

Discipline and Motivation

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Learning Objectives

- Distinguish two types of behavior problems in the pharmacy: problems of performance and problems of conduct
- Explain the basis for motivating pharmacy personnel according to the Motivation-Hygiene Theory and Hierarchy of Needs Theory and specific techniques for motivation employees
- Describe the key elements to include in a corrective interview when attempting to correct problems of performance

Learning Objectives

- Describe the steps of progressive discipline that are used to correct problems of conduct
- Explain what is meant by employment-at-will and exceptions to this doctrine recognized by state legislatures
- Describe characteristics of documentation that will help counteract claims of wrongful discharge

Behavior Problems

- Examples
 - Chronic Rx errors, absenteeism, theft, insubordination
- Result
 - Financial loss

Two Types of Behavior Problems

- Performance problems
 - How well the job is done
 - Why: unmotivated, incapable
- Conduct problems
 - Adherence to rules, regulations, and policies
 - Why: willful

Prevention Via Communication

- Performance problems
 - Use: JD, standards, appraisal form
- Conduct problems
 - Use: handbook

Knowledge Isn't Always Enough!

- Behavior = problem → persist

Diagnose

- Does the employee have the skills to perform?
- Does the employee receive adequate feedback?

Diagnose

- Does the employee have the needed time, tools and support?
- Is the desired behavior inadvertently discouraged?
- Does the desired behavior matter?

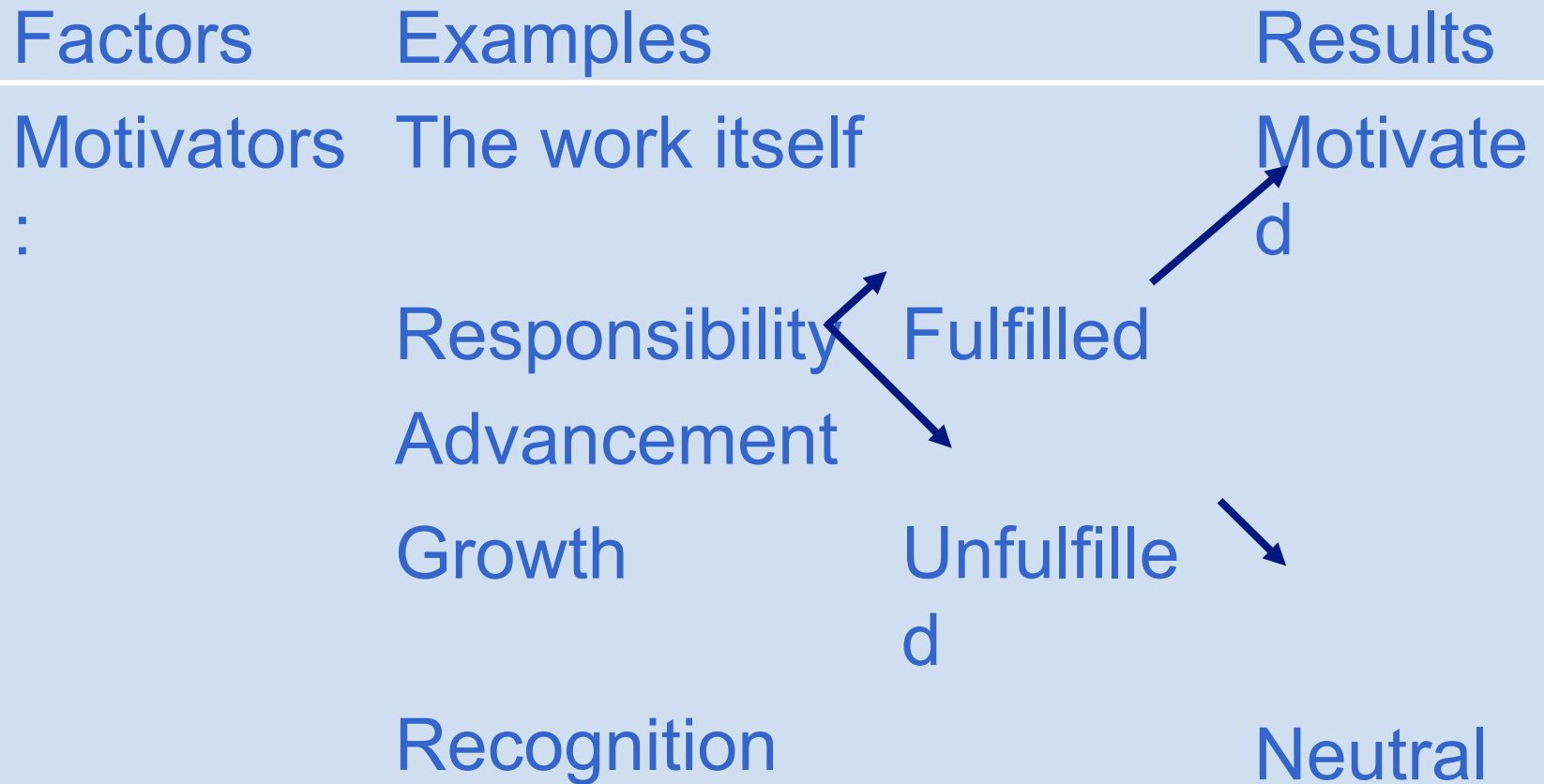
Correcting Behavior Problems

- Performance problems
 - Use motivation
- Conduct problems
 - Use progressive discipline

Performance Problems

- Basis for correction through motivation:
 - Motivation – Hygiene Theory
 - Hierarchy of Needs Theory

Motivation - Hygiene Theory



Motivation - Hygiene Theory



Hierarchy of Needs Theory



Self-fulfillment
Independence
Self-esteem
Belonging
Security

Motivational Technique

- Disclose financial information

Motivational Technique

- Ask for input and listen

Motivational Technique

- Assign responsibility

Motivational Technique

- Draw-up a development plan

Motivational Technique

- Provide continual feedback

Motivational Technique

- Provide financial awards for success

Motivational Technique

- Provide non-cash awards for success

Motivational Technique

- Personally recognize success

Motivational Technique

- Provide the right tools and physical environment

Motivational Technique

- Minimize personal distractions

Motivational Technique

- Treat temps like regular staff

When Motivation Fails:

- The formal corrective interview
 - Review job standard not being met
 - Develop an action plan in writing
 - Monitor progress

When Motivation Fails:

- The Formal Corrective Interview
 - If improvement, repeat process
 - If no improvement, issue final date
 - Dismissal for “failure to meet job standards”

Conduct Problems

- Basis for correction through discipline
 - Conduct problems are willful
 - Discipline vs. punishment
 - Adopt the “hot stove” rule

Steps of Progressive Discipline

1. Counseling
2. Oral warning
3. Written warning
4. Suspension
5. Discharge

Process of Progressive Discipline

- Can begin at any step, based on severity of infraction
- Repetition of infraction = move to next step
- Notify employee
- Create a file record

Objectives of Progressive Discipline

- Gives employee opportunity to correct the conduct problem
- Demonstrates to outsiders that employee was given ample opportunity for correction

Step 1: Counseling

- Similar to “corrective interview”
- Explain violation of rules, regulations, policies
- Explain consequences = formal disciplinary action
- Document in critical incident log or personnel file

Step 2: Oral Warning

- State: “This behavior cannot continue”
- Document

Step 3: Written Warning (Letter)

- State problem, dates, describe violations
- Summarize previous attempts at correction
- Describes consequences if continues

Step 3: Written Warning (Letter)

- Deliver in private
- Ask employee to sign, date
- Provide copy, retain

Step 4: Suspension

- Removal from workplace
- Notify in writing – include length of suspension, consequences if continues
- Without pay – typically 3 days
- With pay – typically ½ - 1 day
- Alternative: 2nd written warning

Step 5: Discharge

- “There is nothing more either of us can do to rectify this problem. I am terminating your employment”
- Allow employee to express feelings
- Restate “decision is final”

Step 5: Discharge

- Request company property
- Provide severance check, detailed termination letter. Retain copy

Employment at Will

- The employment relationship may be ended at any time, by either the employee or employer, for any reason, or for no reason at all, provided there is no written employment contract covering a fixed term of employment

Exceptions to Employment at Will

- Anti-discrimination laws:
(Cannot discharge on basis of race, color, religion, sex, national origin, age, pregnancy, disability)

Exceptions to Employment at Will

- Public policy exceptions:
(Cannot discharge for refusing to commit an unlawful act, whistle blowing, refusing to violate a professional code of ethics, serving on a jury, filing workers' compensation claim)

Exceptions to Employment at Will

- Implied contract

(Verbal or written statements that the employee will have a job as long as performance is satisfactory)

Documentation: Best Defense

- Critical incident logs, personnel files
- Timely
- Accurate
- Detailed

Conclusion