



Organization Discipline

Presentation Slides

Table of Contents

Discipline in organizations	3
Sources.....	4
Discipline	5
Why are disciplinary procedures necessary?.....	6
Basic standards of discipline	7
The just cause standard of discipline.....	8
Administration of discipline	9
Mistakes to avoid when administering discipline.....	10
Steps for effective disciplinary sessions.....	11
The content of disciplinary and grievance procedures.....	12

Principles of HRM

Discipline in organizations

Aradhna Malik (PhD)
Assistant Professor
VGSoM, IIT Kharagpur



Sources

Gomez-Mejia, L. R., Balkin, D. B. & Cardy, R. L. (2012). *Managing human resources (7th Ed.)*. New Delhi: PHI Ltd.

Williams, S. & Rumbles, S. (2009). Grievance, discipline & absence in organizations. In S. Gilmore & S. Williams (Eds.). *Human Resource Management (Indian Edition)*. New Delhi: Oxford. 259-281.

Discipline (Gomez-Mejia, Balkin & Cardy, 2012)

- “Tool that managers rely on to communicate to employees that they need to change a behavior”
- Forms:
 - Progressive discipline: “Series of management interventions that gives employees opportunities to correct their behavior before being discharged.” – primarily warning steps, e.g. Verbal warning – written warning – suspension – discharge
 - Positive discipline: “...encourages employees to monitor their own behaviors and assume responsibility for their actions.”. Four step process – Counselling session between employees and supervisors – follow up and formation of a new timetable & plan – final warning - discharge

Why are disciplinary procedures necessary?

Why are disciplinary procedures necessary? (Williams & Rumbles, 2009)

- "...so employees know what is expected of them in terms of performance or conduct (and the likely consequences of continued failure to meet these standards)
- To identify obstacles to individuals achieving the required standards (e.g. training needs, lack of clarity of job requirements, additional support needed, etc.)
- As an opportunity to agree to suitable goals and timescales for improvement in an individual's performance or conduct
- As a point of reference for an employment tribunal should someone make a complaint about the way they have been dismissed"

Basic standards of discipline

(Gomez-Mejia, Balkin & Cardy, 2012)

- Communication of rules & performance criteria
- Documentation of the facts
- Consistent response to rule violations

The just cause standard of discipline

(Gomez-Mejia, Balkin & Cardy, 2012)

- *“Notification:* Was the employee forewarned of the disciplinary consequences of his or her conduct?”
- *“Reasonable rule:* Was the rule the employee violated reasonably related to safe & efficient operations?”
- *Investigation before the discipline*
- *“Fair investigation:* Was the investigation fair & impartial?”
- *“Proof of guilt:* Did the investigation provide substantial evidence or proof of guilt?”
- *“Absence of discrimination:* Were the rules, orders & penalties of the disciplinary action applied evenhandedly & without discrimination?”
- *“Reasonable penalty:* Was the disciplinary penalty reasonably related to the seriousness of the rule violation?”

Administration of discipline (Gomez-Mejia, Balkin & Cardy, 2012)

- Hot stove rule: “Model of disciplinary action: Discipline should be immediate, provide ample warning, & be consistently applied to all.

Mistakes to avoid when administering discipline (Gomez-Mejia, Balkin & Cardy, 2012)

- Losing your temper
- Avoiding disciplinary action entirely
- Playing therapist
- Making excuses for an employee
- Using a nonprogressive approach to discipline
 - avoid immediate punishment

Steps for effective disciplinary sessions

(Cottringer, 2003 & Day, 1993, in Gomez-Mejia, Balkin & Cardy, 2012)

- “Determine whether discipline is called for. Is the problem an isolated infraction or part of a pattern? Consult with HR experts & get some feedback before making a disciplinary decision.
- Outline clear goals for the discussion in your opening remarks. Do not rely on indirect communication or beat around the bush. The employee should gain a clear idea of your expectations for improvement.
- Ensure two-way communication. The most helpful disciplinary meeting is a discussion, not a lecture. The objective of the meeting, after all, is to devise a workable solution, not to berate the employee.
- Establish a follow-up plan. The agreement to a follow-up plan is crucial in both the progressive & positive disciplinary procedures. It is particularly important to establish the time frame in which the employee’s behavior is to improve.
- End on a positive note. You may want to emphasize the employee’s strengths so that he or she can leave the meeting believing that you – and the company – want the employee to succeed.”

The content of disciplinary & grievance procedures (Williams & Rumbles, 2009)

- “A statement of principles – something that among other things sets out the purposes for which it will be used & the nature of the approach to be taken”
- “Provisions for dealing with instances of minor misconduct informally”
- “A list of behaviors classified as misconduct that would lead to disciplinary procedure being invoked”
- “Provisions for how the alleged misconduct should be investigated, & also for a meeting at which the employee is presented with the case against her/ him & given a chance to present her/ his side of the story”
- “Disciplinary procedures provide for the appropriate sanctions to be applied should the case against the employee be upheld following the disciplinary meeting”
- “Provision for the right of an employee to appeal against the outcome of a disciplinary meeting, commonly to a senior manager who has had no previous involvement in the case”