

UEF 8th semester          Management section

**Topic: Personnel management**

1. Personnel management: main functions
2. Principles of personnel management.
3. The workforce of the pharmacy organization
4. Recruitment of employees to work in a pharmacy
5. Regulation of labor relations within the organization
6. Division of labor in a pharmacy organization.
7. Occupational safety in a pharmacy organization

**1. Personnel management: main functions**

Personnel management is one of the most important components of the overall management of an organization. This type of management is performed in relation to employees who work in a pharmaceutical organization.

Personnel management performs certain functions:

- providing the organization with the necessary specialists
- registration of labor relations with employees
- creation of safe working conditions
- ensuring labor protection
- advanced training of pharmacy specialists
- labor assessment and certification of specialists
- preventing conflicts in the pharmacy
- motivation and encouragement of employees for good work
- penalties for non-fulfillment or poor performance of work.

The manager performs these functions using a developed pharmacy personnel management system. As a rule, the personnel management system includes planning of personnel requirements, their training and improvement,

implementation of measures for labor protection of workers, approval of a system of remuneration and incentives for employees, creation of good working conditions and compliance with standards of behavior in the team.

## 2. Principles of personnel management. Personnel policy.

The main PRINCIPLES of personnel management are:

- compliance with the rules of the country's labor legislation
- maintaining a balance between the interests of the organization and employees
- ensuring safe working conditions and labor protection in the organization
- compliance with ethical standards in the organization's team.

The manager of the organization forms the personnel policy and ensures its implementation. *Personnel policy* is a set of principles and methods of work of a manager with the organization's personnel. Each manager, in his work with pharmacy staff, solves **3 groups of tasks: strategic, tactical, operational**

### I Strategic (development direction)

- a) forming a goal and choosing the direction of the organization's work, which determines the further formation of the pharmacy team;
- b) determining the need for pharmaceutical specialists;
- c) assessment of the condition and qualifications of working employees
- d) planning the need for specialists for future periods of operation of the pharmacy; (opening a medicine manufacturing department, increasing product groups: optics, medical equipment, etc.)

### 2. Tactical (implementation of the overall strategy)

- a) selection of employees for the pharmacy;
- b) placement and adaptation of new employees in the pharmacy;
- c) training and advanced training of personnel;
- d) certification of employees in the workplace;
- e) creation of safe working conditions.

### 3. Operational

- a) registration and documents of employees when hiring;
- b) relocation of employees to another place of work;
- c) dismissal of employees;
- d) distribution of work among employees;
- e) accounting of work performed by employees;
- f) management and resolution of current work issues.

### 3.The workforce of the pharmacy organization

**The workforce of a pharmacy organization is an association of workers performing work to provide pharmaceutical care to the population**

In the process of formation, each work collective goes through several stages of development:

**Stage 1** - creating a team - the new pharmacy hired employees of different ages and with different experience in other pharmacies

**Stage 2** – employee adaptation. At this stage, informal microgroups and microgroups of active and indifferent (passive) workers are formed.

**Stage 3** – strengthening and cohesion of the team, coherence in work and achieving good work results. The cohesion of the workforce depends on its size. If the number of employees exceeds 15 people, the property of cohesion is characterized by the presence of several smaller groups.

According to the nature of the functions performed, the personnel of pharmacy organizations are divided into **four categories**:

1. Administrative and management personnel: manager, deputy manager, chief accountant, economist, senior cashier.
2. Pharmaceutical personnel: pharmacists and pharmacists
3. Support staff: cashiers, packers, nurses and washers
4. Household and service personnel: driver, worker, cleaner.

From the provision of a pharmacy organization with labor resources and the effectiveness of their use depends

- volume and timeliness of all work,
- efficiency of use of household assets

- as a consequence - the volume of production (sales) of products, profit and a number of other economic indicators.

The main tasks that are solved when using labor resources and the wage fund are:

- study of the provision of a pharmacy organization and its structural divisions with labor resources in terms of quantitative and qualitative parameters;
- assessment of the intensity and efficiency of the use of labor resources at the enterprise;
- identification of reserves for their more complete and effective use.

**Calculation of the number of personnel.** Planned calculations of the number of personnel are carried out for each category of employees. When planning the number of personnel engaged in serving customers, the planned labor productivity per employee is determined. Then, according to the pharmacy turnover plan for the year, the required number of pharmaceutical personnel is calculated. The number of other categories of employees is determined by the percentage method in the personnel structure of the pharmacy organization. The number of administrative and management personnel is determined on the basis of staffing schedules developed independently by the pharmacy organization. The staffing table is a list of all positions indicating the number of employees and the stipulated rates and salaries. The wage fund is calculated based on the staffing table. The personnel manager plans to increase or decrease the pharmacy staff depending on the size of the organization, the number of sales and taking into account changes in the external and internal environment of the organization.

**External factors** influencing changes in the number of personnel:

- change in the number of visitors to the pharmacy,
- increasing purchasing power,
- opening of medical, sports, and shopping centers next to the pharmacy
- emergence or closure of pharmacies – competitors
- changing the system of prices and taxes on pharmaceutical products.

**Internal factors** influencing changes in the composition and number of personnel:

- level of qualifications of employees,
- the need to replace employees upon their dismissal (retirement due to age or other reasons),
- changing the operating hours of the pharmacy (reducing or expanding hours) - change of product groups in the pharmacy assortment, etc.

#### **4. Recruitment of employees to work in a pharmacy**

The process of selecting employees for a job involves several sequential actions by the manager.

1. Compiles a list of requirements for a specific position
2. Selects where to search for applicants
3. Examines the documents of applicants for work in a pharmacy,
4. Conducts interviews and testing and selects employees
5. Draws up a draft employment agreement or contract
6. Concludes an agreement (contract) with the employee.

When selecting employees, the task of management is to establish a correspondence between the interests of the organization and each employee in the pharmacy.

- 1) The work performed must correspond to the goals and organization;
- 2) This work must be clear and understandable for its performer

There are *two approaches* when selecting to establish the correspondence between the capabilities of the employee and the workplace (position).

#### 1). A PERSON IS SELECTED TO PERFORM A SPECIFIC JOB (FUNCTIONS)

- study and description of activities (functions);
- determination of qualification requirements;
- selection of candidates according to qualification requirements;
- assigning a person to a specific job.

#### 2) JOB (OR FUNCTIONS) ARE SELECTED FOR A PERSON

- study of human capabilities and aspirations;
- determining a person's place in the organization;

- selection of work that best suits a person's capabilities and location;
- assignment of work to a person.

To work in a pharmacy, you need a higher or secondary specialized pharmaceutical education. Training in a specialty is assessed based on test results. A job applicant can also be tested on psychological characteristics, resistance to stress and other issues important for the position. Based on the results of the interview and tests, the manager makes a decision about hiring the employee to work in the pharmacy.

Employees constantly improve their professional level, attend conferences, and study new regulatory documents on organizing work in a pharmacy. Every 5 years they confirm their professional compliance with the professional standard of a pharmacist (initial, then periodic re-accreditation). Accreditation of specialists is a prerequisite for admission to work in a pharmacy organization.

The level of professional training of a specialist and the quality of provision of pharmaceutical care to the population is also characterized by the presence of a **qualification category** for the employee. In accordance with the regulations, certification is carried out at the request of specialists upon presentation by them to the certification commission of a personal statement, certification sheet and work report for the last three years. Certification of pharmacists is carried out *in three specialties*:

- organization of pharmaceutical business;
- drug technology;
- pharmaceutical chemistry and pharmacognosy.

The level of qualification of pharmacists is determined by the certification commission *in three qualification categories: second, first, highest*. Specialists who are assigned a category receive a certificate of the established form and a corresponding entry is made in their work book and a salary supplement is established. Recertification to confirm the existing category is carried out every 5 years.

## **5. Regulation of labor relations within the organization**

Labor relations within an organization include rights, duties, functions, responsibilities, both on the part of the manager and on the part of the employee. These relations are regulated by labor law, internal documents of the organization, and norms of general, business and professional ethics and morality. In the structure of personnel management, the main structural element is the position.

The position is legally assigned to each employee upon concluding an employment agreement (contract), the employee becomes an official.

*A **position** is a set of rights, duties and responsibilities of employees, which determines the employee's labor functions and the area of his competence.*

The work of each employee is regulated in a special ORGANIZATIONAL AND ADMINISTRATIVE DOCUMENT - A FUNCTIONAL JOB DESCRIPTION. For each employee, this document individually indicates his job functions (job responsibilities), rights and responsibilities for the work performed. The organization develops *standard instructions* (for example, for all pharmacists) and *personalized (individual) instructions* for a specific employee. The instructions are developed and supplemented, changed every 2-3 years for each workplace (position) and each employee (personal name).

*The structure of the functional job description* contains sections:

1. *«General Provisions»* . Information about the position, appointment procedure, education requirements, practical work experience, subordination.
2. *"Rights"*. By position, the employee is vested with specific rights to resolve production issues and use the organization's resources
3. *"Responsibility."* This section specifies the forms of responsibility of the employee when performing his job duties.
4. *"Relationships (connections) by position."* This section indicates where and from whom the employee receives information and to whom it is owed.

for example, the deadlines for the preparation of reports, the procedure for their coordination with other departments of the pharmacy and their managers are indicated.

5. *"Replacement by position"*. It is indicated who replaces the employee during the absence of this employee and who he replaces in case of temporary absence. The document is drawn up in 2 copies: for the manager and for the employee, signed by the employee and approved by the manager, stamped by the organization.

## 6. Division of labor in the pharmacy organization.

Pharmaceutical organizations use horizontal and vertical division of labor.

**The horizontal division** of labor is the division of all work into component operations. For example, taking prescriptions and dispensing medicines, determining the demand for goods, making an application for the supply of goods, accounting for the movement of goods.

**The vertical division** of labor is the definition of subordination and the level of management in an organization. For example, general management, management of the sales department, management of the economic department, personnel management. The vertical division is based on the allocation of management levels: *grassroots, middle, and higher*.

**The grassroots level** is the managers of pharmacy departments, pharmacy points, senior staff, shift supervisors, etc. They are subordinated to employees who are the direct executors of the work.

**The middle level** is the managers of individual large pharmacies, their deputies. They are subordinate to the leaders of the grassroots level.

**The higher level** consists of general directors, company presidents, and heads of departments. Middle-level managers report to them.

Managers at each level perform the functions of drawing up plans, making decisions on their implementation, appointing employees to do the work, establishing communications and motivating work in the workforce, analyzing the performance of work and evaluating the results obtained

## 7. Occupational safety in a pharmacy organization

It is necessary to ensure healthy and safe working conditions in the pharmacy.

**Labor protection is a system of legislative acts, socio-economic, organizational, technical, hygienic and therapeutic and preventive measures and means to ensure the safety, preservation of human health and efficiency.**

Practical work in the field of occupational safety and health is the most important responsibility of a manager. It is the manager who is responsible for the safety of



employees. Teaching pharmacy workers safe working methods is one of his responsibilities.

Great importance is attached to the development of *safety instructions*, which are put into effect after coordination with the trade union organization and approval by the head.

The *content of the instruction* should be consistent and include: an introductory part, general and special requirements (duties before starting work, during work, in emergency situations, at the end of it) and a conclusion. The second part contains information about labor protection, an indication of the need for strict compliance with instructions by employees in this position.

The general requirements contain a list of employee responsibilities, safety measures, methods of behavior in case of accidents, equipment failure, etc.

***Special requirements:***

Responsibilities before starting work. This section sets out the requirements for pharmacy workers for personal preparation for the labor process, familiarization with the necessary documentation.

Responsibilities during work. This section reflects safety measures when performing specific work.

Duties at the end of work reflect the safety requirements when turning off appliances and equipment, cleaning the workplace.

In conclusion, responsibility for non-compliance with the requirements of the instructions and possible consequences in this regard are emphasized.

Instructions are developed by position, in accordance with the work performed. The instructions are reviewed periodically. The manager is also responsible for conducting a safety briefing.

***According to the nature and time of the briefing***, it is divided into: introductory, primary, and repeated.

**Introductory instruction** is conducted with all those who are hired, with student interns. It contains general provisions on labor protection, compliance with which excludes the possibility of exposure of pharmacy workers to dangerous and

harmful factors. Its registration is conducted in the appropriate journal in a certain form.

**Primary ( Initial on-the-job briefing)** is conducted with each newly admitted pharmacy student, transferred from one workplace to another, by students in practice.

It is dedicated to teaching safe techniques at a specific workplace.

**Repeated (periodic) in struction** is carried out at least once every six months with all employees in order to check and improve the level of knowledge of the rules and instructions on labor protection for an individual or with a group of employees of the same type of positions. Registration is carried out in the appropriate journal.

Every employee of the labor collective should be aware of the measures of responsibility for violation of safety rules and instructions. Failure to comply with them is considered a violation of discipline and the perpetrators are brought to justice in accordance with the internal regulations.

Type of liability for violation of the rules of work in a pharmacy:

**Disciplinary liability** consists in disciplinary punishment, applied immediately upon detection of misconduct, but no later than one month and no later than six months from the date of the offense.

**Administrative responsibility** is expressed in the imposition of a penalty or fine on the manager, who is responsible for ensuring compliance with the work safety rules.

**Financial liability** consists in monetary compensation for damage to the victim's health.

**Criminal liability** arises in the event of an accident with employees.

***Questions to control the assimilation of the topic see the next page.***

***Questions to control the assimilation of the topic***

1. Personnel management, its functions and principles.
2. What is the personnel policy? What tasks does it solve?
3. What categories of pharmacy staff do you know?
4. What actions does the manager perform when selecting a specialist.
5. What approaches can be used in the selection of a specialist.
6. What is the prerequisite for admission to work in a pharmacy in a pharmaceutical position?
7. What is a functional job description? Structure.
8. Vertical division of labor and management levels..
9. Define the term "labor protection"
10. Which separating safety instructions include
11. What types of briefings are held at the pharmacy
12. What types of liability can be applied to pharmacy employees for violating safety regulations