

Title: THE NEW GUY

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The High Reliability Organization (HRO) realizes the importance of the new employee. There is an acknowledged value placed upon the new employee from recruitment throughout their entire career. The HRO is instinctively aware of the importance of the new employee and works to develop key elements such as trust, values and feeling of belonging. These are foundations for future success.

Organizations which fail to place value in the new employee are not very productive over a long period. There is a high turnover of personnel due to a lack of job satisfaction. Increase policy and safety violations which can be attributed to the feelings of the employees feeling important. Management does not invest in the most important asset of the company its people. If something is about to go wrong the employee will most likely allow the problem to fall at the managers feet even if the employee was able to keep the event or problem from happening. Basically, the leaders of the company are not trusted and will be left to stand alone.

As an Officer in the United States Marine Corps, it was culturally understood that the young Private (entry level employee), was the most important member of the organization. He/she had to be trained and a sense of value given or placed upon him/her by current members of the unit: from their value to the Fire Team (section) to their value to the entire country. Their value was express continuously.

As a healthcare professional the level of value in the new guy is not a priority. Each healthcare professional is an island unto him or herself due to the numerous ways they enter the environment. The team dynamic does not materialize at all levels. Trust is lacking between different groups: doctors, nurse and other healthcare professionals. Each holds a license and it is up to the individual to maintain the privilege, not the team.

Military organizations begin with an immersion into its culture, values and history. Attempting to share its belief and values in a way that will encourage new recruit to maintain and support. The core values of the organization are explained from the start. This is designed to instill or herald the chance to belong to an elite group. The initial training continues to re-enforce the core values of the organization and self policing is encouraged at all levels. This universal expression of core values is supportive to the new members and benefits the entire organization.

Healthcare lacks a standard indoctrination within the industry and this is understandable because based upon the individual organization and its orientation processes offered to numerous career paths makes standard indoctrination unrealistic.

Healthcare workers are individually licensed and this appears to effect how they enter the work force. They come into the organization on the merit of their education, test scores, and experience. They have an entry level standard skill and knowledge set received from numerous sources.

Upon hiring, the individual anticipates belonging to the organization, but this is quickly lost. The majority of the healthcare team is individually licensed to perform a specific task. This places the success of the job squarely on the individual's shoulders. Not to say team concept is not at work but the team does not fail together, the individual

performer of a specific task is the reason for failure. The death of a patient during a CODE BLUE can easily be placed at the feet of an individual healthcare provider and not the entire team and this fact is understood by all involved. There is an underlying lack of trust between members whether doctors, nurses, and other healthcare members. Nevertheless, the establishment of core values is possible. The new hire is left to his or her own devices in most cases.

As members in the military operate in a supportive environment where failure and success is shared by each member; the “new guy” ought to be acknowledged as a key member of the healthcare team and time have to be taken to communicate the value to the individual. Healthcare should consider universally move towards a team dynamic and attempt to remove the fear of failure at the individual level. The employees profit from forming bond and organizational loyalties and communicate it to all members. Trust in your fellow healthcare member encouraged across organizations and career fields. The doctor benefits from trusting the nurse, the nurse the radiologist, and on and on. This relationship will be supportive and most of all the fear of failure can be eliminated.

Members within the armed forces appreciate the importance of the team and its members. The new member is greeted with acceptance as a member of the team. Yes, there is some apprehension until confidence and trust is developed at some level, but the beneficial element occurs for the new employee as current employees and leadership recognizes them as part of the “team”. With recognition the new employee is offered an opportunity to learn, grow, fail and succeed with the support of the team. However, leadership understands that the new employee can put the organization at risk on many levels so they constantly supervise, correct and support the new employee. This serves as

a motivator that encourages current members to invest in the new members' indoctrination and training.