

# **“I Knocked Myself Out In the Shower”**

**Addressing Punctuality**

***Andrew Smith***



# Actual Excuses!

- **I discovered my spouse was having an affair, so I followed him this morning to find out who he was having an affair with.**
- **There was a stranger sleeping in my car.**
- **I'm not late. I was thinking about work on the way in.**
- **I dreamed that I got fired.**
- **I knocked myself out in the shower.**

# Costs of Punctuality

- For the employee:
  - Reduction of pay
  - Reprimands
  - Termination
- For the employer:
  - Turnover

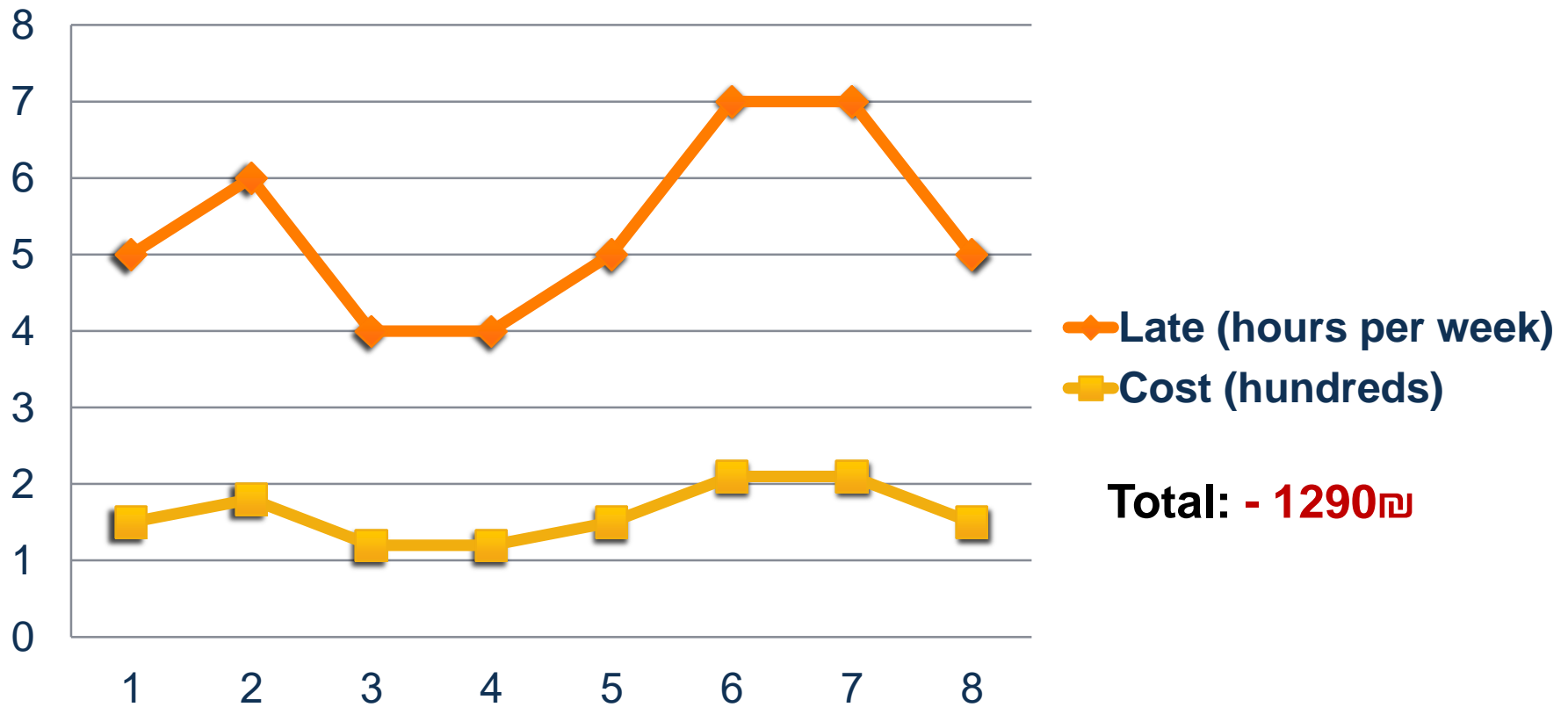


# Losses

- Turnover for nurses is 23%
- There is already a global nurse shortage
- Imaginary situation:
  - A nurse costs ₦30 per hour
  - Many nurses are tardy or quit
  - Workload increases




# Losses: Punctuality





# Causes and Complications

- 
- **Lack of accountability?**
  - **Employee dissatisfaction?**
  - **Policies?**

# Positive Reinforcement





# Negative Reinforcement





# Complications

- **Vacation time**
- **Spread of workload**





**Solution**



# Response Requirement



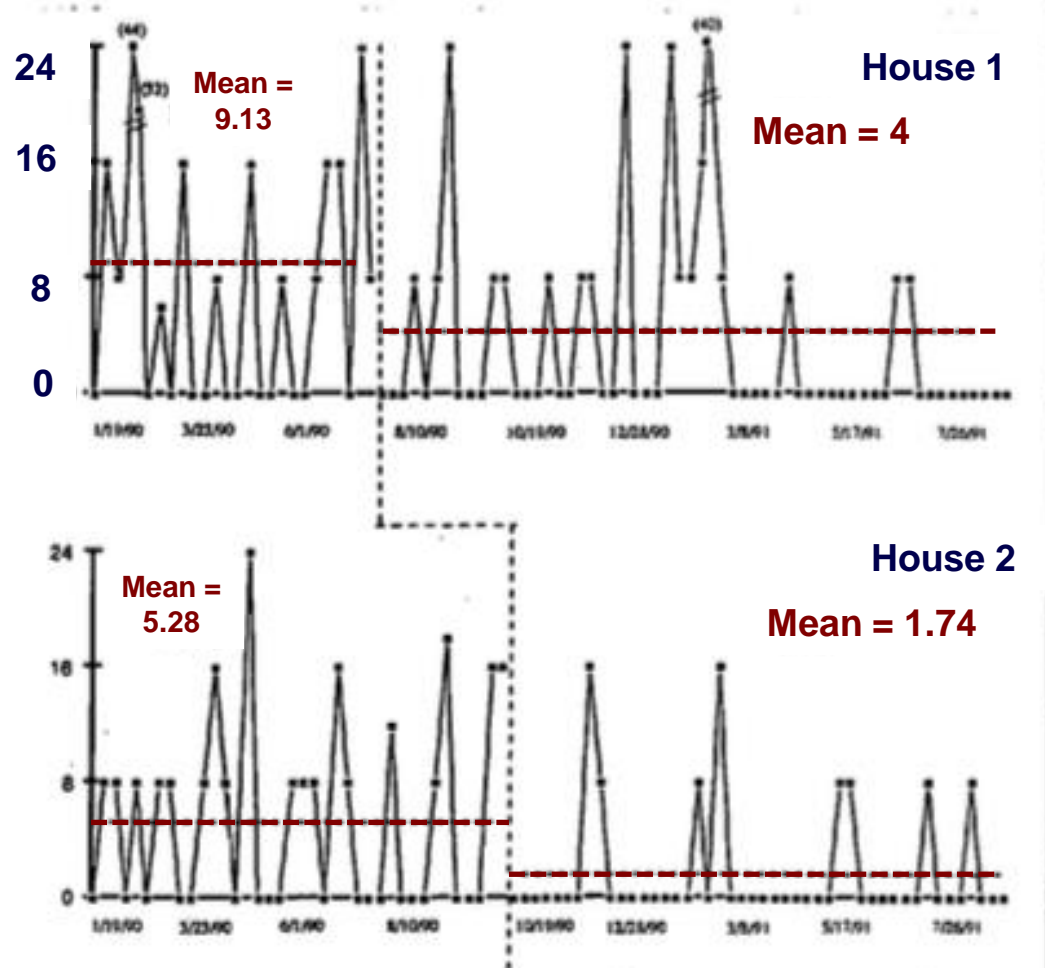
**Boudreau, 1993**



# Response Requirement

FIGURE 1. Mean number of unscheduled hours absent per week

HOURS ABSENT



# Public Posting

## Miller, 1978

## Attendance Sheet

[illegible]

# Public Posting

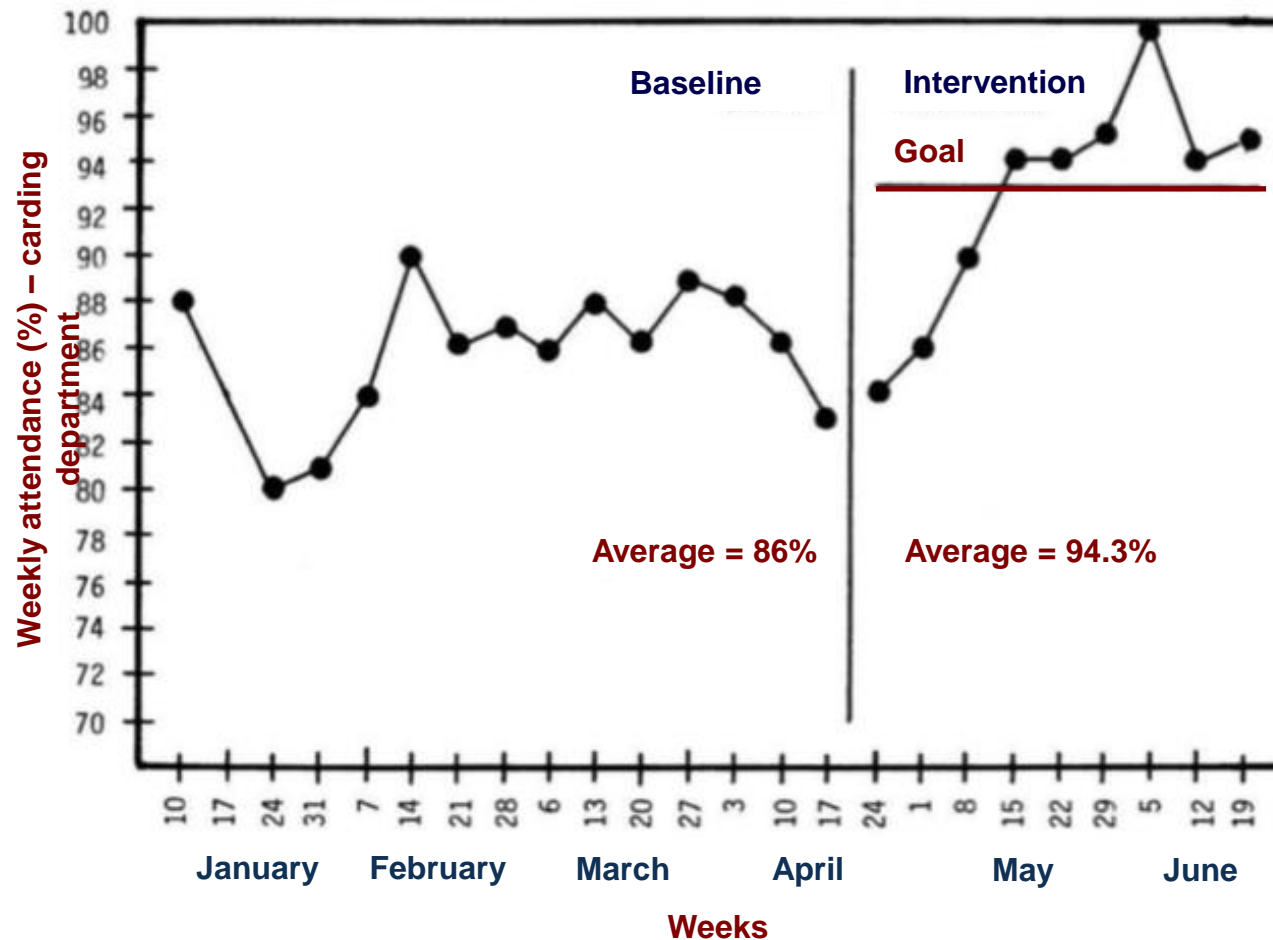


FIGURE 1 Attendance, carding department; Case Study 1.



# Accountability

Employee #1015



Camden & Ludwig, 2013

# Accountability

Dear Mrs. Featherstone, CNA# 1015:

As you may have noticed over the course of the last few months the hospital has experienced some attendance and absenteeism problems, especially within the nursing department. When employees call out or are late it may result in understaffed shifts, inhibited teamwork, and decreased employee morale. In other words, absenteeism places a large burden on coworkers who are called in or asked to work the now empty shift, especially if the employees called out at the last minute. Additionally, the patients and residences at Blowing Rock Hospital may receive inadequate care because of an increased workload on those CNAs who attended work.

Week 1/3/08 – 1/10/08 Data:

The following employees called out for a scheduled shift, were late, or left early this week:

CNA # 1015  
CNA # 1015  
CNA # 1002  
CNA # 1002  
CNA # 1009  
CNA # 1007  
CNA # 1003  
CNA # 1010  
CNA # 1012

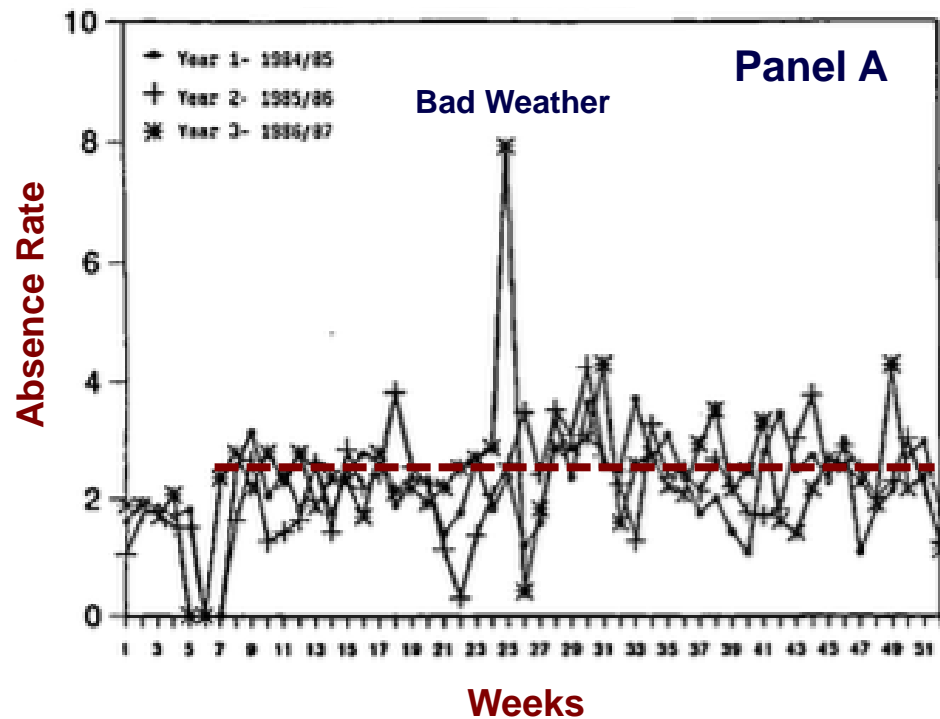
The following people worked extra hours to cover absent coworkers this week:

CNA # 1011  
CNA # 1016  
CNA # 1019  
CNA # 1023

This week 5 shifts were understaffed

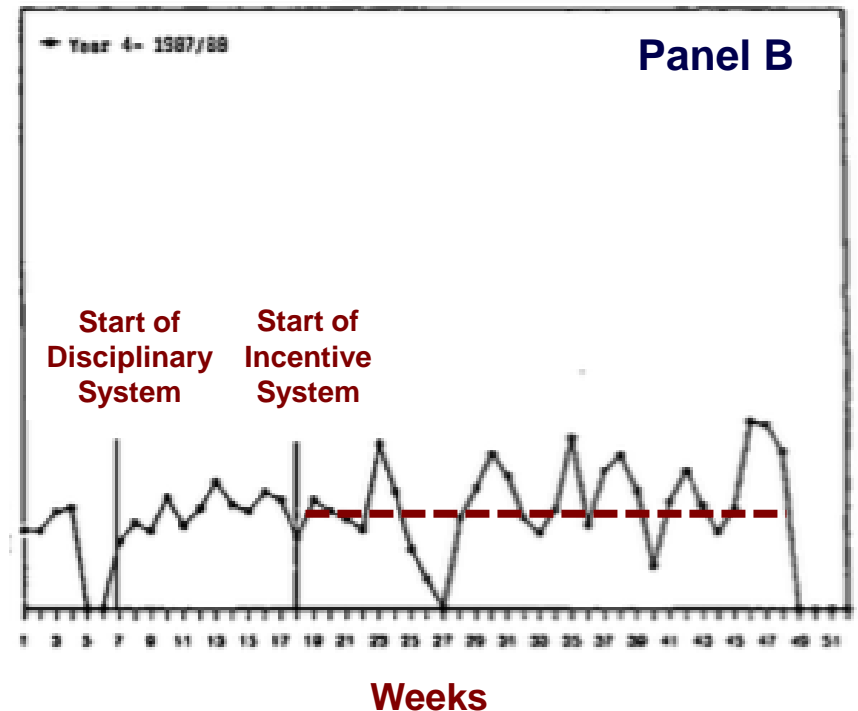
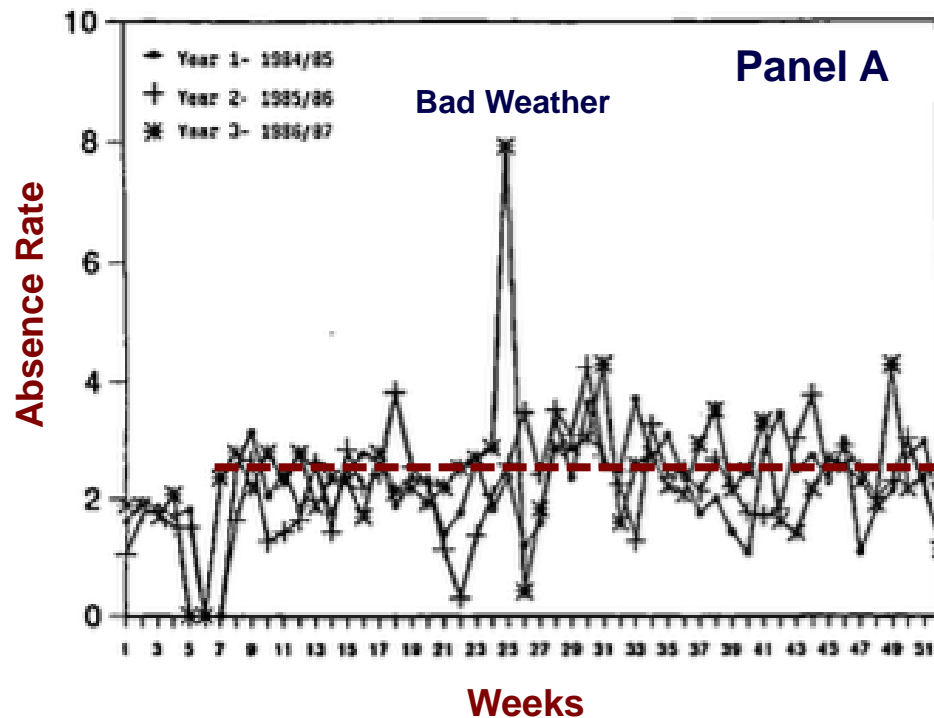
Camden & Ludwig, 2013

# Point/Token Economy

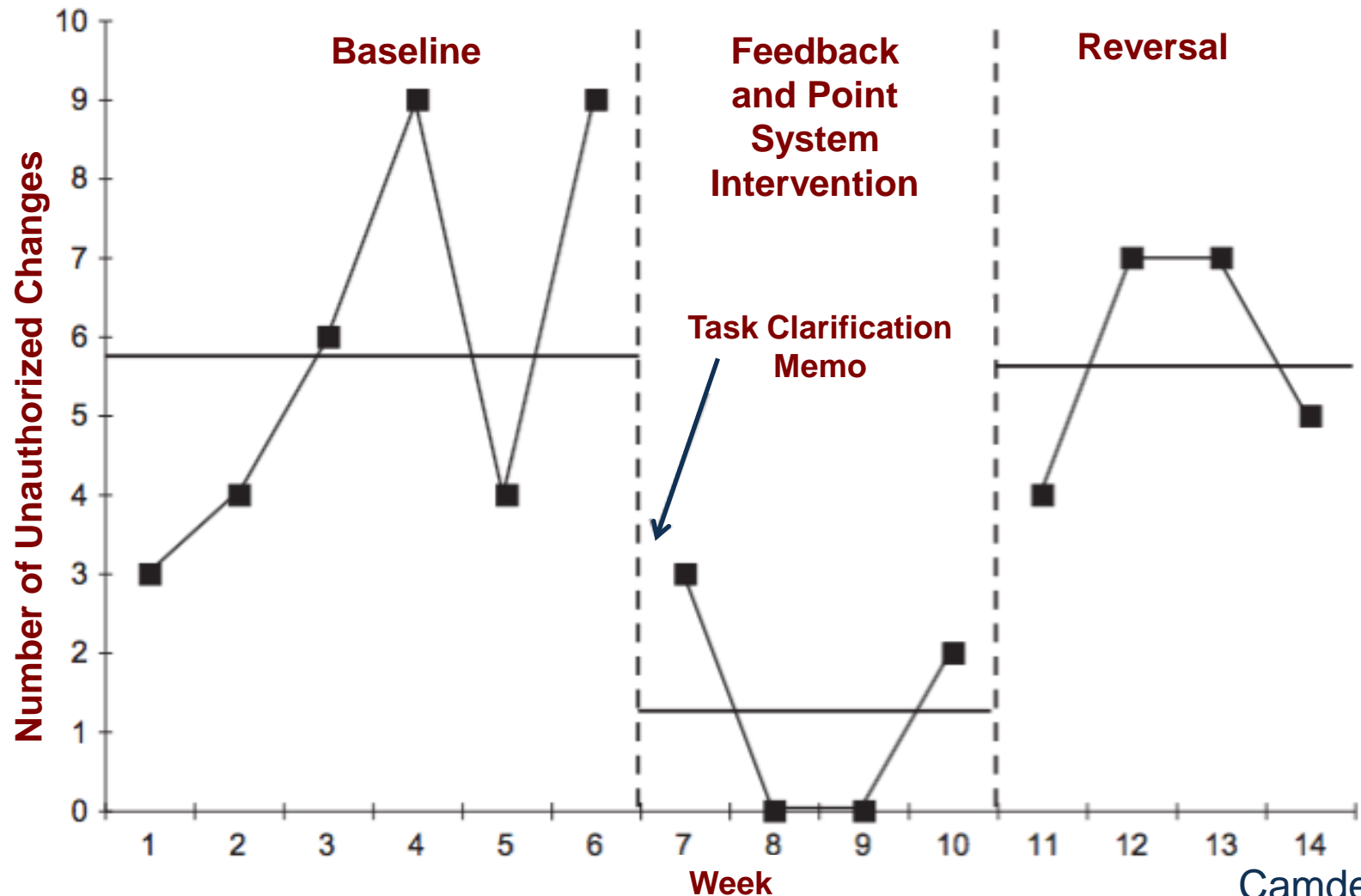




# Point/Token Economy



# Credit Reward System



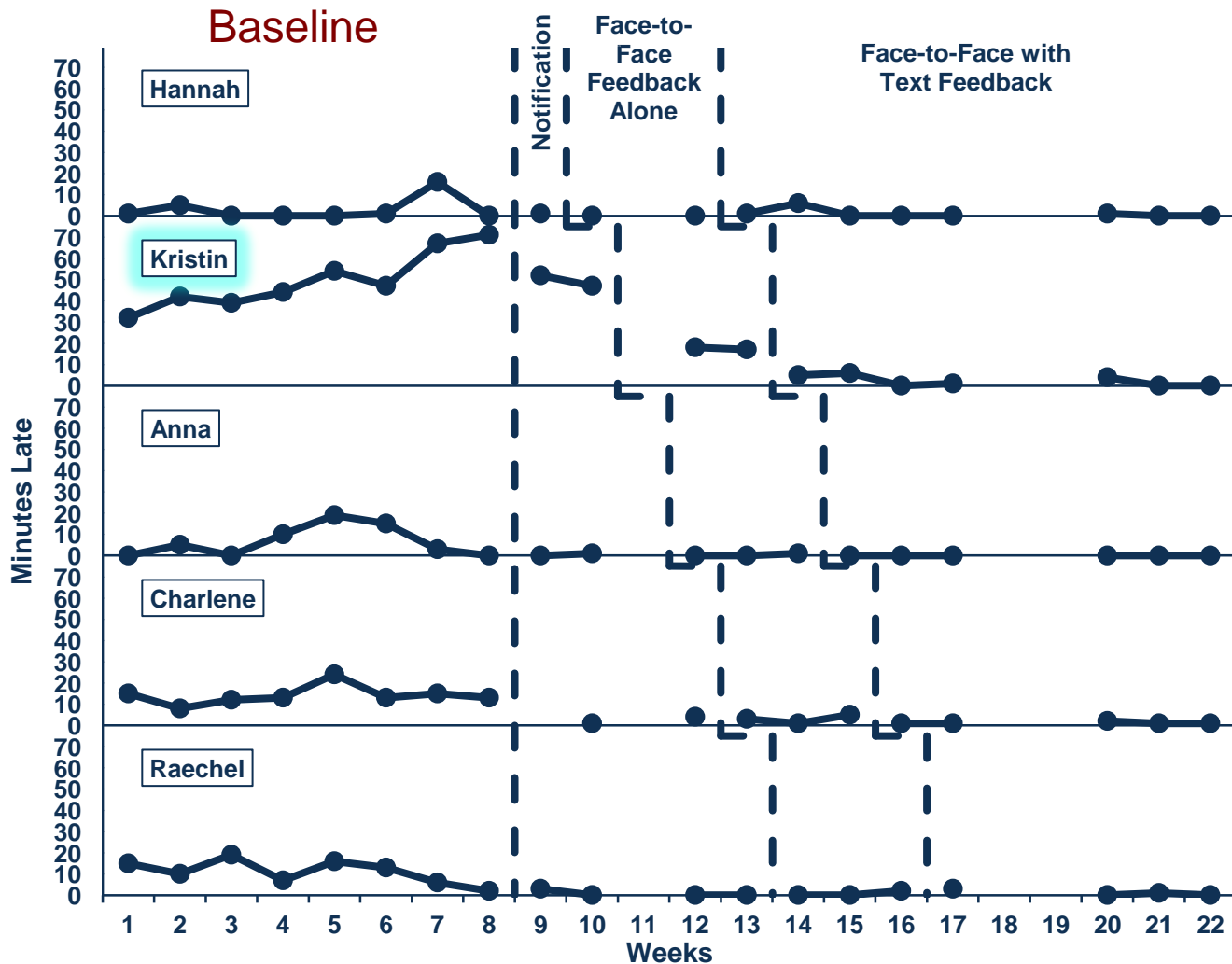


1 new message  
received

**Electronic Feedback**



# Electronic Feedback



Data  
courtesy of  
Lauren  
Eagle

# Antecedent Controls

## ➤ Benefits

➤ Cost

➤ Implementation

➤ Maintenance



Durand, 1985

# Consequence-Based Interventions

- Rewards and reinforcement
  - Pros and cons
- Punishment





**Best Solution?**



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*THANK YOU*

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