

A STUDY OF EFFICIENCY OF INDUCTION PROGRAMME FOR NEWLY APPOINTED STAFF IN HOSPITALS

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INTRODUCTION

Induction program is measured as an important part of a company's human resource practices. Many aspects should be addressed when conversing the importance and objectives of an induction process. Induction can be defined as the processes and support provided by the organization in order to help a new employee to learn to know the new organization and its members as well as the expectations and tasks of the job.

Knowledgeable, integrated and well-performing employees are fundamental assets for the success of any organization. Of particular interest is the need to make new employees gain the required knowledge to achieve the status of valuable assets for the organization. This makes investment in new employee induction training an inevitable activity that requires proper planning and execution. Induction training is one of the forms of training conducted by organizations to its new, transferred, re-categorized and promoted employees to help them settle quickly in their new roles.

It is often the quality of service that has a significant impact on the purchase decision. Trained employees perform better and are more likely to serve customers/patients in a desired way. Thus one of the objectives of an induction process is to increase customer satisfaction through minimizing errors and raising employee performance. Systematic induction process also aims at increasing employee commitment and this way improving motivation. The first day in a new job is always memorable – in good or bad. Induction often reflects the values of a company. It can be suggested that a company can strengthen its competitive advantage and decrease the employee turnover by investing in employee training since the beginning of the employment with a proper employee induction.

The service range offered by the organization is wide and the company aims at aggressive growth. Thus the amount of information to adapt to is large and training is essential. For this reason improving the induction practices is important. Crucially, the induction program of the case company should create a clear image of the organization's operational environment, which highlights its values.

As was set out at the beginning of the study, the primary focus of this study was to evaluate the implementation of the induction and orientation programmes instituted for the newly recruited health professionals in Deenanath Mangeshkar Hospital and Aditya Birla Memorial Hospital, Pune, India. This study should help to ensure that the lack of appropriate and effective human resource management strategies regarding the effective implementation of an induction and orientation programme in the health sector is addressed. The necessary ingredient for this improvement is a critical mass of skilled and motivated health facility managers, especially the human resource management directorate at all levels of the health system, to ensure that these strategies are implemented effectively in the health care facilities within the communities they are serving. Managers in the health system must clearly articulate and communicate a vision and mission to the newly recruited health professionals. The vision and mission of the health system must be translated into clear operational strategies. Therefore, an effective governance and management system is vital in implementing the human resource policies that relate to the induction and orientation programme.

EFFECTIVE IMPLEMENTATION OF THE INDUCTION AND ORIENTATION PROGRAMMES

Both the hospitals must design a comprehensive induction and orientation programme for all newly recruited health professionals in line with the Departmental induction and orientation policy. The human resource development coordinators must continuously monitor and evaluate the implementation of the induction and orientation programmes in the health facilities. Capacity-building workshops must be conducted in order to acquaint health facility human resource development coordinators with effective implementation of induction and orientation programmes. All newly appointed health professionals, especially the medical doctors and allied health professionals, should have access to a formal induction and orientation programme which will introduce them, in particular, to aspects of procedures and protocols in management of patients. Such an induction programme for medical and allied health professionals should be conducted in collaboration with the senior medical managers that have had long experience in the health facilities in order to mentor the newly-recruited medical and allied health professionals. Effective participation of all newly recruited health professionals in the induction and orientation programmes is a way of recognition that fills the need for involvement and acceptance, and gives a feeling of fulfillment.

MENTORING, SUPPORT AND MONITORING

This early monitoring reduces fear and frustration, and identifies those who truly need more assistance to do the job. The Department of Health should monitor the effective implementation of performance management systems and job descriptions in all health facilities in order to create a positive relationship to reduce disputes between supervisors and employees. Communication

between the provincial, district and facility managers should be streamlined to avoid proliferation of meetings and workshops, which take managers away from their primary responsibilities in the health facilities. They are supposed to give guidance to the Human Resource unit on how induction and orientation programmes should be conducted in their facilities to avoid discrepancies in the implementation of induction amongst health professionals that are newly recruited. It is important to monitor and engage with policy developments outside the health sector that may impact negatively on human resources.

CAREER MANAGEMENT

It is necessary to review the database for skills and competencies required by health professionals and then to finalise the provincial human resources plan which clearly defines staffing norms for district hospital services, taking into consideration the demand factors such as the burden of diseases, population growth, attrition and organisational change.

Appropriate on-going training and support for health professionals is critical. Balancing the demands of patient management with skills development will result in the rendering of quality service delivery.

This advisory committee will be linked to the strategic human resource management directorate. It will play an important role in defining the present health system and its needs. This forum can also establish a sophisticated and effective process for evaluating the progress of health facility human resource development coordinators towards meeting induction and orientation objectives and career management.

The members can also identify line managers and key players within the Management of Career Development activities and keep human resources in the foreground in implementing the strategic objectives of the Department. Among the benefits of the advisory committee would be to empower all managers and all health professionals with an opportunity to enrich and expand in their workstations, to develop and increase appreciation about the complexity of the health organisation. Therefore, the senior management of the Department of Health should continually work with the core advisory forum committee members on the human resource management strategic systems that impact on the implementation of the induction and orientation programme in order to review results of the programme and make appropriate adjustments on the gaps identified. An internal auditing and reporting system with regards to the induction and orientation programme activities that are linked to the Departmental human resource management strategies must be enforced. By having this forum in place, the objectives set by the researcher in chapter one will be reached.

CONCLUSION

It therefore necessitates that the health professionals be inducted and oriented effectively so that they can acquaint themselves with these Millennium Developmental Goals in their daily scope of practice and commit themselves to acting in ways that will facilitate the agenda of the leadership.

The health professionals' morale, particularly among the medical doctors and allied health professionals, is already low and impacts negatively on service delivery. There is a high turnover of staff with movement to both the private sector and to other countries. Factors contributing to the high turnover are the absence of a sense of stability for health professionals, inadequate conditions of the work environment and a lack of transparency in the transformation process. Lack of orientation programmes for a better understanding of new policies has a negative impact on service delivery. The human resource management directorate is therefore requested to shoulder greater responsibility than previously, particularly in the induction and orientation programmes, in order to achieve quality service delivery.

Important norms and standards to guide the planning for human resources and performance management are lacking in the health facilities. The critical shortage of staff elicits challenges to planned and managed retention and recruitment strategies with limited benefits to health professionals, therefore the human resources plan that is due for completion by the Provincial human resource management directorate must include recruitment and retention strategies for health professionals.

Finally, evaluation of and involvement of human resource units in human resource management programmes is essential from the beginning to the end – using a lifecycle approach. The human resource management directorate is encouraged to use every possible intellectual and conceptual skill to build facility managers to support Management of Career.

Development programmes in every phase of the development of health professionals in accordance with the Departmental vision and action plan. The evidence emanating from the research study supports the need for an effective induction and orientation strategy that will meet the goals and objectives of the Department, one which will complement sustainable lifelong learning and form a vital part of the organisation's culture.

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