



- **To Reduce Anxiety:** Any employee, when put into a new, strange situation, will experience anxiety that can impede his or her ability to learn to do the job. Proper orientation helps to reduce anxiety that results from entering into an unknown situation, and helps provide guidelines for behavior and conduct, so the employee doesn't have to experience the stress of guessing.
- **To Reduce Employee Turnover:** Employee turnover increases as employees feel they are not valued, or are put in positions where they can't possibly do their jobs. Orientation shows that the organization values the employee, and helps provide the tools necessary for succeeding in the job.
- **To Save Time for the Supervisor:** Simply put, the better the initial orientation, the less likely supervisors and coworkers will have to spend time teaching the employee.
- **To Develop Realistic Job Expectations, Positive Attitudes and Job Satisfaction:** It is important that employees learn as soon as possible what is expected of them, and what to expect from others, in addition to learning about the values and attitudes of the organization.

While people can learn from experience, they will make many mistakes that are unnecessary and potentially damaging. The main reasons orientation programs fail: The program was not planned; the employee was unaware of the job requirements; the employee does not feel welcome.

HR.7 New employees go through a departmental and job orientation program before allowed to work independently.

HR.7.1 The departmental and job orientation program is defined in a departmental policy and includes the following:

 HR.7.1.1 Departmental policies and procedures.

 HR.7.1.2 Specific job responsibilities within the department as outlined in the job description.

 HR.7.1.3 Safe operation of equipment and medical devices including troubleshooting and malfunctions reporting.

 HR.7.1.4 Clarification on all topics provided in the general orientation as needed.

HR.7.2 Additional orientation is provided upon changing the job description or introducing a new technology or equipment.

HR.7.3 The departmental orientation is conducted by the head of the department or the immediate supervisor.

HR.7.4 An evidence of attending the departmental and job orientation program is signed by the new employee and documented in the personnel file.

Standard Intent:

Departmental and job specific orientation must be done at the level of each department to complete with the general orientation all the required orientation levels after which the employee should be able to work independently.

Contract workers and volunteer are also oriented to the organization and their specific assignment or responsibilities, such as patient safety and infection control.

HR.8 The hospital has a process for initial evaluation of the competency and conduct of the new employees.

HR.8.1 The hospital has a process described in a policy or other document for initial evaluation of the competency of the new employees.

HR.8.2 All new employees go through a probationary period for competency evaluation. During this period, clinical staff can only work under direct supervision.

HR.8.3 Competency evaluation during the probationary period is a structured process that aims to assess and review the employee's knowledge, performance, capability, conduct, and suitability for the role.

HR.8.4 The competency evaluation is documented in the personnel file.

Standard Intent:

New employees or employees who have moved into a new job will have performance evaluated early in the new assignment. The New Employee Performance Evaluation is an opportunity for the supervisor to review the employee performance prior to the end of the new hire (probationary) period to confirm a recommendation for continued employment or extend a probationary period.

The New Employee Performance Evaluation is an opportunity to reiterate goals and expectations with a new team member. Training and development needs are discussed and a plan is established as applicable. At this time, the new employee should determine if he/she is committed to continued employment.

New employees may have performance evaluated anytime during the new hire period as needed or appropriate. An employee who is consistently falling below expectations on duties or who falls below expectations on critical duties should not have continued employment confirmed.

HR.9 The hospital has a process for the regular evaluation of staff performance.

HR.9.1 There is a policy describing the process used in the regular evaluation of staff performance.

HR.9.2 The performance evaluation is based on objective criteria and is linked with the job description.