

# How New Employees Can Be Helped On Their Job

U.C.C. Uses Orientation Method

By **CLINTON WEEKS**  
**Training Officer, U.C.C.**

Hammond is a new employee in your office. He has just been given a natural and friendly welcome by the supervisor which at once put him at ease. No rushing, no brusqueness—in spite of the usual pressure of business. And then . . . "This is Joe Hammond, Bill. And Joe, I want you to know Bill Long. I'm sure you will find all the fellows in this office ready to help you get your feet on the ground here, but you can count on Bill especially to give you the know-how on your work. Bill, will you show Joe around the building and get him acquainted with everyone on the staff?"

This frank and easy introduction—followed through—gets the newcomer well on his way to knowing that he **belongs**. And that is at the heart of what we label "Orientation"—giving him a sense of belonging in the organization.

It is true that specific orientation is a project that should accomplish these things: give the employee an appreciation of the organization, functions and purpose of the department, section and the unit to which the employee is assigned; help him understand the personnel policies and regulations under which he will work; inform him of the rights and privileges and special services that go with his employment in the department; explain the purposes and importance of his particular job; and prepare him for detailed instructions in his work.

## Supervisors Must Help

But, in addition to accomplishing these all-important objectives of normal orientation, the project, to be a success, must achieve something more—good employee-relations. This means that a conscious, consistent effort must be made by the supervisor and all those working with him to see that the newcomer is really getting acquainted

with his fellow-employees, that he is made to feel he has a necessary and important part in the office program, that he can rely on ready assistance and advice from any fellow-worker. Isn't it just the combination of many normal acts of friendly cooperation that build up that sense of "belonging" in the organization?

It is rarely necessary to convince a manager or supervisor of the importance of providing all new members of his working force with a proper introduction to the organization and the job along the line of specific orientation. Strange as it may seem, some supervisors overlook the human values—those simple courtesies, gestures of friendliness, genuine interest in the newcomer which together create an atmosphere of good will, common purpose and team-spirit. If you are the newcomer, you desire something in addition to the facts, the knowledge of policies, organize the rest. You want to feel you are in the organization, history of the department and accepted by the old-timers as a member of the team. You want to see offers of help materialize into actual assistance when you ask for guidance.

## Human Element Important

If you doubt the value of that extra human touch, take the time to look into training policies and practices in any well-established business or public agency. You will find that large business enterprises budget liberal amounts for a brand of orientation and induction training which emphasizes the "human element." An executive of a large manufacturing corporation prefaced his discussion of the human element in management with these words: "Management is not the direction of things, it is the development of people. The executive's job is not to make things or to direct things; it is to select and develop people who can. It is to create an organization of human beings which can accomplish those activities