REDEEMERS HEALTH VILLAGE

Human Resources Department

ONBOARDING POLICY

Policy Code: HR-POL-019

Date of Issue:	June 6, 2025	**Next Review Date:**	April 28, 2027
Version:	1.2	**Last Review Date:**	April 28, 2026
Author:	Adedayo Bazunu, Acting Chief Human Resources Officer		
Directorate:	Human Resources Department		
Approved By:	Chief Executive Officer | REMCO, RHV Board		
Date Approved:	—		

Relevant Standards

- Labour Act of Nigeria (Cap L1 LFN 2004)
- RHV Health and Safety Policy (HR-POL-013)
- RHV Probationary Period Policy (HR-POL-008)
- RHV Code of Professional Conduct (HR-POL-023)
- RHV Data Protection & Privacy Policy (HR-POL-024)
- ILO Human Resources Development Convention No. 142

Amendment History

Issue	Status	Date	Reason for Change	Authorised
1	Draft	May 27, 2024	New Policy Implementation	
2	Final	June 5, 2025	Policy Review & Update	CHRO
3	Final	April 28, 2026	Board Submission Revision	CHRO/CEO

1. Introduction

The quality of a new employee's first days and weeks at RHV has a direct and lasting impact on their engagement, productivity, and likelihood of remaining with the institution. A structured, welcoming, and informative onboarding process is not a courtesy, it is a strategic investment in the people who deliver our patient care. This policy establishes RHV's standardised onboarding framework, ensuring that every new hire regardless of role, grade, or department receives a consistent, high-quality integration experience aligned with our mission and values.

2. Purpose

- Provide every new employee with a structured, supportive, and consistent integration experience that reflects RHV's values and institutional character.
- Equip new hires with the institutional knowledge, policy awareness, systems access, and interpersonal relationships needed to contribute effectively from the outset.
- Ensure full compliance with mandatory training requirements before any new employee begins patient-facing or clinically active duties.
- Reduce early attrition and accelerate time-to-productivity by addressing potential concerns and gaps proactively.

3. Scope

This policy applies to all new employees of RHV — full-time, part-time, temporary, and contract staff — as well as locum placements and student practitioners on extended assignment. The core onboarding elements apply to all categories; clinical-specific elements apply to all patient-facing staff. Volunteers and short-term placements are covered by the separate RHV Volunteering Policy (HR-POL-018).

4. Pre-Boarding (Before Day One)

Effective onboarding begins before the new hire's first day. HR is responsible for the following pre-boarding actions:

- Formal Welcome Communication: Within two (2) working days of the signed employment contract being returned, HR sends the new hire a formal welcome communication confirming: their start date and reporting time; the name and contact details of their designated HR contact; required pre-start documentation; the dress code applicable to their role; and a summary of what to expect on their first day.
- Pre-Start Documentation: New hires must submit all of the following before their start date to enable payroll set-up, ID badge issuance, and system access: a high-resolution digital passport photograph; certified copies of all academic and professional qualifications; National Identification Number (NIN); Bank Verification Number (BVN) and bank account details for payroll; and any professional registration documentation required for their role.
- Workstation and Systems Readiness: HR coordinates with IT and Facilities to ensure that the new hire's workstation, system access, email account, and all necessary equipment are confirmed and ready before the employee's first day. A system access request should be initiated at least five (5) working days before the start date.
- Departmental Preparation: The hiring manager is notified of the new hire's start date and pre-boarding checklist at least two (2) weeks in advance. The manager ensures the team is prepared to welcome the new hire and that role-specific onboarding activities are scheduled.

5. Day One

- Reception and Welcome: New hires are received by the designated HR representative at 7:30 AM. The day begins with a brief institutional devotion in keeping with RHV's faith-based identity, followed by a formal welcome session.

- Administrative Formalities: Where not completed pre-start, HR completes ID badge issuance, systems access confirmation, uniform distribution (where applicable), and collection of any outstanding documentation.
- Facility Tour: A guided tour of the hospital covering key departments, patient areas, clinical support facilities, staff welfare facilities, emergency exits, and assembly points is conducted before the end of Day One.
- Team Introduction: The new hire is formally introduced to their immediate team and key interdepartmental contacts by the hiring manager or HOD.

6. Orientation Programme (Days 1 to 5)

All new hires attend a structured orientation programme during their first week, delivered by HR and relevant departmental leads. The programme is mandatory for all new hires, and attendance sign-off is required. The orientation covers:

- RHV's mission, vision, core values, and faith-based institutional identity
- Organisational structure, key leadership, and governance
- Essential HR policies — including the Code of Professional Conduct (HR-POL-023), Leave Policy (HR-POL-004), Disciplinary Action Policy (HR-POL-003), and this Onboarding Policy
- Data protection and patient confidentiality obligations (HR-POL-024)
- Health and safety — including fire evacuation, emergency procedures, manual handling, and infection prevention and control (HR-POL-013)
- Clinical protocols and patient safety fundamentals (for all patient-facing staff)
- Payroll, leave management, and the PAID HR system
- RHV's Social Media and Digital Communication Policy (HR-POL-032)

All new hires must sign an Orientation Acknowledgement Form confirming attendance and understanding of each module covered. Signed forms are retained by HR in the employee's personnel file.

7. Role-Specific Onboarding (Weeks 2 to 4)

- Structured Job Training: The HOD or a designated departmental trainer delivers role-specific training covering: clinical or functional protocols relevant to the role; equipment authorisation and safe use (where applicable); documentation, record-keeping, and reporting requirements; and departmental workflow and key internal relationships.
- Mentor Assignment: Each new hire is assigned a mentor or buddy , a more experienced colleague within their department to provide informal support, answer day-to-day questions, and help the new hire navigate the institutional culture during their first month.
- Regular Check-Ins: HR and the line manager hold brief, documented check-in conversations with the new hire at the end of Week 1, Week 2, and Week 4 to identify any concerns, gaps, or support needs. Any issues requiring intervention are escalated to the CHRO.
- Issue Resolution: Any deficiency in equipment, system access, or training provision identified during the onboarding period must be resolved within 48 hours of being flagged to HR.

8. Probationary Period Integration

Onboarding is the gateway to the probationary period. The formal probationary period process including goal-setting, mid-probation review, and end-of-probation review is governed by the RHV Probationary Period Policy (HR-POL-008). The onboarding programme is considered complete at the end of Week 4; the probationary period continues for a full six (6) months from the start date, with HR and the line manager jointly responsible for ongoing monitoring and support.

9. Onboarding Feedback

At the end of their first month, each new employee completes a brief, structured onboarding feedback survey administered by HR. The survey covers the quality of the pre-boarding communication, Day One experience, orientation programme content, role-specific training adequacy, and the effectiveness of mentor support. HR collates feedback quarterly and uses findings to continuously improve the onboarding programme. A summary of onboarding feedback is presented to the CHRO quarterly.

10. Non-Compliance

Failure by any stakeholder, HR, hiring manager, or new employee to fulfil their onboarding obligations may result in delayed integration, extended probationary assessments, or formal accountability under the RHV Disciplinary Action Policy (HR-POL-005). Mandatory training modules must be completed before the new hire begins patient-facing or operationally active duties; no exception to this requirement is permitted on grounds of urgency or staffing pressure.

11. Roles and Responsibilities

HR Department

Owns and administers the onboarding process end-to-end; coordinates pre-boarding; delivers the orientation programme; tracks documentation completion and training acknowledgements; conducts check-ins; analyses feedback.

Hiring Managers and HODs

Prepare the department for the new hire's arrival; deliver role-specific training; assign mentor; conduct check-in conversations; escalate concerns to HR promptly.

IT Department

Ensures system access, email, and equipment are ready before Day One; provides systems orientation where required.

New Employees

Engage actively and in good faith with all onboarding activities; complete required documentation before the start date; attend all orientation sessions; seek clarification when needed.

12. Monitoring and Review

HR tracks onboarding completion rates and feedback scores monthly. Non-completion of mandatory training is escalated to the CHRO. This policy is reviewed annually by the CHRO in consultation with hiring managers and HODs.