

You Decide | Case Study

Orientation Planning

Ken is the supervisor of the Super New Hospital's (SNH) accounting department. He recently hired Maria as a new payroll clerk. She will be starting in two weeks. This is the first time Ken has hired a new employee since joining SNH last year. His previous employer had a very structured employee orientation program, which he relied on to integrate employees into their new positions and acclimate them to the corporate culture. However, SNH does not have any type of orientation plan. Ken would like to create a comprehensive orientation plan for Maria as he believes that investing time and effort in the beginning leads to long-term employee satisfaction and better job performance.

Ken has several dilemmas. He is not sure where to start or what to include. He also does not

know how to acquire some of the reference materials and resources he will need. In addition, he is still relatively new in his position, and he does not want to offend anyone or cause any problems.

Questions

1. If you were Ken, what would you do? Would you choose to develop a comprehensive orientation plan? A general company plan? A job-specific plan? Or no orientation plan at all? Explain your rationale.
2. If you chose to develop a plan, who and what would you include?
3. If you chose not to create an orientation plan, how would you set Maria up for success in her new job?

MANAGER'S TOOLKIT

Two strategies for increasing learning are to decrease the stress and anxiety employees have about training and education and to try to make the training interesting and enjoyable. Prepare a document to add to your Manager's Toolkit that outlines methods and best practices for training employees.

1. Using your experiences in classes and what you have learned in this chapter, list steps that could be taken to relieve stress and anxiety before and during training.
2. Using your experiences in classes and what you have learned in this chapter, list tips and methods that could be used to make training sessions more engaging, interactive, and enjoyable.