care' desks at leading hospital chains across the country.

Max Bupa Health Insurance has received several awards and accolades for constant innovation and excellent services, such as:

- The Economic Times Best Brands 2019 award, confirming our position as the best health insurance company in India
- The Super Brand 2019 award
- The prestigious 'Technology Maturity' award for our focused utilization of technology to deliver a superior customer experience.
- Max Bupa's Health App was awarded Best Tech for Health Category 2019, with the app crossing 1.5 lakh downloads.

Max Bupa's claim to fame:

- 7+ million lives covered.
- Industry Leading Brand, 5-7% faster than HI market.
- Highest retail customer mix at 97%, Best in class persistency.
- Leader in the 'HNI and Affluent segment'
- Balanced distribution mix of proprietary (agency, digital) & partnerships (13+ Bancassurance partners etc.).
- Digitalization across customer journey (90%+ digital sourcing)
- 68000+ agents along with 4000+ employees
- GWP (Gross Written Premium) Rs. 1751cr (FY '21)

Max Bupa Launched "First to Industry Innovations"

- Highest Sum Insured options
- No age restriction for enrolment
- No claim loading
- Guaranteed renewability
- No 2 year waiting period

Company Vision: "To be the most admired Health Insurance company of India"

Company Mission: "To help customers live healthier, more successful lives."

Expansion Plan
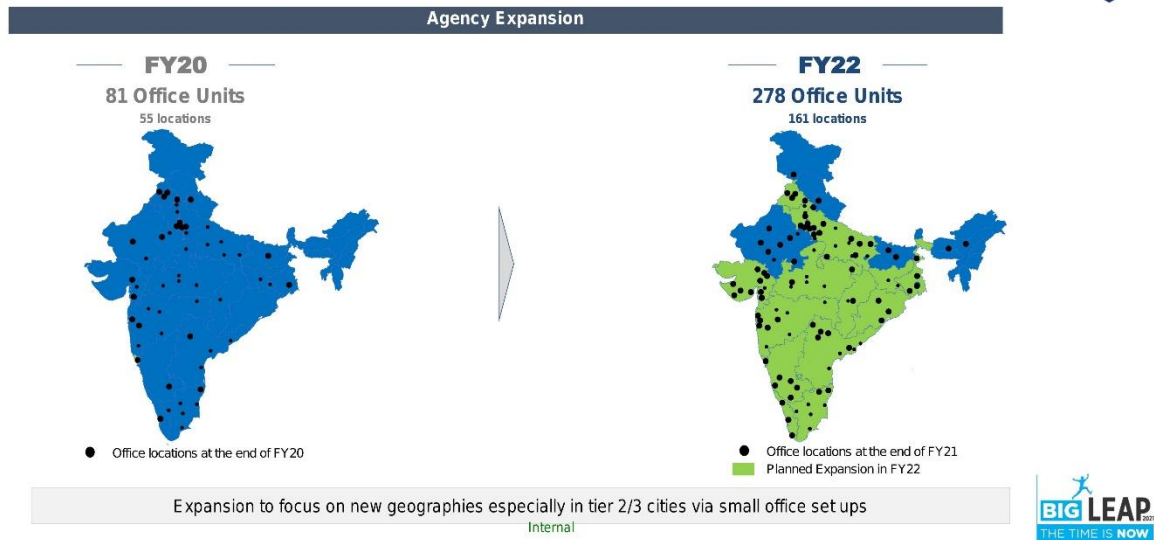
Fig 1: Expansion Map of Max Bupa

Company Growth Rate and its subsequent expansion plan

Max Bupa has shown extensive growth in among the other SAHI (Stand Alone Health Insurance) companies during the financial year '21. This can be noticed by means of the company's impressive GWP growth rate, 56% in B2C segment, 1% in B2B segment, 153% in overseas medical, 27% in personal accident totalling to an impressive 41% overall growth.

Subsequently, Max Bupa has decided to extend to 278 office units across 161 locations focusing more on tier 2/3 cities with small office setups. Also, Max Bupa through 13 Bancassurance partners would have presence in 33000+ branches by FY '22.

Training procedure of Max Bupa for Fresher candidates

Max Bupa takes particular care of the fresher candidates that it selects. The selected candidates go through a particular training cycle so that they become accustomed with the business practice of the company to further their career. The participant training life cycle consists of four distinct phases which would be discussed in details.
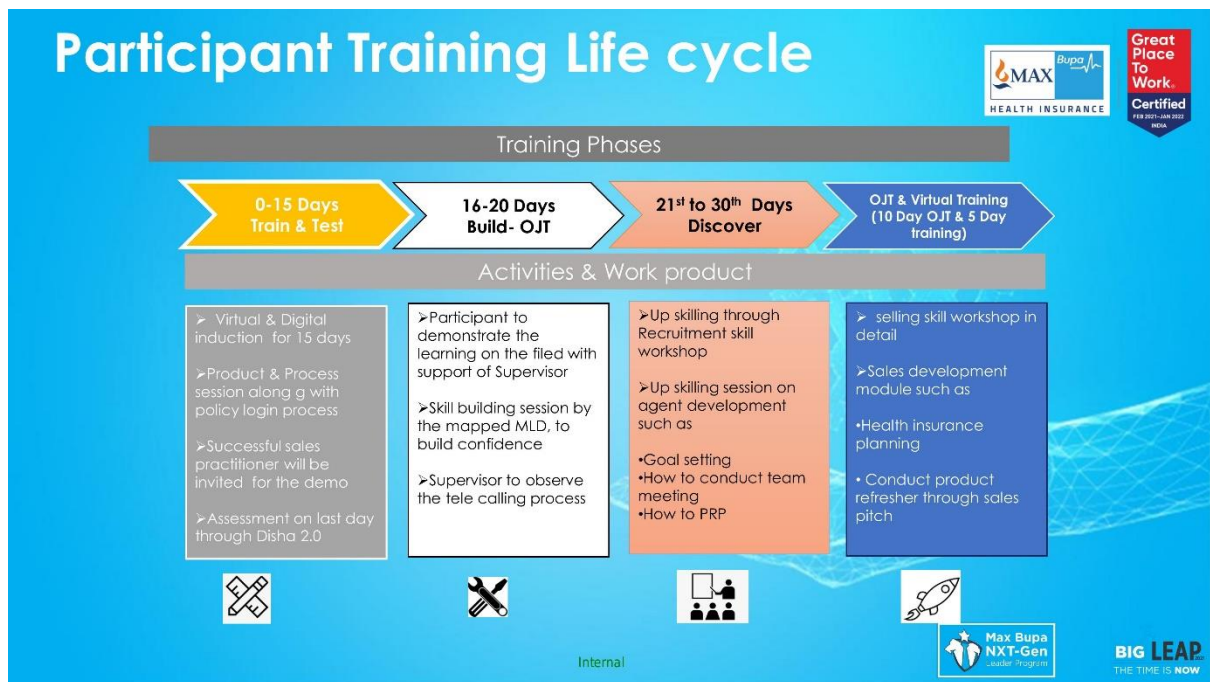
Fig 2: Employee Training Life Cycle at Max Bupa

i) Train & Test (0-15th day)

- Virtual & Digital induction for 15 days
- Product & Process session along g with policy login process
- Successful sales practitioner will be invited for the demo
- Assessment on last day through Disha 2.0

ii) Build – OJT (16-20th day)

- Participant to demonstrate the learning on the filed with support of Supervisor
- Skill building session by the mapped MLD (Market-linked debentures), to build confidence
- Supervisor to observe the tele calling process

iii) Discover (21st to 30th day)

- Up skilling through Recruitment skill workshop
- Up skilling session on agent development such as
- Goal setting
- How to conduct team meeting
- How to PRP

OJT and Virtual Training (10 days of OJT and 5 days of Training)

- Selling skill workshop in detail
- Sales development module such as

- Health insurance planning
- Conduct product refresher through sales pitch

Job Description of Fresher Candidates for Agency Channel

Key Roles & Responsibilities

- Establishing, maintaining and growing relationship with the key stakeholders
- Opportunity mapping starting at the branch level and sharing the same with the Team Member
- Conducting in- branch training and joint calls to train and convert business
- Handling & driving marketing and business promotion campaigns designed at National/ Zonal/Regional levels
- Providing regular and timely updates of various activities and campaigns as per the agreed frequency and formats by the management.
- Owning the budgeted sales target for the branch/ branches.
- Ensuring and owning 360-degree support on OPS, MIS, Customer Service and Claim related queries.
- Following and adhering to the governance plan

Key Requirements – Education and Certificates

- MBA from a business school/University degree
- Should have a Minimum of 6 Months experience in Sales (Any Sector) or should have completed a 2-month internship in Field Sales (Any Sector)

Competencies of the candidates

- Industry Awareness
- Value Based Selling
- Target Monitoring
- Influencing

Fig 3: Earning capacity of newly recruited Sales persons

Salary and Reimbursement Structure

- Training Period (First 45 days) –Stipend of Rs 8,000/- Per Month.
- After Training Completion – Rs 3,15,000/- p.a.+ Incentives (Up to Rs. 50,000 p.a. can go up to Rs 1,50, 000 p.a. for high performers) + Reimbursements (Up to Rs 30,000- Per Annum)
- One time welcome bonus of Rs 20,000 to be paid after completion of 6 months with MBHI.
- If one candidate leaves the Company or submits resignation before completion of first year, he /she will be liable to pay Rs. 75,000/- (Rupees Seventy Five Thousand Only) to the Company towards the expenses incurred towards your training and upskills.

Job Description of Fresher Candidate for Bancassurance Channel

- Establishing, maintaining and growing relationship with the key stakeholders of the Bank in the branches under control.
- Handling & driving marketing and business promotion campaigns designed at National/
- Zonal/Regional levels
- Providing regular and timely updates of various activities and campaigns as per the agreed frequency and formats by the management.
- Owning the budgeted sales target for the branch/ branches.
- Ensuring and owning 360-degree support on OPS, MIS, Customer Service and Claim related queries.
- Following and adhering to the governance plan

The **Key Requirements, competencies**, and **salary** and **reimbursement structure** of the fresher candidate joining in Bancassurance channel is the same as of the agency channel.

Career Growth model of Fresher candidates at Max Bupa

Fresher MBA-graduates joining in the organisation has a steady career growth opportunity. The fresher candidate joins as an Agency Manager; one-step higher in the hierarchy than unit manager. Now, if the newly joined employee performs exceptionally well, and achieves 150% of the target set by the company, he/she will skip the position of Senior Agency manager in the hierarchy and will directly become Key Agency Manager. Again, as a Key Agency Manager,. If a candidate achieves 150% of his/her target, then they can become Assistant Branch Manager skipping Associate partner position. In the following year, again if the employee achieves 150% of the target give, they can become Deputy Branch Manager directly. In this way, Max Bupa offers fast career growth for superlative performers, in a matter of just three years.

Fig 4: Career growth map at Max Bupa

Company Profile of Bupa Finance PLC, UK

The company established in 1947, with group revenues exceeding $28 Billion, is the largest independent insurer in UK, with over 32 million plus customers in 190+ countries. The most unique aspect of this company is that, the company doesn't have any shareholders, thus any surplus is reinvested on the company itself. The company is the largest global provider network with more than 11500 hospitals. The company has it's footprint in several countries which include but are not limited to U.S.A, Saudi Arabia, India, Australia, New Zealand China and Spain.

Fig 5: Bupa Finances' presence throughout the world

Company Profile of True North Managers LLP

True North is private Equity farm, which was established in the year 1999, which supported and transformed 40+ businesses since its inception. The company's impressive portfolio consists of 15+ businesses with top line of 10000+ crores, bottom line 1000+ crores and 40000+ employees. The company has over INR 13000 crores as equity capital, and has an experienced team with a mix of 13 investment and 19 business managers. The company has an impressive portfolio of several companies across different domains of financial services, consumer & marketing, healthcare and manufacturing & industrial, such as Magma Fincorp, Meru, Trivitron healthcare and RDC Concrete among others.
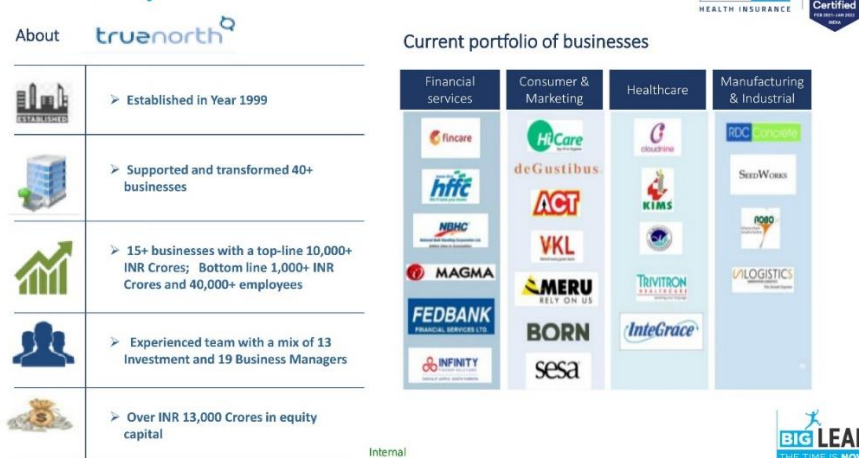
Fig 6: True North Portfolio

Objectives of the Study

The Objectives of the study are mentioned below-

1. To understand in details about the Pre-Offer documentation formalities at Max Bupa.

2. To find a specific pattern of the inferences, which emerges from the careful analysis of the database of the candidates going through the process.

3. To identify the major reasons for which documentation query emerges for a candidate.

4. To find out the major reason towards the employees not taking their vaccine shots and ponder about their potential solutions.

5. To understand the extent of knowledge of the Pinnacle Agents about the company's reward schemes, and the type of support they require.

Methodology

The data collected are from company MS-Excel databases, and the analysis is done by gathering feedback from the employees. Then the data is culminated in MS-Excel, and the findings are expressed in pictorial representation of data such as bar graph.

Type of Data: The data used in this study is **secondary data**. The source of the data is from company employee database, and from company dashboard Disha 2.0 powered by darwinbox.

Data Analysis & Interpretation

Pre-Offer Documentation Status Database Analysis

A candidate cannot join formally in an organisation without completing many formal documentation processes. The first stage in formal joining documentation process is the Pre Offer process. Before the Pre Offer Link can be generated through the Disha 2.0. Let us see a glimpse of the mail that is sent from the HR department to the selected candidates containing the link for assessment test and the list of documents required.
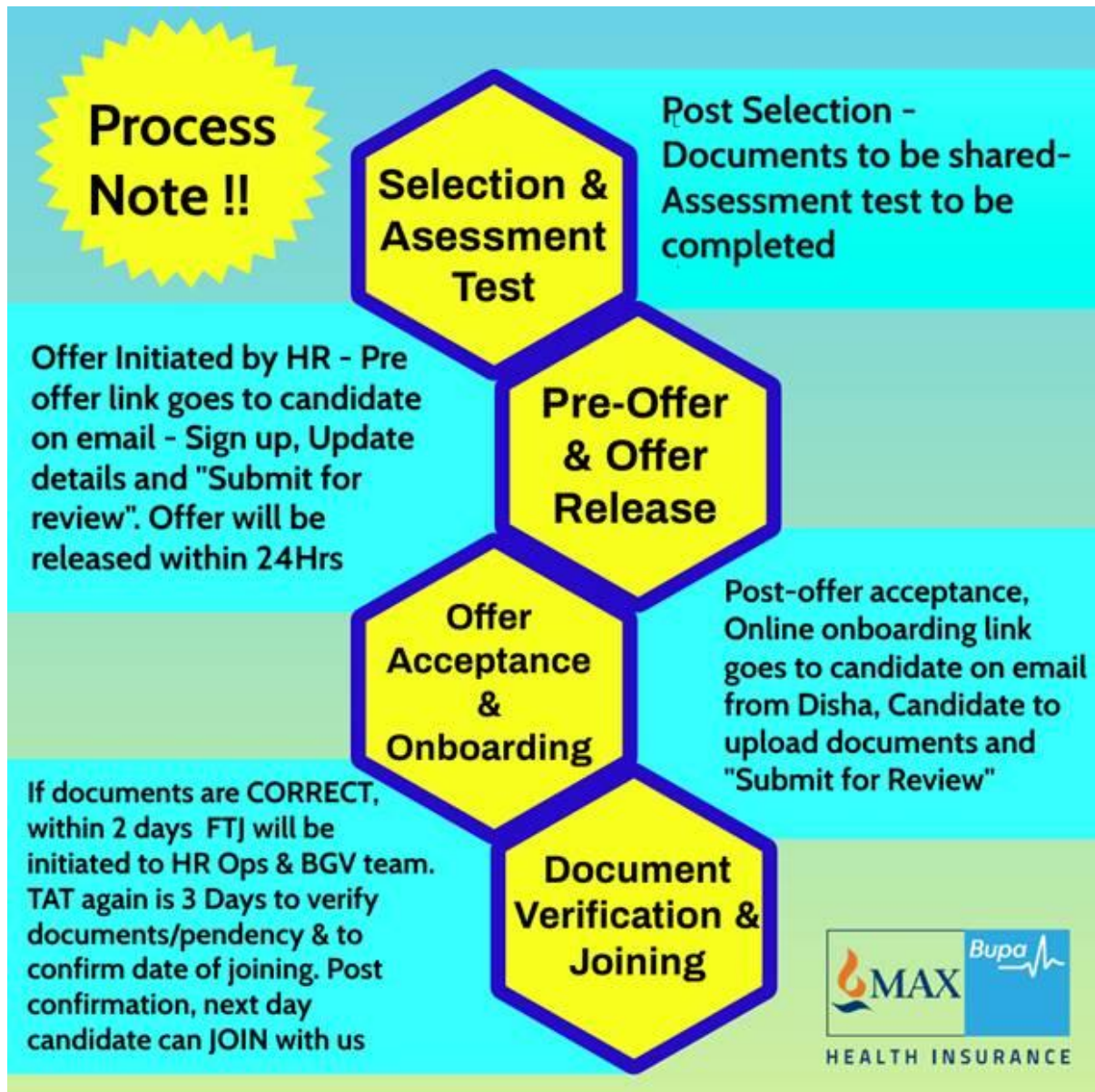
Fig 7: MBHI Post Selection Process
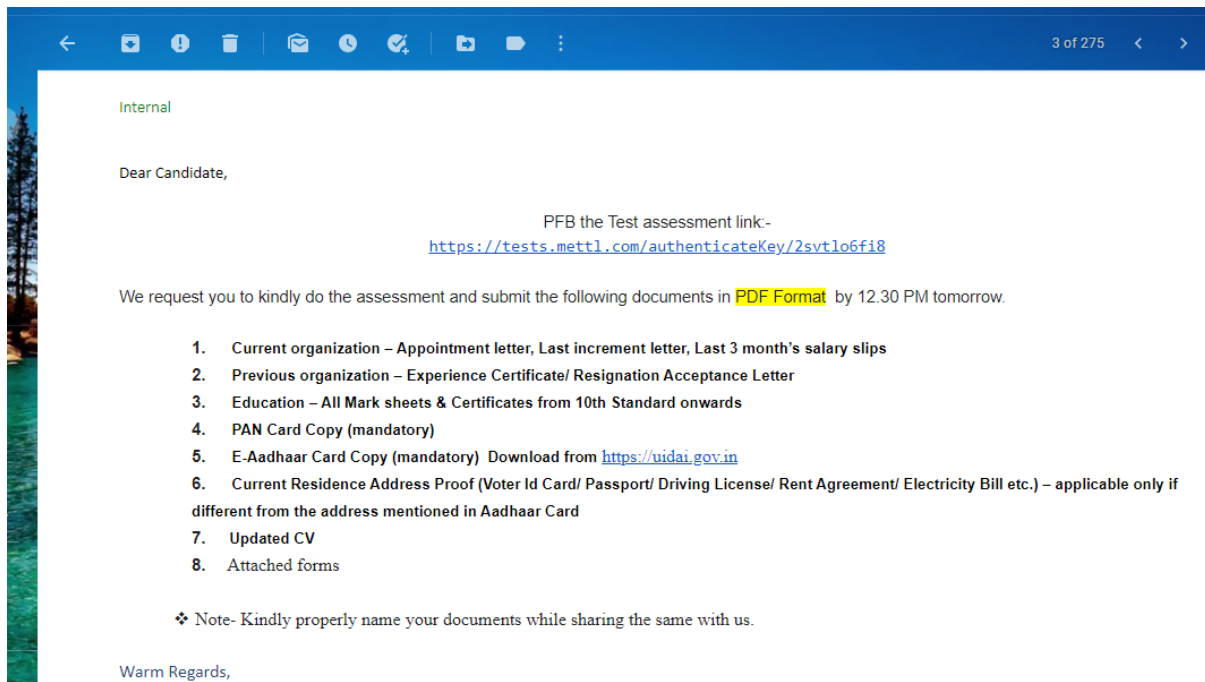
Fig 8: Sample Mail for Pre-Offer Documentation

After giving the test through the link, the candidate has to send each and every document properly scanned (Where applicable) in PDF form as an attachment to the mail in reply to the above mail. Almost all of the candidates do not send all the documents in one go and always require constant follow-ups, and there are a specific pattern of documents which are not given by the candidates which would be the prime focus of this research.

In the last point there is an assorted documentation requirement of Mandatory Forms which consists of Form 2, Form 11, GHI Form, Consent Letter. Before we go further deep into analysis of candidate documentation queries, let us have a look at these typical forms. All the sample forms are pointed out with specific query points whose relevance and frequency from employee end would researched later. This presentation of the individual forms is required as we will not only be analysing the frequency of document query as a whole, but also be analysing the frequency of specific query points of each mandatory form documents

Dated

To,

MAX BUPA HEALTH INSURANCE COMPANY LIMITED
B-1/i-2, Mohan Cooperative
Industrial Estate Mathura Road,
New Delhi -110044

Dear Sir,

SUB. : DEDUCTION OF PROVIDENT FUND RESTRICTED TO MAXIMUM WAGE CEILING LIMIT

With reference to the above, I would like to inform you that as per proviso to Para 26A (2) of the Employees' Provident Funds Scheme, 1952, where the monthly pay* of a member exceeds Maximum Wage Ceiling Limit (at present Rs. 15000-), the contribution payable by him, and in respect of him by the employer, shall be limited to the amounts payable on a monthly pay* of fifteen thousand rupees including dearness allowance, retaining allowance and cash value of food concession (if any).

In view of the above, I request you to deduct provident fund from my salary **@ 12% of pay* or Maximum wage Ceiling Limit (at present Rs. 15000-) whichever is less.** This is my personal request and I shall not be raising any objection on this account any time in future against the management.

Thanking you

Yours faithfully

_____ ← Query Point 1
Employee Name:

Employee Code:

The request of Mr./Ms._____ Employee Code:_____, UAN_____ for provident Fund contribution @ 12% of pay* or Maximum wage Ceiling Limit (at present Rs. 15000-) whichever is less is accepted.

The dues of Account no. 1, 2, 10, 21 and 22 under the Employees' Provident Funds and Miscellaneous Provisions Act, 1952 will be deposited on Pay or Maximum wage Ceiling Limit (at present Rs. 15000-) whichever is less.

**Signature of the Employer or other
authorised Officer of the establishment**

* PAY includes Basic Salary, Dearness Allowance, Retaining Allowance and Cash value of food concession (if any).

Fig 9: Sample Consent Letter with query point mentioned

Fig 10: Sample Form 2 with query point mentioned

Fig 11: Sample Form 11 with query point mentioned

Declaration for parent's coverage under Group Health Insurance

To,
Human Resource,
Max Bupa Health Insurance Co. Ltd. New Delhi

Dear Sir/Ma'am,

I hereby declare that I have read terms & conditions of group health Insurance policy applicable for parent's coverage and accordingly

☐ Yes, I am interested for parent's coverage under group health insurance. No, I am ←Query Point 1

☐ not interested for parent's coverage under group health insurance.

Thanking you, **Name:**

Signature: Department: ← Query Point 2

Fig 12: Sample GHI Form with Query Points mentioned

Let us now examine the frequency of each type of document query that came up for the 105 candidates going through the Pre-Offer process. We will also examine the specific query points in some of the documents in which the query arises.

Document Query: 10th Mark sheet

10th Marksheet	Count of 10th Marksheet
N/A	10
NO	29
YES	66

Table 1: Schematic representation of Document Query Data: 10th Mark sheet

Fig 13: Graphical Representation of Document Query: 10th Mark sheet

From the above mentioned data, we can clearly see, that out of 105 candidates, 66 candidates (62.86%) have provided the document in which no query has risen, 29 candidates (27.62%) have either failed to provide the documents or the document submitted was not accepted, the first time it was asked. Now, we are going to see, the reason for the query of the document to rise in the first place. Matriculation or 10th Mark sheet is a basic document for all working professional to have, and thus there were basic reason for the document submitted to not pass the query.

Query Reason : 10th Mark sheet	Count of Query Reason : 10th Mark sheet
CANDIDATE FORGOT	9
DOCUMENT BLURRY	20

Table 2: Schematic Representation of Query Reason of Document: 10th Mark sheet
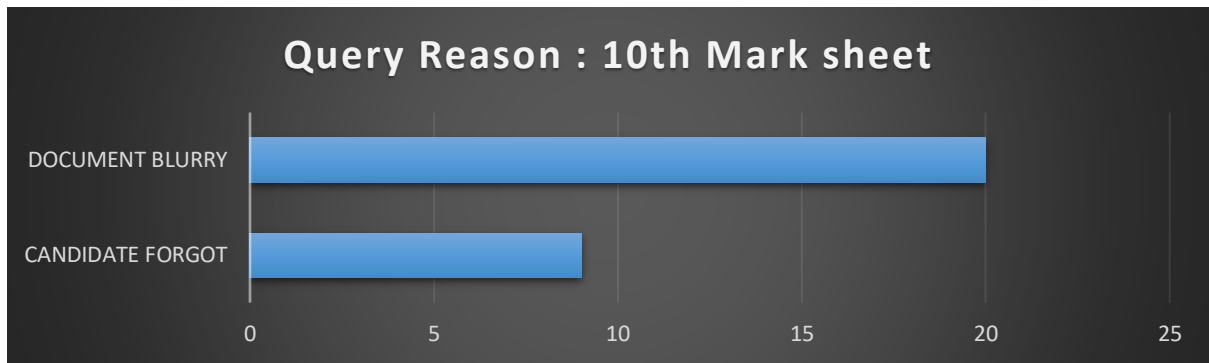
Fig 14: Graphical Representation of Query Reason of Document: 10th Mark sheet

From the metrics, it is clear, that for a majority of 29 candidates of whom a document query came for 10th Mark sheet, 20 candidates' (68.97%) documents were blurry and the remaining 31.03% candidates simply forgot to send the requested document.

Document Query: 12h Mark sheet

12th Marksheet ▼	Count of 12th Marksheet
N/A	10
NO	20
YES	75

Table 3: Schematic representation of Document Query Data: 12th Mark sheet

Fig 15: Graphical Representation of Document Query: 12th Mark sheet

From the above mentioned data, we can clearly see, that out of 105 candidates, 75 candidates (71.43%) have provided class 12th mark sheet in which no query has risen, 20 candidates (19.05%) have either failed to provide class 12th mark sheet or the mark sheet submitted was not accepted, the first time it was asked. Now, we are going to see, exactly why the document query arose. Higher Secondary or class 12th Mark sheet is a basic document for all working professional to have, and thus there were pretty basic reason for the document submitted to not pass the standard set by the company, thus a query arose.

Query Reason : 12th Mark sheet	Count of Query Reason : 12th Mark sheet
CANDIDATE FORGOT	13
DOCUMENT BLURRY	7

Table 4: Schematic Representation of Query Reason of Document: 12th Mark sheet
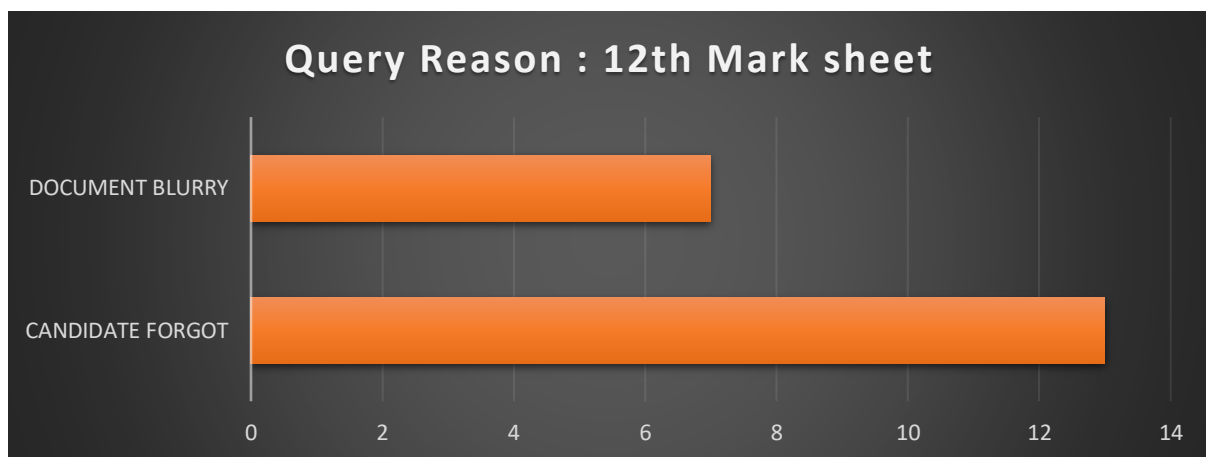
Fig 16: Graphical Representation of Query Reason of Document: 12th Mark sheet

From the metrics, it is clear, that for a majority of 20 candidates of whom a document query came for 12th Mark sheet, 13 candidates' (65%), the candidates simply forgot to submit the document and the remaining 35% candidates sent the documents in blurry state which are not up to the standards of the company.

Document Query: Graduation Mark sheet

Graduation Marksheet	Count of Graduation Marksheet
N/A	10
NO	7
YES	88

Table 5: Schematic representation of Document Query Data: Graduation Mark sheet

Fig 17: Graphical Representation of Document Query: Graduation Mark sheet

From the above mentioned data, we can clearly see, that out of 105 candidates, 88 candidates (83.81%) have provided graduation mark sheet in which no query has risen, 7 candidates (6.67%) have either failed to provide graduation mark sheet or the mark sheet submitted was not accepted, the first time it was asked. Now, we are going to see, exactly why the document query arose. Graduation Mark sheet is a basic document for all working professional to have, and thus there were pretty basic reason for the document submitted to not pass the standard set by the company, thus a query arose.

Query Reason: Graduation Marksheet	Count of Query Reason: Graduation Marksheet
CANDIDATE FORGOT	2
DOCUMENT BLURRY	5

Table 6: Schematic Representation of Query Reason of Document: Graduation Mark sheet
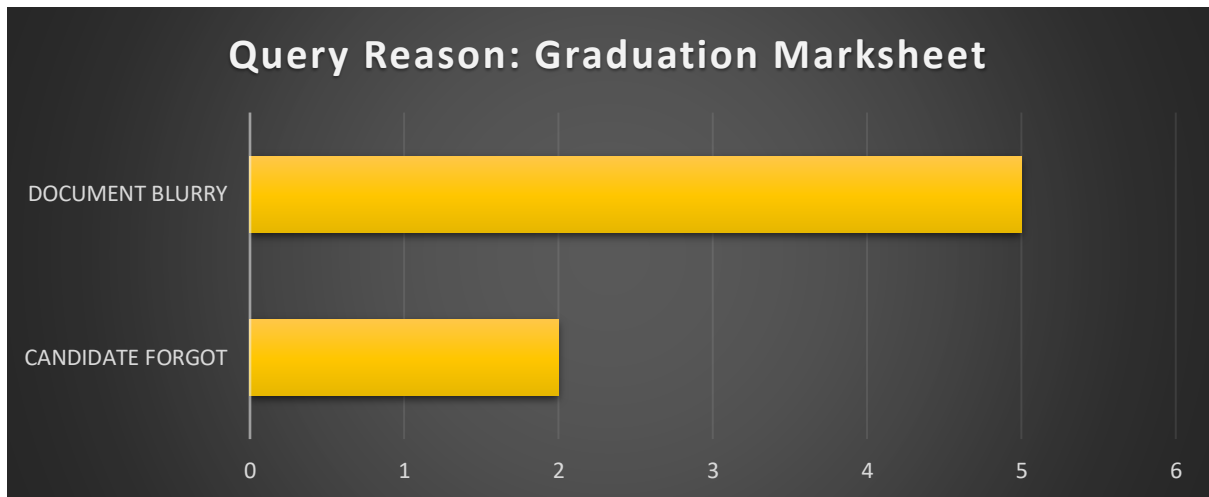
Fig 18: Graphical Representation of Query Reason of Document: Graduation Mark sheet

From the metrics, it is clear, that for a majority of seven candidates of whom a document query came for Graduation Mark sheet, five candidates (71.43%), sent the documents in blurry state which are not up to the standards of the company, and the remaining two candidates (28.57%) simply forgot to submit the document.

Documentation Query: E Aadhar

E Aadhar	Count of E Aadhar
N/A	10
NO	47
YES	48

Table 7: Schematic representation of Document Query Data: E Aadhar
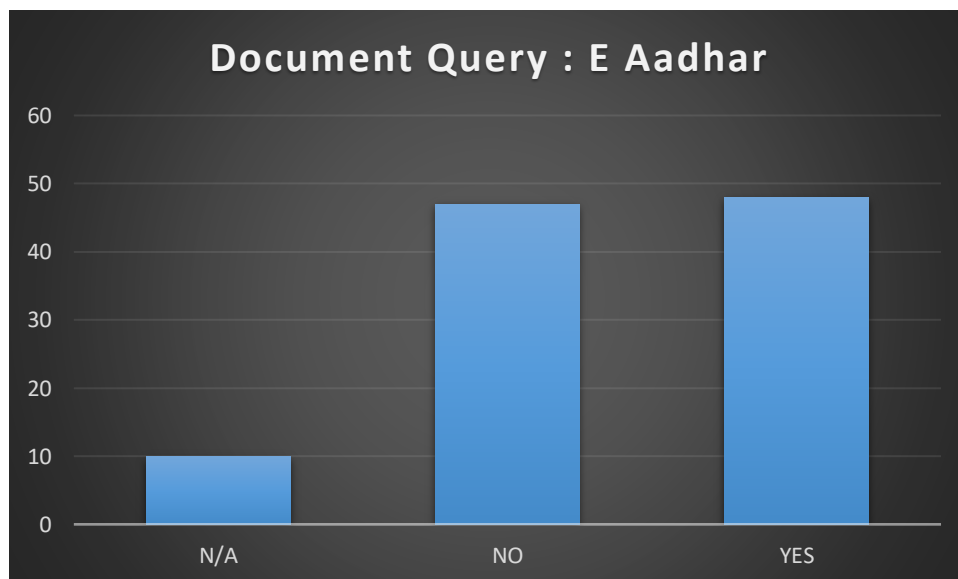
Fig 19: Graphical Representation of Document Query: E Aadhar

From the above-mentioned data, we can clearly see, that out of 105 candidates, 48 candidates (45.71%) have provided proper E Aadhar in which no query has risen, 47 candidates (44.76%) have either failed to provide E Aadhar completely or the E Aadhar submitted was only a snapshot of the physical Aadhar card. Now, we are going to see, exactly why the document query arose. E Aadhar is a basic document for all working professional who are citizens of India, and thus there were unique reasons for the not submitting the documents.

Query Reason : E Aadhar	Count of Query Reason : E Aadhar
PHONE NUMBER OBSOLETE	16
TECHNOLOGICALLY CHALLENGED	31

Table 8: Schematic Representation of Query Reason of Document: E Aadhar
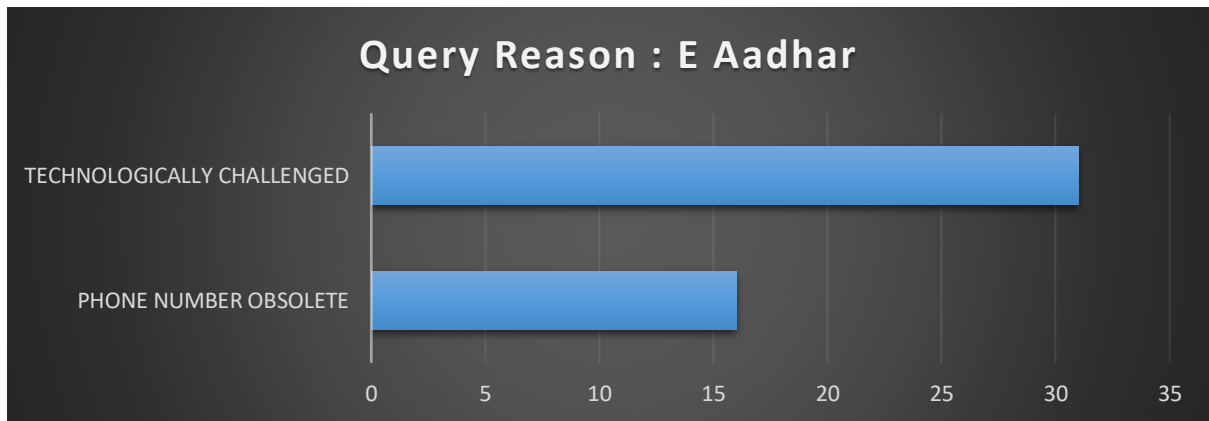
Fig 20: Graphical Representation of Query Reason of Document: E Aadhar

From the metrics, it is clear, that for a majority of 47 candidates of whom a document query came for E Aadhar, 31 candidates (65.96%) could not send the E Aadhar because they are technologically challenged. These candidates had to be properly introduced to the system of downloading the specific document from government website. The remaining 16 (34.04%) candidates had a much grievous problem of their phone numbers associated with their Aadhar card going obsolete, which became a hassle, as it can only be updated from the nearest Aadhar centre which were closed due to the lockdown situation of the pandemic. These candidates had to seek out innovative ways to update their phone number linked to Aadhar, in order to get the OTP required to download the E Aadhar, which has been made mandatory by the government.

Document Query: Previous Organisation Offer Letter

Offer Letter	Count of Offer Letter
N/A	10
NO	19
YES	76

Table 9: Schematic representation of Document Query Data: Previous Organisation Offer Letter

Fig 21: Graphical representation of Document Query Data: Previous Organisation Offer Letter

From the above-mentioned data, we can clearly see, that out of 105 candidates, 76 candidates (72.38%) have provided proper previous organisation offer letter in which no query has risen, 19 candidates (18.1%) have either failed to provide previous organisation offer letter completely or only provided the first page of the offer letter which is inadequate according to company standards. Now, we are going to analyse exactly why the document query rise.

Query Reason: Offer Letter	Count of Query Reason: Offer Letter
CANDIDATE FORGOT	7
FIRST PAGE ONLY	12

Table 10: Schematic Representation of Query Reason of Document: Prev. Org. Offer Letter

Fig 22: Graphical Representation of Query Reason of Document: Prev. Org. Offer Letter

From the metrics, it is clear, that for a majority of 19 candidates of whom a document query came for previous organisation offer letter, 12 candidates (63.16%), sent only the first page of the offer letter which are not up to the standards of the company, and the remaining 7 candidates (36.84%) simply forgot to submit the offer letter.

Document Query: Resignation Acceptance Letter

Resignation Acceptance letter	Count of Resignation Acceptance letter
N/A	10
NO	54
YES	41

Table 11: Schematic representation of Document Query Data: Resignation Acceptance Letter

Fig 23: Graphical representation of Document Query Data: Resignation Acceptance Letter

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From the above-mentioned data, we can clearly see, that out of 105 candidates, 54 candidates (51.43%) has got a documentation query on previous organisation resignation acceptance letter. Thus, a minority of 41 (39.05%) candidates' resignation acceptance document query has been cleared, and now we are going to analyse the reason behind this peculiar occurrence. Resignation acceptance letter is a very serious documentation, as without it, risk of double employment of the candidate remains which is detrimental for both the company with regards to compliance and candidate with regards to legality.

Query Reason: Resignation Acceptance Letter ▼	Count of Query Reason: Resignation Acceptance Letter
COMPANY DETAILS AMBIGUOUS	13
LWD NOT MENTIONED	27
STILL NOT RECEIVED	14

Table 12: Schematic Representation of Query Reason of Document: Resignation Acceptance Letter

Fig 24: Graphical Representation of Query Reason of Document: Resignation Acceptance Letter

From the above metrics it is clear that the majority of 54 candidates, i.e. 27 candidates (50.0%) candidates, have received their query on Resignation acceptance because their LWD (Last Working Day) is not properly mentioned. This is important because proper LWD helps in preventing dual employment problem both for the employer and the company.14 candidates (25.93%) received the query for resignation acceptance letter, simply because they have not received that document from the company yet. 13 candidates (24.07%) have received the query for resignation acceptance letter, simply because the document they provided contains no specific details of proof of their association vis a vis the company such as employee code, HR manager official email or company name.

Document Query: Last 3 months' Salary Slips

Salary Slips ▼	Count of Salary Slips
N/A	10
NO	15
YES	80

Table 13: Schematic representation of Document Query Data: Last 3 months' salary slips
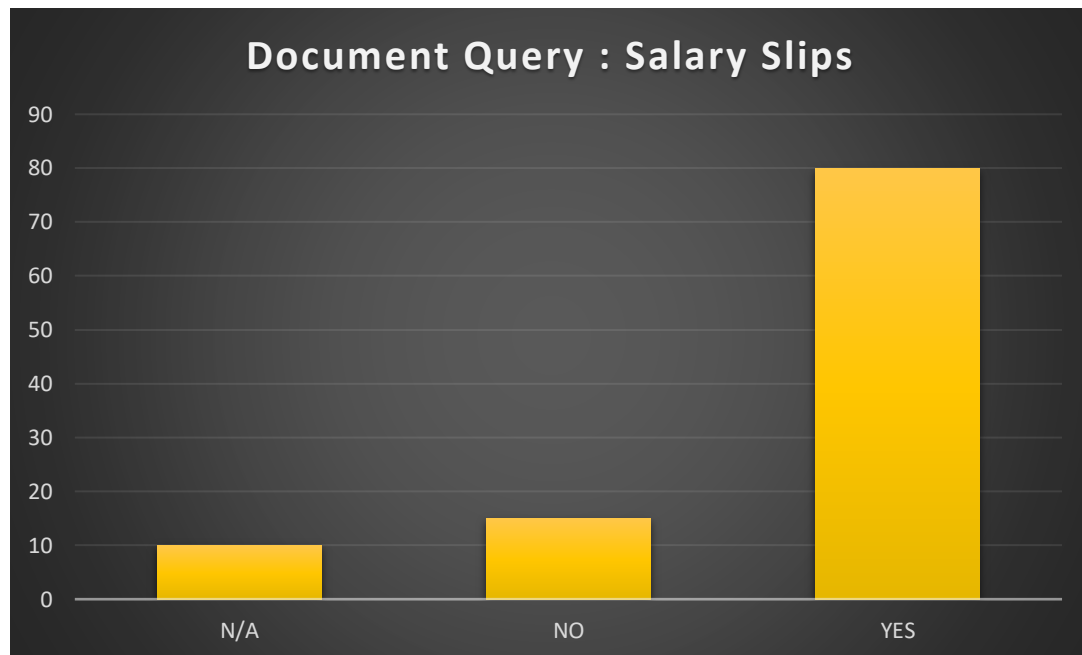
Fig 25: Graphical representation of Document Query Data: Last 3 months' salary slips

From the above-mentioned data, we can clearly see, that out of 105 candidates, 80 candidates (76.19%) has properly submitted last three months' salary slips. Thus, a minority of 15 (14.29%) candidates' last three month's salary slip document query has been not been cleared, and now we are going to analyse the reason behind this occurrence. Last three months' salary slips are mandatory at Max Bupa to assess the proper remuneration needs of the employee. Now, we will analyse the reason for which the document query of last 3 months' salary slips emerge.

Query Reason : Salary Slips ▼	Count of Query Reason : Salary Slips
CANDIDATE FORGOTTEN	2
INADEQUATE SLIPS	13

Table 14: Schematic Representation of Query Reason of Document: Last 3 months' salary slips
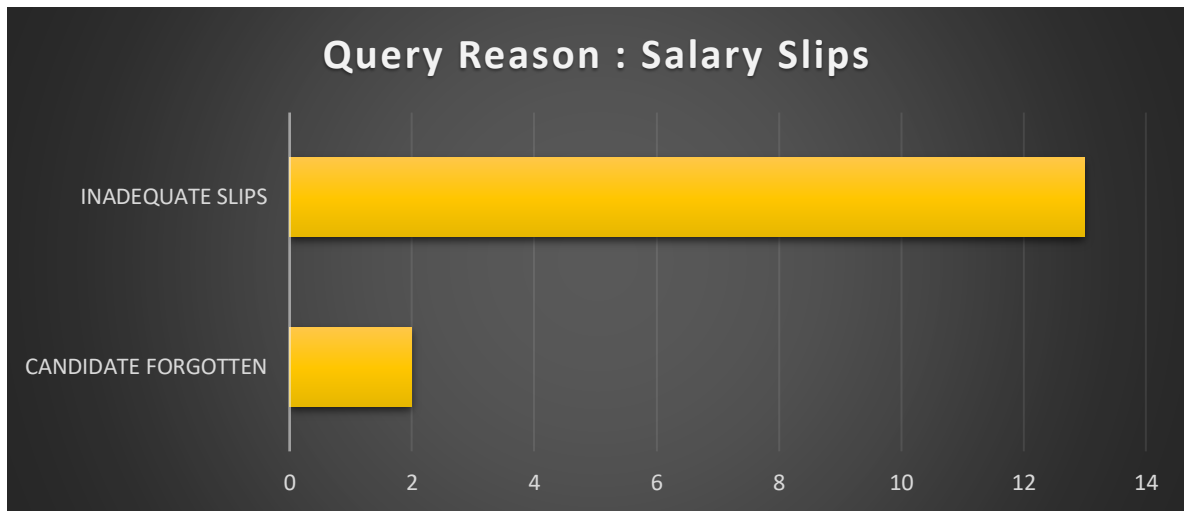
Fig 26: Graphical Representation of Query Reason of Document: Last 3 months' salary slips

From the above metrics we can clearly see that the majority of 15 candidates receiving documents query on last 3 months'' salary slips, i.e. 13 candidates (86.67%) received the query only because they have given inadequate no. of salary slips to the company. A minority of candidates, i.e. 2 candidates (13.33%), only got the documents query because they simply forgot to provide the salary slips.

Document Query: Cancelled Cheque

Cancelled Cheque ▼	Count of Cancelled Cheque
N/A	10
NO	6
YES	89

Table 15: Schematic representation of Document Query Data: Cancelled Cheque
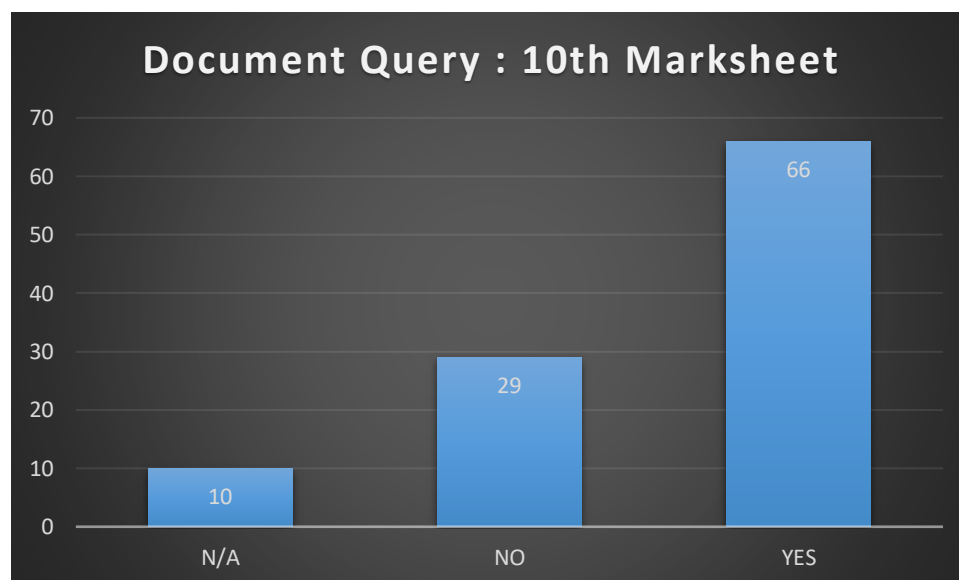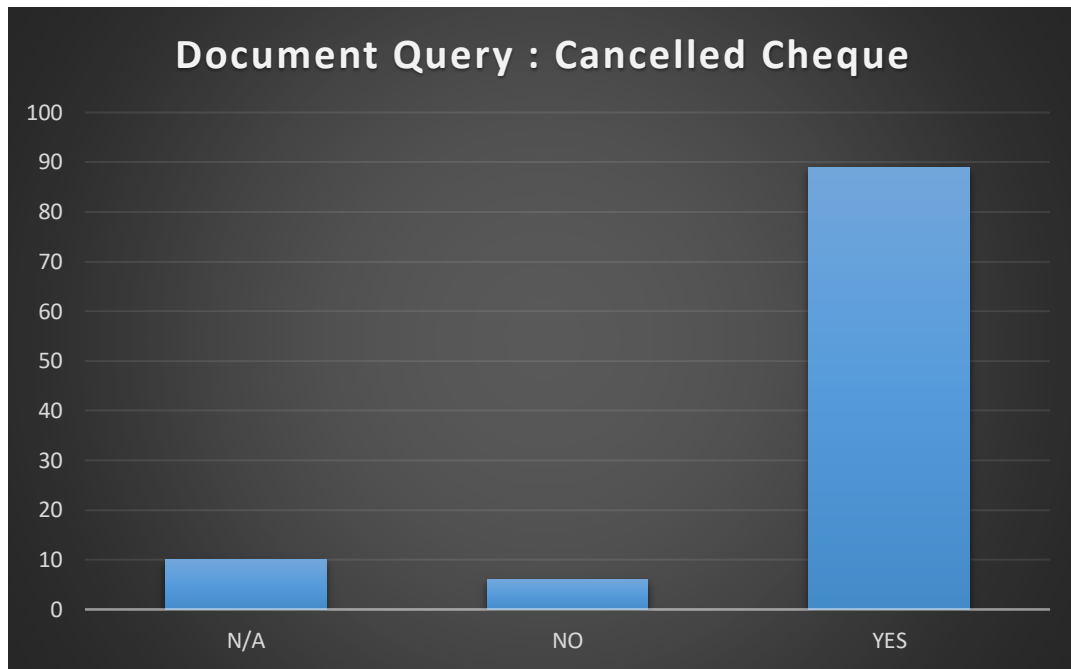
Fig 27: Graphical representation of Document Query Data: Cancelled Cheque

From the above-mentioned data, we can clearly see, that out of 105 candidates, 89 candidates (84.76%) has properly submitted cancelled cheque. Thus, a minority of 6 candidates (5.71%) candidates' cancelled cheque document query has been not been cleared, and now we are going to analyse the reason behind this occurrence. Cancelled cheque is required to verify bank account details of the employee.

Query Reason: Cancelled Cheque	Count of Query Reason: Cancelled Cheque
BLURRY DOCUMENT	1
CANDIDATE FORGOTTEN	5

Table 16: Schematic Representation of Query Reason of Document: Cancelled Cheque
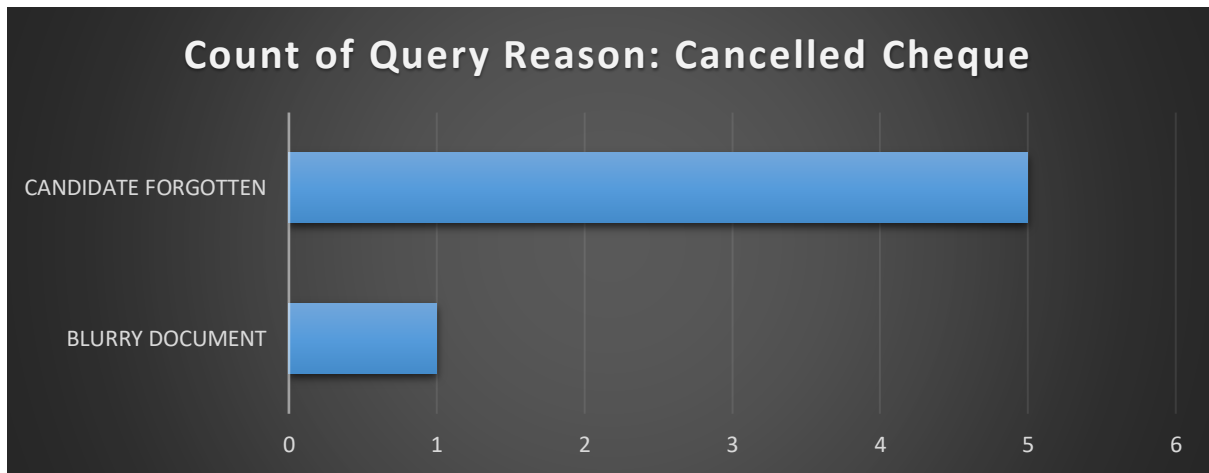
Fig 28: Graphical Representation of Query Reason of Document: Cancelled Cheque

From the above metrics we can clearly see that the majority of 6 candidates receiving documents query on cancelled cheques, i.e. 5 candidates (83.33%) received the query only because they have simply forgotten to provide the document to the company. A minority of candidates, i.e. 1 candidates (16.67%), only got the documents query because they simply provided blurry cancelled cheque.

Document Query: Form 2

Form 2 ⌄	Count of Form 2
N/A	10
NO	57
YES	38

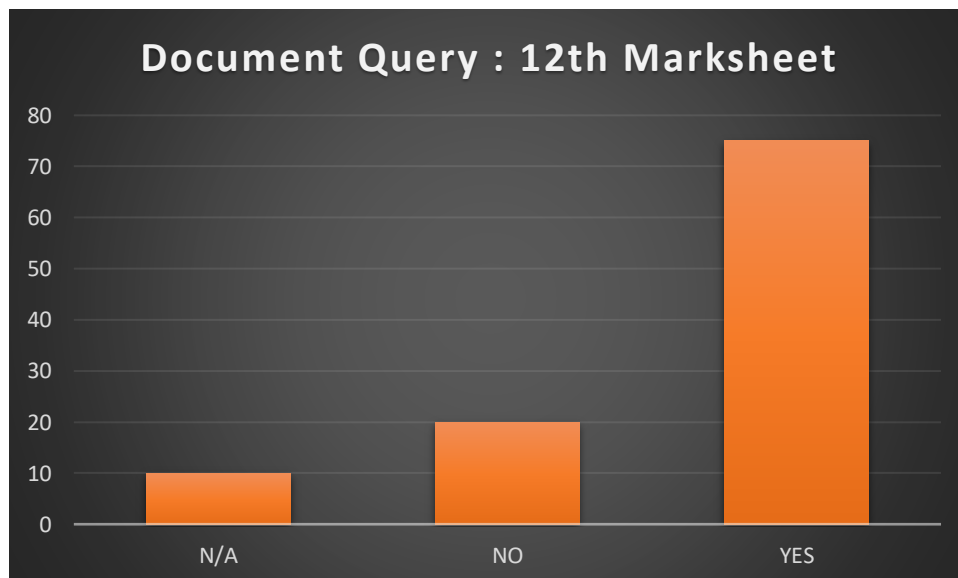**Table 17: Schematic representation of Document Query Data: Form 2**
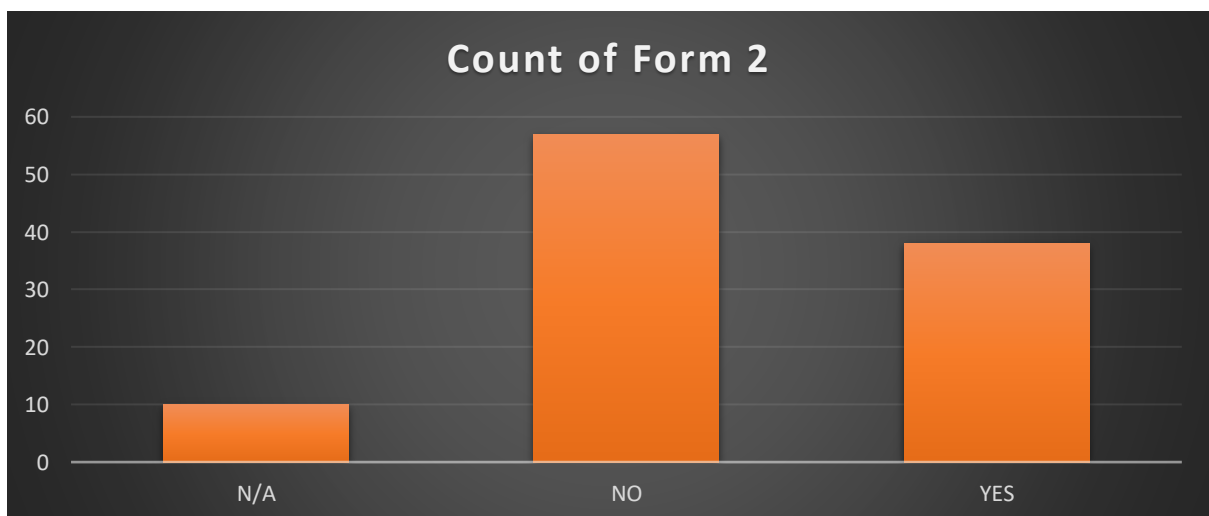
Fig 29: Graphical representation of Document Query Data: Form 2

From the above-mentioned data, we can clearly see, that out of 105 candidates, 57 candidates (54.29%) has not properly submitted Form 2, and thus document query came. Thus, a minority of 38 candidates (36.19%) candidates' Form 2 document query has been cleared, and now we are going to analyse the reason behind this occurrence. Form 2 is very important for EPF and EPS of the employee, and now we are going to examine the exact reason for which the document queries of the candidates came.

Query Reason : Form 2 ▼	Count of Query Reason : Form 2
CANDIDATE FORGOTTEN	4
QUERY POINT 1	11
QUERY POINT 2	42

Table 18: Schematic representation of Query Reason of Document: Form 2
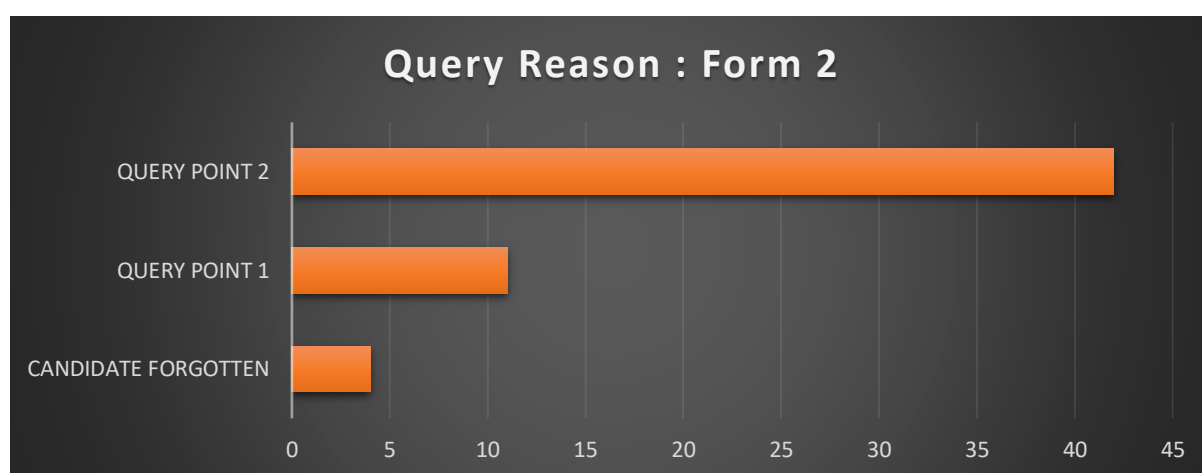
Fig 30: Graphical representation of Query Reason of Document: Form 2

From the above metric, we can clearly see that majority of the 57 candidates, i.e. 42 candidates (73.68%), had their documentation query due to their absence of signature on query point 2 as mentioned in earlier sample form given. This is mainly due to the tendency of most of the candidates to overlook page 2 of Form 2. 11 candidates (19.30%) had their documentation query raised because they did not put their signature in query point 1, i.e. first page of Form 2. A negligible no. of candidates (4, 7.02%) of candidates had their documentation query raised, simply because they forgot to submit their forms altogether.

Document Query: Form 11

Form 11	Count of Form 11
N/A	10
NO	34
YES	61

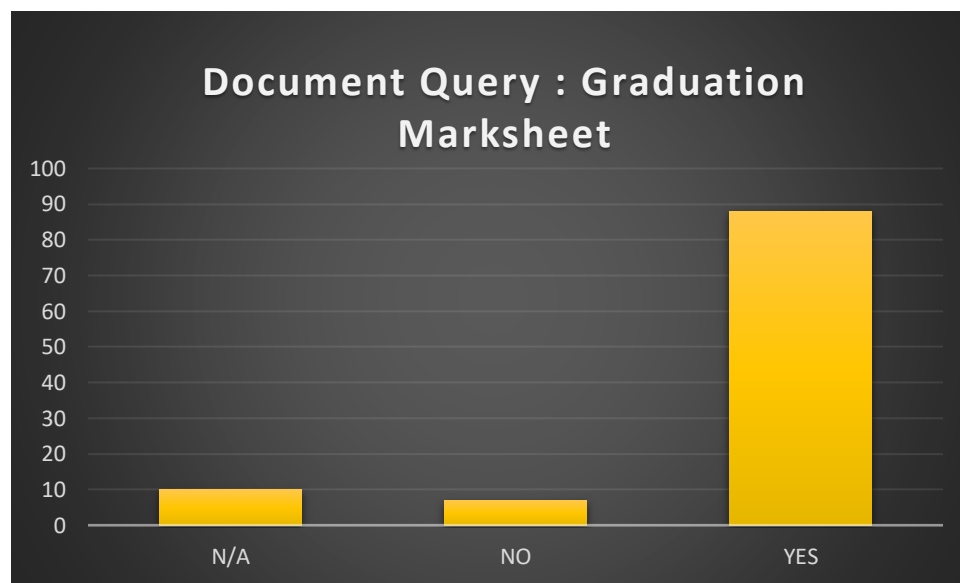**Table 19: Schematic representation of Document Query Data: Form 11**
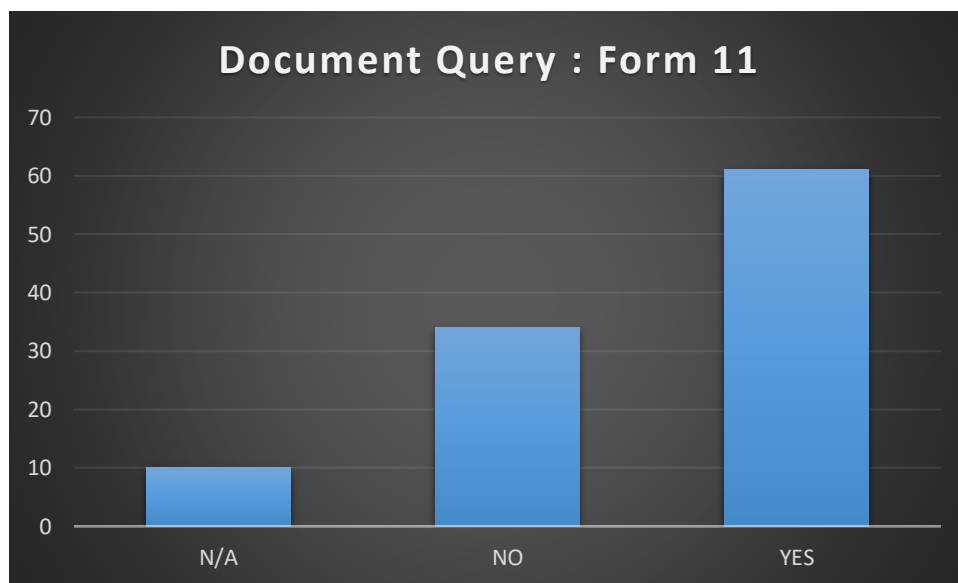
Fig 31: Graphical representation of Document Query Data: Form 11

From the above-mentioned data, we can clearly see, that out of 105 candidates, a minority of 34 candidates (32.38%) has not properly submitted Form 11, and thus document query came. Thus, a majority of 61 candidates (58.10%) candidates' Form 11 document query has been cleared, and now we are going to analyse the reason behind this occurrence. Form 11 is very important for EPF (Employees' Provident Fund) of the employee, and now we are going to examine the exact reason for which the document queries of the candidates came.

Query Reason: Form 11	Count of Query Reason: Form 11
CANDIDATE FORGOT	10
QUERY POINT 1	24

**Table 20: Schematic representation of Query Reason of Document: Form 11**
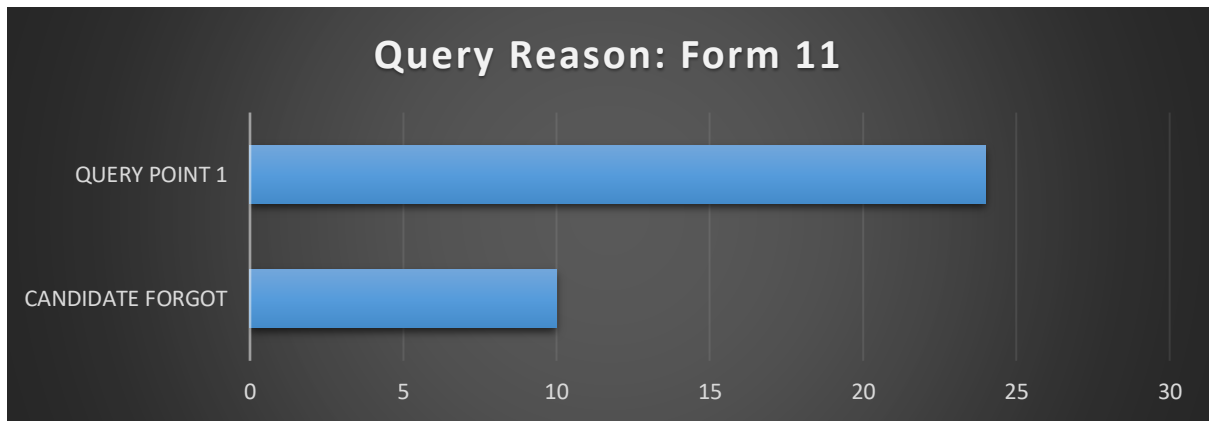
Fig 32: Graphical representation of Query Reason of Document: Form 11

From the above metric, we can clearly see that majority of the 34 candidates, i.e. 24 candidates (70.59%), had their documentation query due to their absence of signature on query point 1 as mentioned in earlier sample form given. This is mainly due to the tendency of most of the candidates to overlook page 2 of Form 11. A significant no. of candidates (10, 29.41%) of candidates had their documentation query raised, simply because they forgot to submit their forms altogether.

Document Query: GHI Form

GHI Form ▼	Count of GHI Form
N/A	10
NO	46
YES	49

Table 21: Schematic representation of Document Query Data: GHI Form
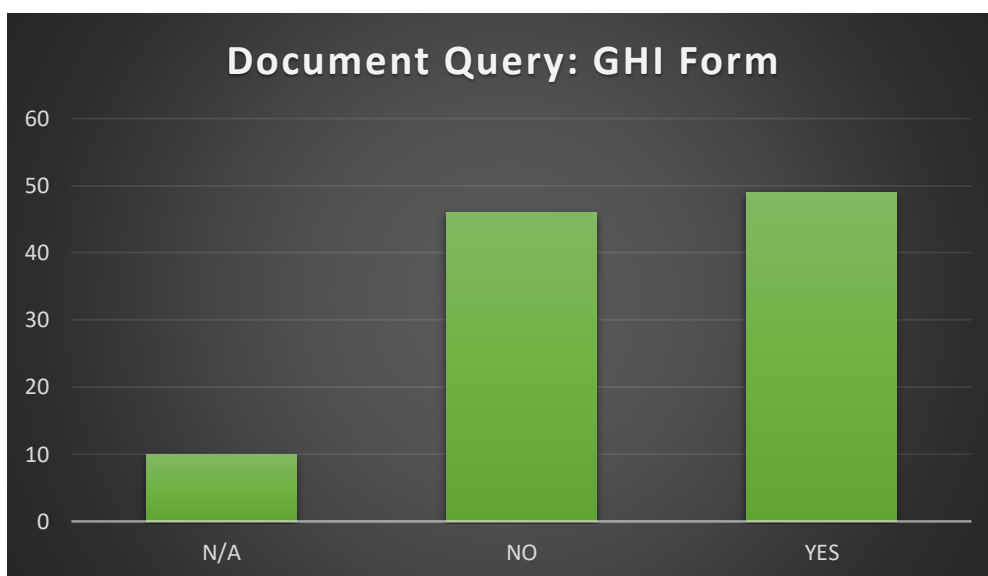
Fig 33: Graphical representation of Document Query Data: GHI Form

From the above-mentioned data, we can clearly see, that out of 105 candidates, a minority of 46 candidates (43.81%) has not properly submitted GHI or Group Health Insurance Form of MBHI, and thus document query came. Thus, a majority of 49 candidates (46.67%) candidates' GHI Form document query has been cleared, and now we are going to analyse the reason behind this occurrence. GHI Form is very important for the group health insurance the company provides to its own employees, and also their dependants, which is very important particularly during the ongoing pandemic situation.

Query Reason: GHI Form	Count of Query Reason: GHI Form
CANDIDATE FORGOT	4
QUERY POINT 1	17
QUERY POINT 2	25

Table 22: Schematic representation of Query Reason of Document: GHI Form
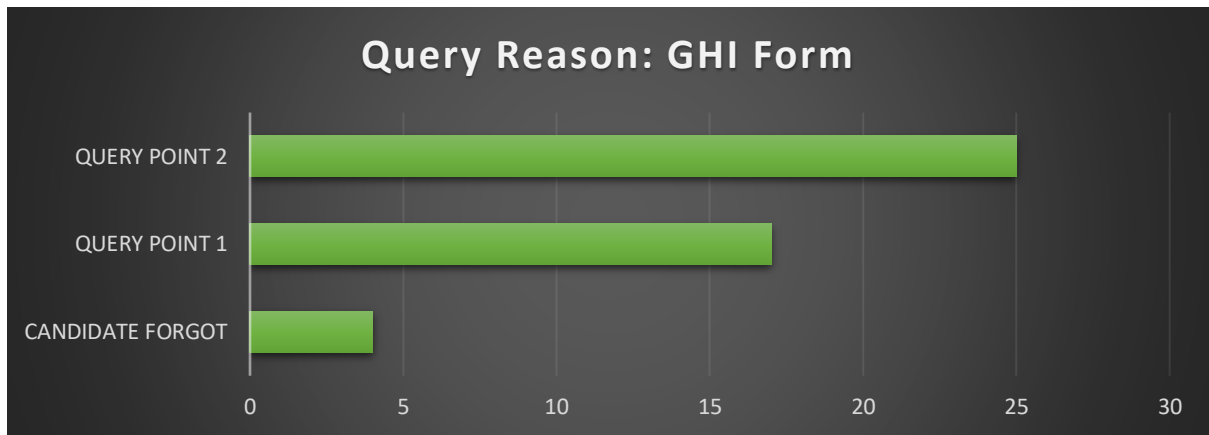
Fig 34: Graphical representation of Query Reason of Document: GHI Form

From the above metric, we can clearly see that majority of the 46 candidates, i.e. 25 candidates (54.35%), had their documentation query due to their absence of signature on query point 2 as mentioned in earlier sample form of GHI Form given. This is mainly due to the tendency of most of the candidates to overlook page 2 of GHI form and the misconception that they do not have to sign the forms altogether if they do not want to include their parents on the company Group Health Insurance Plan. 17 candidates (36.96%) had their documentation query raised because they did not put the tick on the options on whether they want to include their parents on company group health insurance plan or not on Query point 1. A negligible no. of candidates (4, 8.7%) of candidates had their documentation query raised, simply because they forgot to submit their GHI forms altogether.

Document Query: Consent Letter

Consent Letter ▼	Count of Consent Letter
N/A	10
NO	33
YES	62

Table 23: Schematic representation of Document Query Data: Consent Letter

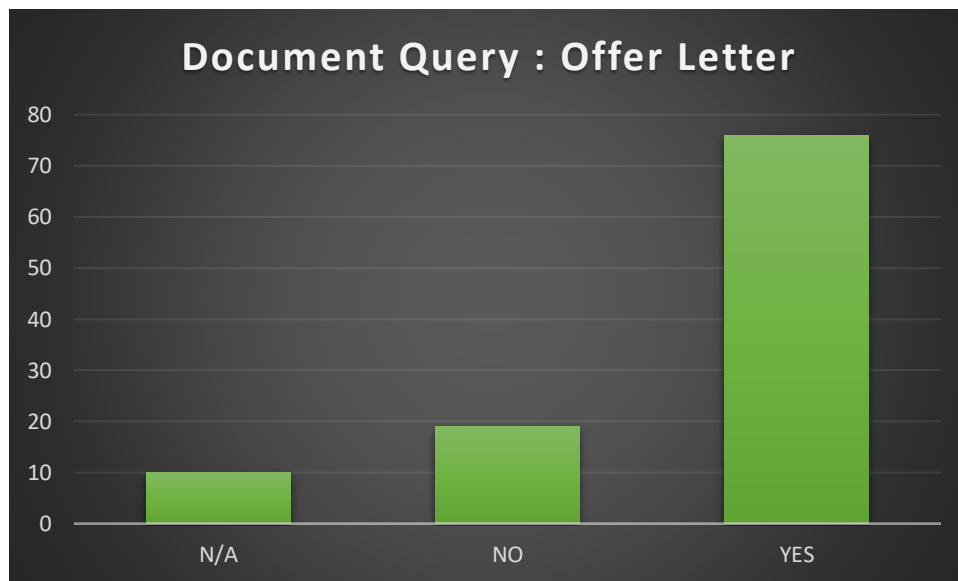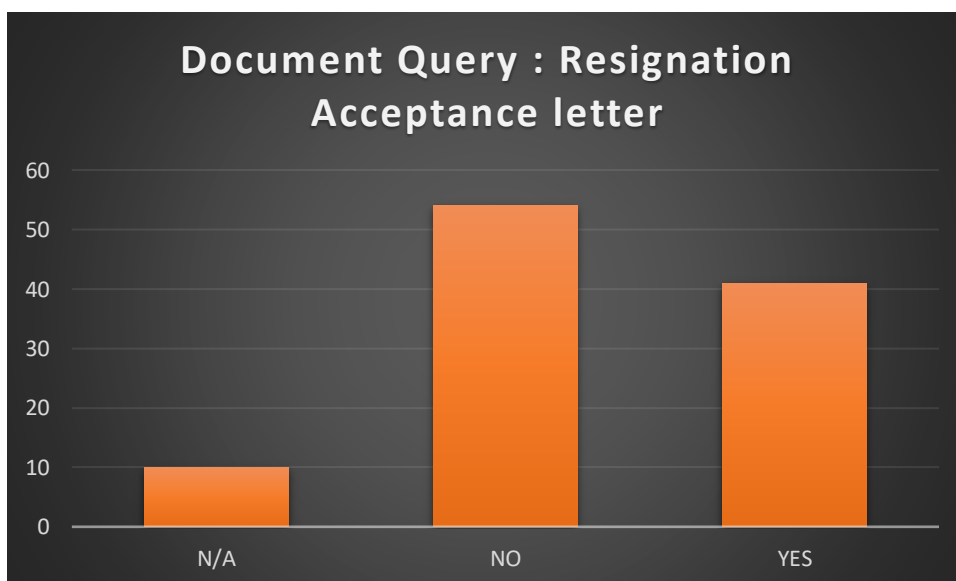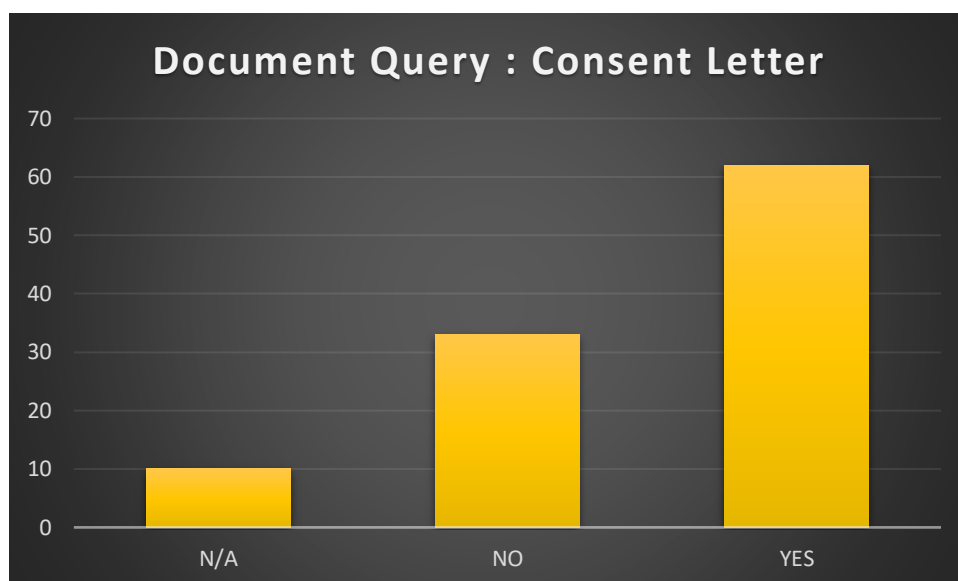**Fig 35: Graphical representation of Document Query Data: Consent Letter**

From the above-mentioned data, we can clearly see, that out of 105 candidates, a majority of 62 candidates (59.05%) has properly submitted the document of Consent Letter of MBHI, and thus no document query came. Thus, a minority of 33 candidates (31.43%) candidates' Consent Letter document query has been not cleared, and now we are going to analyse the reason behind this occurrence. Consent letter is a very important form w.r.t giving the company the consent of the employee in order to deduct their provident fund deductions.

Query Reason: Consent Letter ▼	Count of Query Reason: Consent Letter
CANDIDATE FORGOT	8
QUERY POINT 1	25

Table 24: Schematic representation of Query Reason of Document: Consent Letter
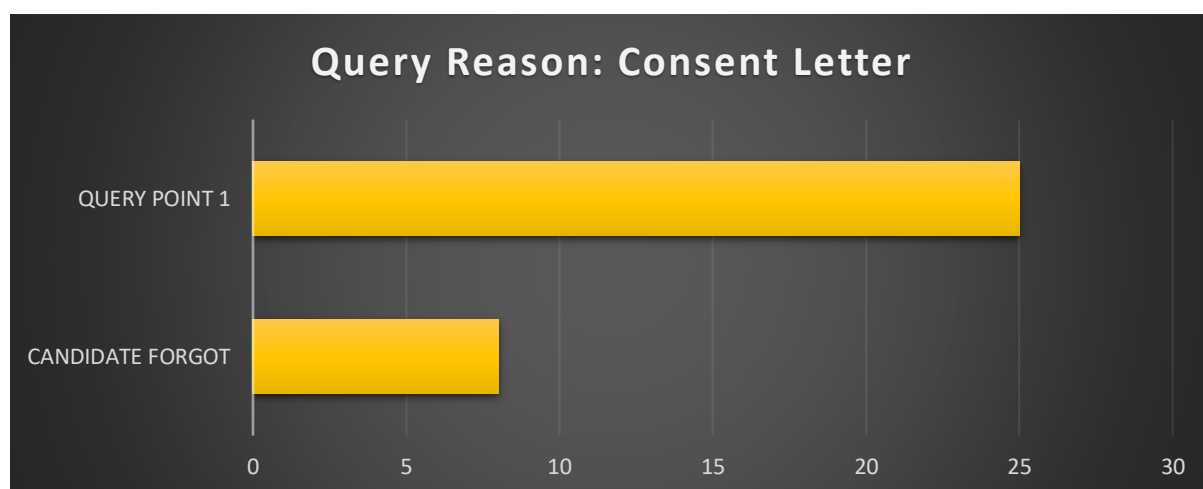
Fig 36: Graphical representation of Query Reason of Document: Consent Letter

From the above metric, we can clearly see that majority of the 33 candidates, i.e. 25 candidates (75.76%), had their documentation query due to their absence of signature on the correct place on query point 1 as mentioned in earlier sample form given. This is mainly due to the tendency of most of the candidates to sign not on the designated area of signature (above the underlined area). A miniscule no. of candidates (8, 24.24%) of candidates had their documentation query raised, simply because they forgot to submit their document of consent letter altogether.

Candidate Seriousness towards Pre-Offer Documentation Process

Excel Function: =IF(C2>=4,"NOT SERIOUS","SERIOUS")

C2: Cell containing count of document query raised

Candidate Seriousness towards Pre-Offer Documentation	Count of Candidate Seriousness towards Pre-Offer Documentation
N/A	10
NOT SERIOUS	50
SERIOUS	45

Table 24 (a): Schematic representation of Overall Candidate Seriousness towards Pre-Offer Documentation Process
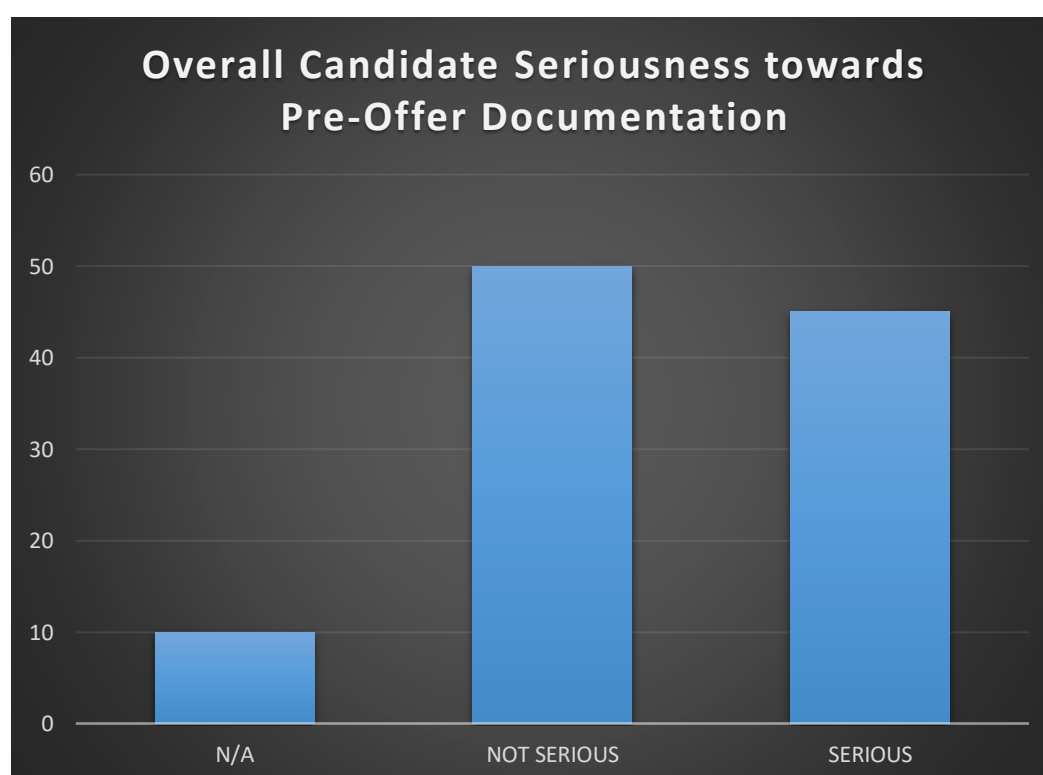
Fig 36 (a): Graphical Representation of Overall Candidate Seriousness towards Pre-Offer Documentation Process

From the above metric, we can clearly see that out of 105 candidates, a slim majority of 50 candidates (47.62%) is serious about the overall pre-offer documentation process. This metric is determined by counting the total number of candidates whose total document query is less than four, i.e. $1/3^{rd}$ of the total 12 pre-offer documents. On the contrary, the candidates

considered being "not serious" about the Pre-offer documentation process, are the candidates who have 4 or more than 4 document query, i.e. the candidate has failed to provide correct documents for more than $1/3^{rd}$ of the total no. of pre offer documents. A significant minority of 50 candidates (42.86%) fall under this category.

Vaccination Drive Data Analysis

Vaccination drive is an important initiative taken by Max Bupa during these trying times. The pandemic has swept the world, and Max Bupa has taken the pro-active step to ensure that all of the companies' employees are protected against this deadly virus. The vaccination database also serves as document to ensure that all the employees are also in line with the company policy of not allowing any employee to enter in any office premises without being vaccinated. Let us now delve into the vaccination status database and the inferences we can draw from them.

VACCINATION STATUS	REMARKS
NO	SLOTS UNAVAILABLE
NO	DAUGHTER SICK
NO	COVID +VE RECENTLY
NO	COVID +VE RECENTLY
NO	COVID +VE RECENTLY
NO	SLOT BOOKED
NO	VACCINE UNAVAILABLE
NO	COVID +VE RECENTLY
YES	
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
NO	VACCINE UNAVAILABLE
YES	
YES	
YES	
NO	SLOTS UNAVAILABLE
N/A	
NO	SLOTS UNAVAILABLE
YES	
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE

Table 25: Snapshot of the Original Vaccination Database

VACCINATION STATUS	Count of VACCINATION STATUS
N/A	19
NO	106
YES	37

Table 26: Summary of the vaccination status findings
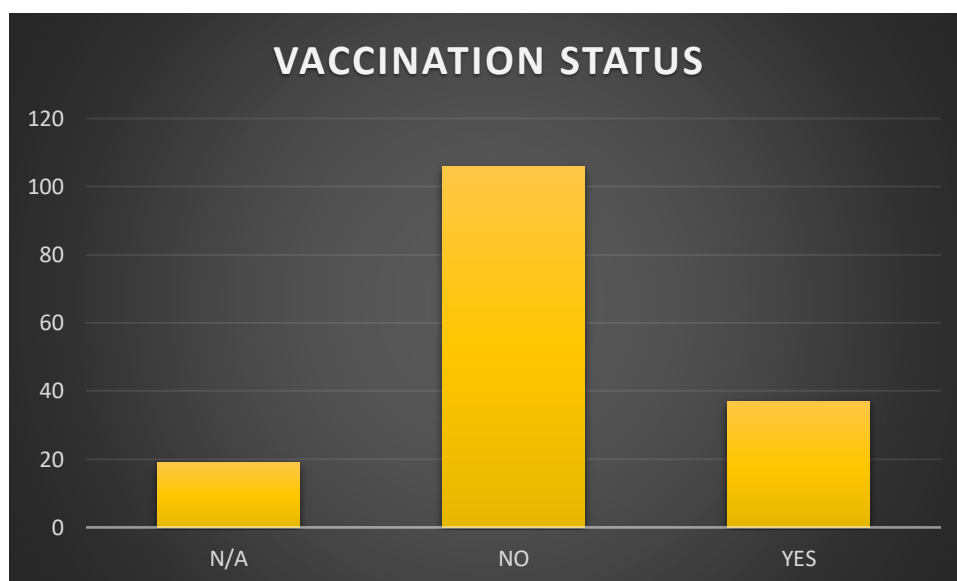
Fig 37: Graphical representation of the vaccination status findings

We can see from the data from the vaccination status of 162 employees that about 37 employees or 22.84% of the employees are vaccinated, 106 or 65.43% are unvaccinated and 19 employees or 11.73% of employees were not available for contact. The point of interest of the study is to understand and delve deep into the reasons of for the candidates not taking the vaccination. From the remarks section of the database, we can segregate reasons into seven distinct categories such as, **vaccine unavailable, vaccine sceptic, slots unavailable, slot booked, health issue, daughter sick,** and **covid +ve recently.** The number of people who did not take the vaccine because they were covid +ve recently and still not out of the mandatory 90 days buffer period is 20 or 12.35%. The number of people who did not take the vaccine because his daughter was sick is 1 or 0.62%. The number of people who did not take the vaccine because they had health issues other than covid is 13 or 8.02%. The number of people who did not take the vaccine because they have fixed places of taking the vaccine soon is 14 or 8.64%. The number of people who did not take the vaccine because slots were unavailable in the nearest vaccination centre is 48 or 29.63%. The number of people who did not take the vaccine because they are vaccine sceptic is 2 or 1.23%. The number of people who did not take the vaccine because vaccination program is altogether unavailable to them is 8 or 4.94%.

REMARKS	Count of REMARKS
COVID +VE RECENTLY	20
DAUGHTER SICK	1
HEALTH ISSUE	13
SLOT BOOKED	14
SLOTS UNAVAILABLE	48
VACCINE SCEPTIC	2
VACCINE UNAVAILABLE	8

Table 27: Schematic representation of the vaccination remarks pattern
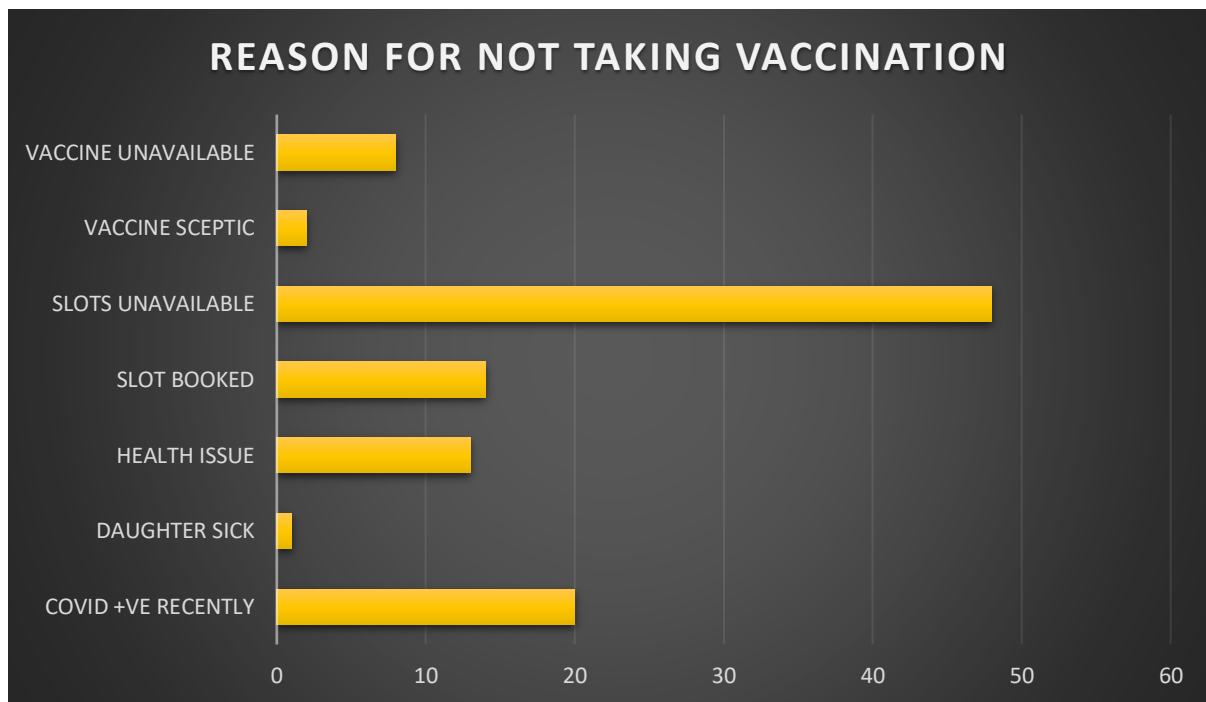
Fig 38: Graphical Representation of the vaccination remarks pattern

Let us now discuss in details the significance of these results. The percentage of people who didn't take vaccination, due to health issues or being affected by covid themselves (20.37% combined) cannot be attributed to any preventable causes other than that they needed to be extra careful. The huge percentage of people not vaccinated just because there were no slots for vaccination in the nearby healthcare centres or no vaccine supply altogether reflects on the fact that the supply and distribution capacities of vaccine in India can nowhere go shoulder to shoulder to the demand of the population. That is why Max Bupa organised a vaccination drive city-wide in several cities. However, these data represents the employees who missed the vaccination drives which points to he need of many more drives in the future. Now the statistical anomalies daughter being sick and being a vaccine sceptic can be brushed under the carpet, but it seems to remind us that family responsibilities and inadequate education can send a valuable employee towards the risk of a deadly disease. The percentage of people who didn't take the vaccine till now because they have surely booked the vaccination day and slot are just in the negative statistical realm temporarily. In all, the vaccination status database gives a clear idea about the health issues the company's employees face during a deadly pandemic, and how Max Bupa, a Health Insurance company nonetheless is determined towards own employee safety.

Pinnacle Agent Feedback Data Analysis

In the hierarchy of Max Bupa, each and every Agency Manager leads a team of Pinnacle Agents who are responsible for directly selling the company product (in this case the service of health insurance) to the customers, or have their own team of agents. The purpose of these communications with the pinnacle agents is to understand whether the pinnacle agents have the idea of the various rewards schemes which are offered by the company in lieu of generating more business. In other words, the main purpose of this feedback is to gather knowledge about the agents' understanding about the special incentives and be motivated to do the work. A curious observation from the whole feedback process, was that a majority (55.26 % or 42 candidates out of the 76 pinnacle agents interviewed) were not the agents themselves, rather the main agent was either her brother or husband or any other male member of the family. Now we see, that from the data, that a majority i.e. 39 PA's out of 76 (51.32%) were aware of the program and have already started working in achieving the goal to get the rewards. 26 PA's (out of 76, 34.21%) were not aware of the reward scheme, and would start working towards achieving the goals right away. The main inference that we can draw from this, is that due to the miscommunication or lack of pro-active behaviour from the agents themselves the information of extra rewards has not reached them. However, It is seen, after taking the information, all of the agents agreed to work towards achieving the target.

Fig 39: The Reward criteria for Pinnacle Agents

Fig 40: The Reward for Pinnacle Agents

Feedback ▼	Count of Feedback
No	26
Unreachable	11
Yes	39

Table 28: Schematic Representation of feedback Data
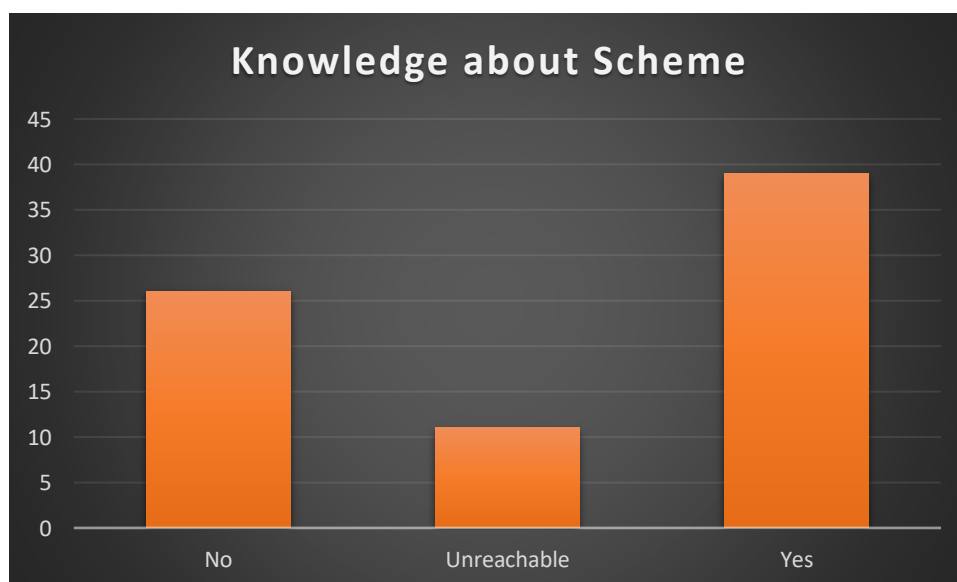
Fig 41: Graphical Representation of PA's knowledge about scheme

Let us now discuss in details about the feedback, from the pinnacle agents. We see, apart from the pinnacle agents who expressed that they did not have any particular feedback, 10 (13.16%) Pinnacle Agents had very specific feedbacks, 6 of them complained about the payout issues facing with Max Bupa, i.e. issues ranging from not receiving full payment, receiving payments late or not receiving proper documentation of the payment. However, these issues are minuscule compared to the total sample of PA's interviewed (i.e. 6 out of 76 or 7.89%). There were also four PA's with each of their unique problem Product issues – i.e. one of them required more knowledge about the product to convince the customers; one of them required more training about convincing customers ad one of the PA's had an unique problem of an unsupportive Branch Manager (BM), who did not help the agent with proper solution to his query. In all, we see a pattern of problems for Pinnacle Agents, in which payout mismanagement forms the majority of the problem, in which the company should focus more on, to guide the agents towards proper processes, to make their earnings smooth. The other minuscule specific problem of uncooperative BM can be resolved through proper dialogues. More product oriented training sessions also must be conducted on the pinnacle agents.

Extra Feedback	Count of Extra Feedback
Payout Issue	6
Product Issue	1
Training Issue	1
Unsupportive BM	1

Table 29: Schematic Representation of Feedback Data
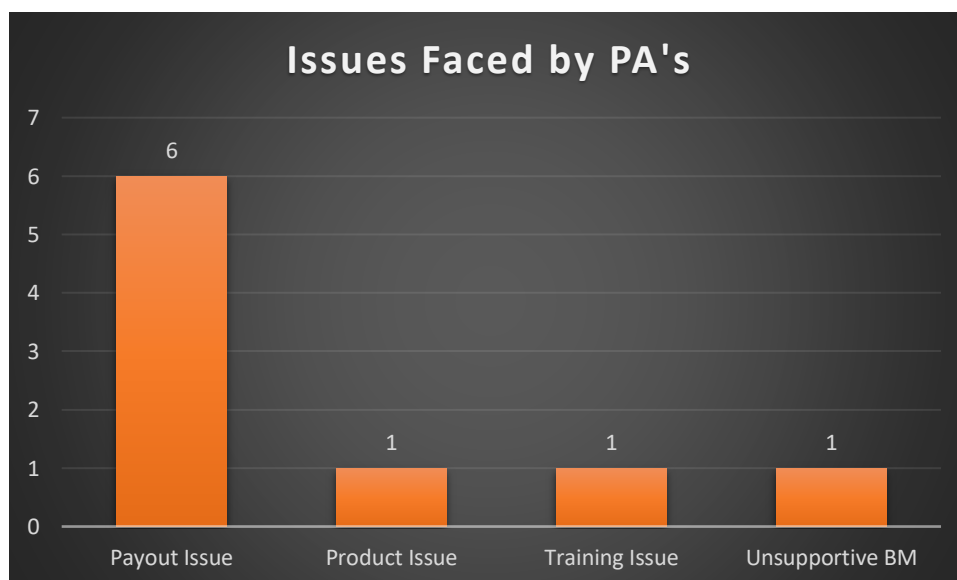
Fig 42: Graphical Representation of PA Feedback Data

Findings

Findings of the study from Pre Offer Documentation process

The Pre Offer documentation process helped understanding the various documents that the candidates failed to provide and the reason behind it. The detailed graphical representation helped us to approach the candidates in such a way, that all the common mistakes by the candidates are avoided from the very beginning.

Type of Document	Document Blurry (%)	Candidate Forgot (%)
10th Mark Sheet	68.97%	31.03%
12th Mark Sheet	35%	65%
Graduation Mark Sheet	71.43%	28.57%
Cancelled Cheque	16.67%	83.33%

Table 30: Consolidated schematic representation of the findings from mark sheet & cancelled cheque query reasons

The class 10th, 12th and graduation mark sheet are very important documents, so all of the candidates already had that. The document query arose because of the candidate themselves just forgetting the documents to be submitted, or sending blurry, low-resolution soft copies of the document.

The findings from the metrics of query reasons for mark sheets are:

- The candidates do not attach much importance to the mark sheets and cancelled cheque as important documents, that is why they forget to send it.

- The candidates are also careless and are not aware of the standard in which documentation are supposed to be send, and this results in blurry documents submitted, documents query raised and delay in candidate joining.

Type of Document	Technologically Challenged (%)	Phone Number Obsolete (%)
E Aadhar	65.96%	34.04%

Table 31: Consolidated schematic representation of the findings from E Aadhar query reasons

Now, during the data analysis of the frequency of document query arising on the particular document of E Aadhar, we see very distinct two trends, mainly, the candidates are either technologically challenged to provide the E Aadhar, or their phone numbers are obsolete. It is to be noted, that during the Aadhar documentation processes, these candidates have added their phone numbers with Aadhar, thus the only guidance they needed from the Human Resources team is to navigate them through the government website, and help them download the document. Now, the process becomes complicated for the candidates whose document query for E Aadhar came because they could not download the document as their mobile no. connected with Aadhar card has become obsolete. This is a major problem, as to download a sensitive document like E Aadhar from government website, one has to provide the OTP (one time password), which is sent to their connected mobile no. In this situation the HR department has to make understand that E Aadhar is an important and detrimental document to join the organisation, thus to encourage them to go to the nearest Aadhar centre to update their mobile no. The lockdown situation arising due to the deadly pandemic has also made the already difficult situation, trickier. Candidates thus had to apply all of the resources in order to make that happen, and the company also helps in providing them, for example sources in the bank branches acting as Aadhar centres. From this situation, we find that

The findings from the metrics of query reasons for E Aadhar are:

- A technologically challenged candidate does not know or understand the concept of E Aadhar and sends simple photographs of physical copies of Aadhar.

- The candidates are not at all aware of the importance of E Aadhar during employment, thus important changes in the document are not updated (such as mobile no. change).

Type of Document	First Page Only (%)	Candidate Forgot (%)
Offer Letter	63.16%	36.84%

Table 32: Consolidated schematic representation of the findings from Offer Letter query reasons

The findings from the metrics of query reasons for Offer Letter are:

- The candidates do not attach much importance to the offer letter as important documents, that is why they forget to send it.

- The candidates do not have a habit to sending the full document in its entirety when asked for it.

Type of Document	Still not received (%)	LWD not mentioned (%)	Company Details Ambiguous (%)
Resignation Acceptance Letter	**25.93%**	**50.0%**	**24.07%**

Table 33: Consolidated schematic representation of the findings from Resignation Acceptance Letter query reasons

While examining the frequencies of document query arising of the document of resignation acceptance letter, we find that a majority has failed to provide the document. These findings can be elaborated, when we closely observe the reason behind this query. However, the major reason for which the document query arises is due to the absence of critical information in the resignation acceptance letter itself. One such critical information is the last working day of the employee, which when properly mentioned makes both the candidate and the company engaging in double employment. The last working day also gives the company to induct the employee properly on time so that the employee does not spend a day unemployed, which also coincides with the aim of the candidate also. Sometimes, the resignation acceptance letter also does not contain proper information of the company, such as company name, employee code etc. These details are important to test the authenticity of the resignation acceptance letter, so that the company is not tangled in compliance issues.

The findings from the metrics of query reasons for Resignation Acceptance Letter are:

- The candidates want to preserve job security and only resign from the previous company after getting offer letter from the current company.

- The candidates do not heed much importance towards checking whether their resignation acceptance letter contains all the mandatory information or not.

Type of Document	Inadequate Slips (%)	Candidate Forgot (%)
Salary Slips	86.67%	13.33%

Table 34: Consolidated schematic representation of the findings from Salary Slips query reasons

The findings from the metrics of query reasons for Salary Slips are:

- The candidates do not attach much importance to the salary slips as important documents, that is why they forget to send it.

- The candidates who sometimes have a substantial employment gap or are generally careless, often misplaces them.

Document Name	Query Point 1 (%)	Query Point 2 (%)	Candidate Forgot (%)
Form 2	19.30%	73.68%	7.02%
Form 11	70.59%	N/A	29.41%
GHI Form	36.96%	54.35%	8.70%
Consent Letter	75.76%	N/A	24.24%

Table 35: Consolidated schematic representation of the findings from mandatory documents' (Form 2, Form, 11, GHI Form, Consent Letter) query reasons

In the frequency analysis of the document query of Form 2, we find that though majority of the candidates facing documentation query have filled up the form but have their query raised because they failed put their signature in query point 1 and query point 2, mainly because they overlooked that particular section. This tendency is mainly noticed in the candidates who are not attentive enough towards their documentation process or does not take that seriously.

As mentioned above, in the same way, document query for Form 11 only arises when the candidate fails to provide his/her signature on the designated Query Point 1 due to previously mentioned reason.

We find from analysing the data of document query for GHI Form, that most of the candidate who has their document query raised, just because they failed to put the signature in query point

2 just because they thought that the signature was not required as they are not availing the benefit of adding their parents to the company health insurance policy. The candidates need to understand that the signature is mandatory whether or not they add their parents to the company health policy. Another document query simply occurs because the candidate overlooks the query point 1 i.e. the tick entailing the candidates' decision to include their parents. Making the candidates properly understand the requirements helps greatly tone down the mistakes.

The document query of consent letter mainly arose on the fact the candidates failed to provide signature on the designated space of Query point 1, and gave their signature elsewhere. This again mainly occurs due to the tendency of the candidates to overlook the proper designated signature spot.

The findings from the metrics of query reasons for Mandatory Documents (Form 2, Form 11, GHI Form, and Consent Letter) are:

- The candidates do not attach much importance to mandatory documents (Form 2, Form 11, GHI Form, and Consent Letter) as important documents, that is why they forget to send it.

- The candidates are also careless and are not aware of the areas in which their response is mandatory, thus the query points arise.

Candidates <u>Not Serious</u> about **Pre-Offer Documentation (Failed** to **provide 1/3rd or more than 1/3rd** of the **total 12 pre-offer documents)**	Candidates <u>Serious</u> about **Pre-Offer Documentation (Failed** to **provide less than 1/3rd** of the **total 12 pre-offer documents)**
42.86%	**47.62%**

Table 35 (a): Consolidated schematic representation of the findings from the metrics of Candidate Seriousness towards Pre-Offer Documentation Process

The findings from the metrics of Candidate Seriousness towards Pre-Offer Documentation Process

- A significant number of candidates are not serious at all during their pre offer documentation process evident from the significant number of candidates not being able to provide more than one-third or four documents out of twelve documents required.

- The lack of serious less is regardless of educational qualification and seniority.

Findings of the study from Vaccination Drive database maintenance

In these perilous times of a pandemic, it is detrimental for an employee to be vaccinated to save oneself and his/her colleagues from the deadly disease of Covid -19. Max Bupa, being a Health Insurance company itself, makes sure that the employees are safe from the disease. That is why; the company arranged several vaccination camps in various metro cities. This data

examines the employees who have taken the vaccine from vaccination drives or otherwise, and the employees who have not taken it. This paper tries to find the reasons behind the employees not taking the vaccine, and the most common reason is them not finding adequate slots for vaccination in their nearby area. As India is a vastly populous country, as usual the supply of the vaccines are less than the demand, so getting a slot is much harder. The next group of candidates who did not take the vaccine is due to the sole reason that they themselves have been affected by covid recently, and have not passed the mandatory 90 days waiting period as prescribed by the doctor. This is a genuine and valid reason for not getting the vaccine, and the company is sympathetic to the reason. Similarly, a substantial no. of employees also did not take the vaccine because of other health issues other than being covid affected. Valid medical reasons are the only time company exempts an unvaccinated employee. Another substantial reason for not getting the vaccine is the unavailability of vaccine itself in the locality. Both in the case of unavailability of slots and vaccine, the candidates are made aware of the new company policy of not being allowed in the office space until and unless they get their vaccines. There were also an employee not getting vaccinated due to his daughter becoming sick, and it is understandable, as a parent, the employee didn't want to take a big step of taking a vaccine. The final couple of employees who did not take the vaccine is due to their inadequate knowledge about vaccines, in other words they are vaccine sceptic. The mentality of these kind of particular kind of employees is very problematic especially during this deadly pandemic. However, the employees were properly advised that the company would not show any exception in their policy about unvaccinated employees.

Findings from Pinnacle Agent Feedback data analysis

Pinnacle agents are the frontline associates of a Health Insurance company like Max Bupa. These are the persons under the Agency Managers of the company, having their own teams of agents, who along with the PA's sell the product of the company directly to the customers. Now, the purpose of the database was to ensure that the agents had proper adequate knowledge about the reward scheme introduced by the company as an incentive to bring more business. It was found that the majority of the PA's were aware of the scheme and already started working towards the goal, with adequate support from their agency managers. Now the agents who did not have knowledge about the schemes, after gaining the knowledge, all were enthusiastic to start working towards the goal. However, some candidates, when asked about any specific feedback for the company, specifically complained about payout issues that they are suffering to be mitigated, which includes but are not limited to, inadequate and/or late commissions. Some specific feedbacks were also received from the agents, which consisted of a particular agent having an unsupportive branch manager not helping out with product knowledge and clearing commissions and policies. Some agents also demanded more frequent training sessions about customer interactions, and wanted more knowledge about the product.

Suggestions

The study with its precarious analysis and findings has come up with a number of suggestions for the company on the areas this study was conducted.

- The Pre-Offer documentation process gave a glimpse on the pattern of documentation query caused by candidates. If proper steps are taken to educate the candidates on the different areas which frequently come up as the reason behind the query, then the candidates would be more careful, which would result in less frequent query reason and more quick documentation process. In addition, if a pre offer training session could be arranged by the company, highlighting the importance of the documents, then the candidates would be more involved in providing the correct documents.

- The vaccination drive database analysis found that majority of the employees were not vaccinated because there were a shortage of vaccines or unavailability of vaccination slots nearby. As the company has adopted a no tolerance policy of unvaccinated employees, it should properly communicate the same to the employees to better incentivise the same. Also, other than big metro cities, the company should also initiate vaccination camps in small towns or try to reimburse the vaccination cost if taken from other private sources.

- The pinnacle agents are the frontier associates of the company who are directly responsible for selling the products of the company directly to the customers. The payout issue which bothers a significant amount of agents should be taken care of, with the means of prompt commission payments with detailed documentation for which policy they are getting the commission. The branch managers should be instructed to give proper support to the agents, along with proper training programs for convincing customers and detailed product knowledge.

Conclusion

The documentation process is an important albeit rigorous and repetitive process which though delays the joining of a selected candidate, but keeps the company in line with the various government compliance issues and rules. Each of the documents that are asked by the company are mainly required for the benefit of the candidate only, from E Aadhar enabling the employee to his rights as an Indian citizen, to the various mandatory forms enabling his EPS savings to the GHI form enabling the employees to keep themselves and their family under the protective umbrella of health insurance provided by the company which is the absolute requirement in the current days of a pandemic. As we all know, HR specializes on support functions in the company, so the department plays huge role in making sure that all the mandatory documents are properly filled, and no problem comes up during internal audit. In the process of persuasion for documentation, the HR has also to keep in mind the candidate's perspective and help him/her to the best of his abilities. The study also helps forecasting the different reasons that can cause the query to come up, and informing the candidate beforehand, thus easing the process. All of these, when done right, eases the path in front of the candidate for receiving the pre-offer, which is the first step which the candidate takes while joining a company. In all, the pre-offer documentation process may seem miniscule in the grand scheme of all the vast HR activities in the organisation, but it is the first step, without which the system does not function efficiently.

Limitations of the study

The study is the culmination of the result of nine weeks long internship as an HR intern. Due to the ongoing pandemic situation, majority of the work has been conducted from home. That is why, due to the usage of personal IT assets to perform work, and not official IT assets, many of the data, were not directly accessed. But in spite of all the supposed limitations, the support from the external and internal guide helped in increasing the efficiency of work which culminated in this project.

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ANNEXURE

10th Marksheet	12th Marksheet	Graduation Marksheet	E Aadhar	Offer Letter	Resignation Acceptance letter	Salary Slips	Cancelled Cheque	Form 2	Form 11	GHI Form	Consent Letter
YES	YES	YES	NO	NO	NO	YES	YES	NO	NO	NO	NO
YES	YES	YES	YES	YES	YES	NO	YES	NO	YES	YES	YES
YES	YES	YES	NO	YES	NO	YES	YES	NO	YES	NO	YES
YES	YES	YES	NO	YES	NO	YES	YES	YES	YES	NO	YES
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
YES	YES	YES	YES	YES	YES	YES	YES	NO	NO	NO	NO
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NO	NO	YES	NO	NO	NO	NO	NO	NO	YES	NO	YES
NO	NO	YES	NO	YES	NO	YES	YES	YES	YES	YES	NO
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NO	YES	YES	YES	NO	NO	NO	NO	NO	YES	NO	YES
NO	YES	YES	YES	YES	YES	YES	YES	NO	YES	NO	YES
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
YES	YES	YES	YES	YES	NO	YES	YES	NO	YES	YES	YES
YES	YES	YES	YES	YES	YES	YES	YES	NO	YES	YES	YES
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
NO	YES	YES	NO	NO	YES	YES	YES	NO	YES	YES	YES
YES	YES	YES	YES	YES	NO	NO	NO	NO	YES	YES	NO
YES	YES	YES	YES	YES	YES	YES	YES	NO	YES	YES	YES
YES	YES	YES	NO	YES	YES	NO	YES	NO	YES	NO	YES
YES	YES	YES	NO	YES	NO	YES	YES	YES	YES	NO	YES
YES	YES	YES	NO	YES	NO	NO	YES	NO	NO	NO	NO
YES	YES	YES	NO	YES	NO	YES	YES	YES	YES	YES	YES
YES	YES	YES	NO	YES	YES	YES	YES	YES	YES	YES	YES
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
YES	YES	YES	NO	NO	NO	YES	YES	NO	NO	NO	NO
NO	NO	YES	YES	YES	NO	YES	NO	YES	YES	YES	YES
YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
YES	YES	YES	NO	YES	YES	YES	YES	NO	NO	NO	NO
NO	NO	YES	NO	YES	NO	YES	YES	YES	YES	YES	YES
NO	NO	YES	YES	NO	NO	YES	YES	NO	YES	NO	YES
YES	YES	YES	YES	YES	NO	YES	YES	YES	YES	YES	YES
YES	YES	YES	NO	YES	YES	YES	YES	NO	YES	YES	NO
NO	NO	YES	YES	YES	NO	YES	YES	NO	YES	NO	NO
NO	NO	YES	NO	YES	YES	YES	YES	NO	NO	YES	NO
YES	YES	YES	YES	YES	YES	YES	YES	NO	YES	YES	YES
YES	YES	YES	NO	YES	NO	YES	YES	NO	YES	YES	YES
YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	NO	YES
NO	NO	NO	YES	NO	NO	YES	YES	YES	YES	YES	YES
YES	YES	YES	YES	YES	YES	YES	YES	NO	NO	NO	NO
YES	YES	YES	NO	YES	YES	YES	YES	NO	YES	YES	NO
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
YES	YES	YES	NO	YES	YES	YES	YES	NO	NO	NO	NO
YES	YES	YES	YES	YES	NO	YES	YES	NO	YES	YES	YES
YES	YES	YES	NO	YES	NO	YES	YES	YES	YES	YES	YES
YES	YES	YES	NO	YES	NO	YES	YES	NO	NO	NO	NO
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	NO	NO
NO	YES	NO	NO	YES	NO	YES	YES	NO	YES	YES	NO
YES	YES	YES	YES	YES	YES	NO	YES	YES	YES	NO	YES
YES	YES	YES	NO	YES	NO	YES	YES	NO	NO	NO	YES
NO	NO	YES	NO	NO	YES	YES	YES	YES	YES	YES	NO
YES	YES	YES	NO	YES	NO	YES	YES	NO	NO	NO	NO
YES	YES	YES	YES	YES	NO	YES	YES	YES	NO	YES	YES
NO	YES	YES	NO	YES	YES	YES	YES	YES	YES	YES	YES
NO	NO	YES	YES	NO	NO	YES	YES	NO	NO	NO	NO
YES	NO	YES	YES	YES	YES	YES	YES	YES	YES	NO	YES
YES	YES	YES	YES	YES	NO	YES	YES	NO	NO	YES	YES
YES	YES	YES	NO	YES	YES	YES	YES	YES	YES	YES	YES
YES	YES	NO	NO	NO	NO	YES	YES	YES	YES	YES	YES
NO	NO	NO	YES	YES	NO	YES	YES	NO	NO	NO	NO
NO	NO	YES	NO	YES	NO	YES	YES	NO	YES	NO	YES
NO	NO	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES
YES	YES	YES	NO	YES	YES	YES	YES	NO	YES	NO	YES
YES	YES	NO	YES	YES	NO	YES	YES	YES	YES	YES	YES
NO	YES	YES	YES	YES	NO	NO	YES	NO	NO	NO	NO
YES	NO	YES	NO	YES	YES	YES	YES	YES	NO	YES	YES
YES	YES	NO	NO	YES	NO	YES	YES	YES	NO	YES	YES
NO	YES	YES	NO	YES	YES	YES	YES	YES	YES	NO	NO
YES	YES	YES	NO	YES	YES	YES	YES	NO	NO	NO	NO

Fig 43: Output Sheet of Pre Offer documentation database (Pt. 1)

10th Marksheet	12th Marksheet	Graduation Marksheet	E Aadhar	Offer Letter	Resignation Acceptance letter	Salary Slips	Cancelled Cheque	Form 2	Form 11	GHI Form	Consent Letter
YES	NO	YES	NO	NO	NO	YES	YES	NO	NO	NO	NO
YES	YES	YES	YES	YES	YES	YES	YES	NO	NO	NO	NO
YES	YES	YES	NO	YES	NO	YES	YES	YES	NO	YES	YES
NO	YES	YES	YES	NO	YES	YES	YES	NO	YES	NO	YES
NO	NO	YES	YES	YES	NO	NO	YES	NO	NO	YES	YES
YES	YES	YES	YES	NO	YES	YES	YES	NO	YES	YES	YES
NO	YES	YES	NO	NO	NO	NO	YES	YES	YES	NO	NO
YES	YES	YES	NO	YES	NO	YES	YES	NO	YES	NO	YES
YES	YES	YES	NO	YES	NO	YES	YES	YES	NO	NO	YES
NO	YES	YES	YES	NO	YES	YES	NO	YES	YES	YES	YES
YES	YES	YES	YES	YES	NO	YES	YES	NO	YES	NO	YES
YES	YES	YES	YES	YES	NO	YES	YES	NO	YES	YES	YES
YES	YES	YES	NO	YES	YES	YES	YES	NO	NO	YES	YES
NO	NO	NO	YES	YES	NO	YES	YES	YES	YES	NO	YES
YES	YES	YES	NO	YES	NO	YES	YES	NO	NO	NO	NO
YES	YES	YES	YES	YES	YES	YES	YES	NO	NO	NO	NO
YES	NO	YES	YES	NO	NO	YES	YES	NO	YES	YES	YES
NO	NO	YES	NO	YES	NO	YES	YES	NO	NO	NO	NO
YES	YES	YES	YES	NO	YES	NO	YES	YES	YES	YES	YES
NO	YES	YES	YES	YES	NO	YES	YES	NO	NO	YES	YES
NO	YES	YES	YES	YES	NO	NO	YES	NO	YES	YES	YES
YES	YES	YES	YES	YES	NO	YES	YES	YES	YES	NO	YES
YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
YES	YES	YES	NO	YES	YES	YES	YES	NO	NO	NO	NO
YES	YES	YES	NO	YES	NO	YES	YES	YES	YES	YES	YES
YES	YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO
YES	YES	YES	NO	YES	YES	YES	YES	NO	NO	YES	YES
YES	YES	YES	YES	YES	NO	YES	YES	YES	NO	NO	YES
YES	YES	YES	YES	YES	YES	YES	YES	NO	YES	NO	YES
NO	YES	YES	NO	YES	YES	YES	YES	YES	YES	YES	NO
YES	YES	YES	NO	YES	NO	NO	YES	NO	NO	NO	NO

Fig 44: Output Sheet of Pre Offer documentation database (Pt. 2)

Candidate Seriousness towards Pre-Offer Documentation ▼	Count of Overall Document Query ▼
NOT SERIOUS	7
SERIOUS	2
NOT SERIOUS	4
SERIOUS	3
N/A	N/A
NOT SERIOUS	4
N/A	N/A
NOT SERIOUS	9
NOT SERIOUS	5
N/A	N/A
NOT SERIOUS	7
SERIOUS	3
N/A	N/A
SERIOUS	2
SERIOUS	1
N/A	N/A
NOT SERIOUS	4
NOT SERIOUS	5

Fig 44 (a): Output Sheet of Overall Candidate Seriousness towards Pre-Offer Documentation Process

SERIOUS	1
NOT SERIOUS	4
SERIOUS	3
NOT SERIOUS	7
SERIOUS	2
SERIOUS	1
N/A	N/A
SERIOUS	0
NOT SERIOUS	7
NOT SERIOUS	4
SERIOUS	0
NOT SERIOUS	6
NOT SERIOUS	4
NOT SERIOUS	6
SERIOUS	1
SERIOUS	3
NOT SERIOUS	6
NOT SERIOUS	6
SERIOUS	1
SERIOUS	3
SERIOUS	1
NOT SERIOUS	5
NOT SERIOUS	4
SERIOUS	3
N/A	N/A
N/A	N/A
SERIOUS	0
N/A	N/A
NOT SERIOUS	5
SERIOUS	2
SERIOUS	2
NOT SERIOUS	6
N/A	N/A
SERIOUS	2
NOT SERIOUS	6
SERIOUS	2
NOT SERIOUS	5
NOT SERIOUS	5
NOT SERIOUS	6
SERIOUS	2

Fig 44 (b): Output Sheet of Overall Candidate Seriousness towards Pre-Offer Documentation Process

SERIOUS	2
NOT SERIOUS	8
SERIOUS	2
SERIOUS	3
SERIOUS	1
NOT SERIOUS	4
NOT SERIOUS	8
NOT SERIOUS	6
NOT SERIOUS	4
SERIOUS	3
SERIOUS	2
NOT SERIOUS	7
SERIOUS	3
NOT SERIOUS	4
SERIOUS	3
NOT SERIOUS	5
NOT SERIOUS	8
NOT SERIOUS	4
SERIOUS	3
NOT SERIOUS	4
NOT SERIOUS	6
SERIOUS	2
NOT SERIOUS	7
NOT SERIOUS	4
NOT SERIOUS	4
SERIOUS	3
SERIOUS	3
SERIOUS	2
SERIOUS	3
NOT SERIOUS	5
NOT SERIOUS	6
NOT SERIOUS	4
NOT SERIOUS	4
NOT SERIOUS	8
SERIOUS	2
NOT SERIOUS	4
NOT SERIOUS	4
SERIOUS	2
SERIOUS	0
NOT SERIOUS	5
SERIOUS	2
NOT SERIOUS	8
SERIOUS	3
SERIOUS	3
SERIOUS	2
SERIOUS	3
NOT SERIOUS	7

Fig 44 (c): Output Sheet of Overall Candidate Seriousness towards Pre-Offer Documentation Process

VACCINATION STATUS	REMARKS
NO	SLOTS UNAVAILABLE
NO	DAUGHTER SICK
NO	COVID +VE RECENTLY
NO	COVID +VE RECENTLY
NO	COVID +VE RECENTLY
NO	SLOT BOOKED
NO	VACCINE UNAVAILABLE
NO	COVID +VE RECENTLY
YES	1ST DOSE
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
NO	VACCINE UNAVAILABLE
YES	1ST DOSE
YES	1ST DOSE
YES	1ST DOSE
NO	SLOTS UNAVAILABLE
N/A	N/A
NO	SLOTS UNAVAILABLE
YES	1ST DOSE
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
NO	SLOT BOOKED
NO	COVID +VE RECENTLY
N/A	N/A
N/A	N/A
NO	SLOT BOOKED
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
NO	HEALTH ISSUE
NO	SLOTS UNAVAILABLE
NO	HEALTH ISSUE
NO	VACCINE UNAVAILABLE
N/A	N/A
NO	COVID +VE RECENTLY
YES	1ST DOSE
NO	VACCINE UNAVAILABLE
NO	SLOTS UNAVAILABLE
YES	1ST DOSE
NO	COVID +VE RECENTLY
YES	1ST DOSE

Fig 45: Output Sheet of Vaccination Drive database (Pt. 1)

YES	1ST DOSE
NO	COVID +VE RECENTLY
YES	1ST DOSE
YES	1ST DOSE
N/A	**N/A**
NO	SLOTS UNAVAILABLE
NO	VACCINE UNAVAILABLE
YES	1ST DOSE
NO	HEALTH ISSUE
NO	COVID +VE RECENTLY
NO	SLOTS UNAVAILABLE
N/A	**N/A**
NO	SLOTS UNAVAILABLE
NO	HEALTH ISSUE
N/A	**N/A**
YES	1ST DOSE
YES	1ST DOSE
N/A	**N/A**
NO	SLOT BOOKED
N/A	N/A
YES	1ST DOSE
NO	SLOT BOOKED
NO	SLOT BOOKED
NO	SLOTS UNAVAILABLE
NO	HEALTH ISSUE
NO	SLOTS UNAVAILABLE
N/A	N/A
N/A	N/A
YES	1ST DOSE
NO	SLOTS UNAVAILABLE
NO	HEALTH ISSUE
NO	SLOTS UNAVAILABLE
YES	1ST DOSE
YES	1ST DOSE
N/A	N/A
NO	COVID +VE RECENTLY
NO	SLOT BOOKED
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
NO	VACCINE UNAVAILABLE
NO	COVID +VE RECENTLY

Fig 46: Output Sheet of Vaccination Drive database (Pt. 2)

NO	SLOTS UNAVAILABLE
NO	COVID +VE RECENTLY
NO	COVID +VE RECENTLY
NO	COVID +VE RECENTLY
YES	1ST DOSE
NO	HEALTH ISSUE
NO	SLOTS UNAVAILABLE
YES	1ST DOSE
NO	SLOT BOOKED
NO	HEALTH ISSUE
N/A	**N/A**
NO	COVID +VE RECENTLY
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
YES	1ST DOSE
NO	COVID +VE RECENTLY
NO	COVID +VE RECENTLY
NO	HEALTH ISSUE
N/A	**N/A**
NO	SLOTS UNAVAILABLE
NO	SLOT BOOKED
NO	VACCINE UNAVAILABLE
N/A	**N/A**
YES	1ST DOSE
NO	SLOTS UNAVAILABLE
YES	1ST DOSE
YES	1ST DOSE
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
YES	1ST DOSE
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
NO	COVID +VE RECENTLY
NO	SLOT BOOKED
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
NO	SLOTS UNAVAILABLE
NO	HEALTH ISSUE

Fig 47: Output Sheet of Vaccination Drive database (Pt. 3)

NO	HEALTH ISSUE
N/A	**N/A**
N/A	**N/A**
NO	HEALTH ISSUE
NO	SLOT BOOKED
NO	SLOTS UNAVAILABLE
NO	SLOT BOOKED
NO	**VACCINE SCEPTIC**
YES	1ST DOSE
YES	1ST DOSE
NO	COVID +VE RECENTLY
YES	1ST DOSE
NO	SLOTS UNAVAILABLE
YES	1ST DOSE
N/A	**N/A**
YES	1ST DOSE
NO	SLOTS UNAVAILABLE
YES	1ST DOSE
NO	VACCINE SCEPTIC
NO	SLOTS UNAVAILABLE
YES	1ST DOSE
YES	1ST DOSE
NO	SLOTS UNAVAILABLE
NO	SLOT BOOKED
YES	1ST DOSE
NO	SLOTS UNAVAILABLE
YES	1ST DOSE
YES	1ST DOSE
N/A	**N/A**
NO	SLOTS UNAVAILABLE
NO	HEALTH ISSUE
NO	SLOTS UNAVAILABLE
NO	SLOT BOOKED
NO	COVID +VE RECENTLY
NO	SLOTS UNAVAILABLE
YES	1ST DOSE
NO	VACCINE UNAVAILABLE

Fig 48: Output Sheet of Vaccination Drive database (Pt. 4)

Feedback ▼	Extra Feedback
Yes	No Feedback
Yes	No Feedback
Yes	Payout Issue
Yes	No Feedback
No	No Feedback
Yes	No Feedback
No	No Feedback
Unreachable	No Feedback
No	No Feedback
No	No Feedback
Unreachable	No Feedback
No	No Feedback
No	No Feedback
Yes	No Feedback
Yes	No Feedback
Yes	No Feedback
Yes	No Feedback
No	No Feedback
No	No Feedback
Yes	No Feedback
No	No Feedback
Yes	Payout Issue
Yes	No Feedback
Unreachable	No Feedback
Yes	No Feedback
Yes	Payout Issue
Yes	No Feedback
Yes	Unsupportive BM
Yes	No Feedback
No	No Feedback
Yes	No Feedback
Unreachable	No Feedback
No	Payout Issue
Yes	Training Issue
Yes	No Feedback
Yes	No Feedback
Yes	No Feedback
Yes	No Feedback
No	Payout Issue

Fig 49: Output Sheet of Pinnacle Agent feedback database (Pt. 1)

No	No Feedback
No	No Feedback
No	No Feedback
Yes	No Feedback
No	No Feedback
Yes	No Feedback
Yes	Training Issue
No	No Feedback
Unreachable	No Feedback
Yes	No Feedback
No	No Feedback
Unreachable	No Feedback
Unreachable	No Feedback
No	No Feedback
No	No Feedback
Unreachable	No Feedback
Unreachable	No Feedback
No	No Feedback
No	No Feedback
No	No Feedback
No	No Feedback
Yes	Payout Issue
Unreachable	No Feedback
Yes	No Feedback
Yes	No Feedback
Yes	No Feedback
Yes	No Feedback
Yes	No Feedback
Yes	No Feedback
Yes	No Feedback
Yes	No Feedback
Yes	No Feedback
Yes	No Feedback
No	No Feedback
Yes	No Feedback
No	No Feedback
Unreachable	No Feedback

Fig 50: Output Sheet of Pinnacle Agent feedback database (Pt. 2)