

Organizations are encouraged to have open and honest dialogue about work standards and performance. If such discussion does not prevent or solve a problem, additional actions may be taken, and more formal procedures are available.

There are three methods available to staff members for addressing employee relations problems:

- General Inquiry
- Informal Complaint Procedure
- Formal Complaint Procedure

HR.15 The hospital develops and implements strategies for retaining qualified staff.

HR.15.1 The hospital has a process for recognition and reward of distinguished staff.

HR.15.2 The hospital provides opportunities for professional development and promotion.

HR.15.3 The hospital carries out human resources policies in a fair and consistent way without discrimination.

HR.15.4 The hospital carries out exit interviews for resigning staff and uses the resulting information to make decisions about improving human resources processes.

Standard Intent:

HR department is responsible for retention of its distinguished employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). A distinction should be drawn between low-performing employees and top performers, and efforts to retain employees should be targeted at valuable, contributing employees. Employee turnover is a symptom of deeper issues that have not been resolved, which may include low employee morale, absence of a clear career path, lack of recognition, poor employee-manager relationships or many other issues. A lack of satisfaction and commitment to the organization can also cause an employee to withdraw and begin looking for other opportunities. Pay does not always play as large a role in inducing turnover as is typically believed.

The goal of employers is usually to decrease employee turnover, thereby decreasing training costs, recruitment costs and loss of talent and organizational knowledge.

HR.16 The hospital conducts staff satisfaction surveys on an ongoing basis.

HR.16.1 A staff satisfaction survey is conducted at least once per year.

HR.16.2 Data are aggregated and analyzed.

HR.16.3 Actions are taken to address areas for improvement.

Standard Intent:

There is a need to create a work environment that encourages employees to give quality service to customer needs. Satisfied employees generate customer satisfaction by excellence in performance that leads to organizational success thus resulting in