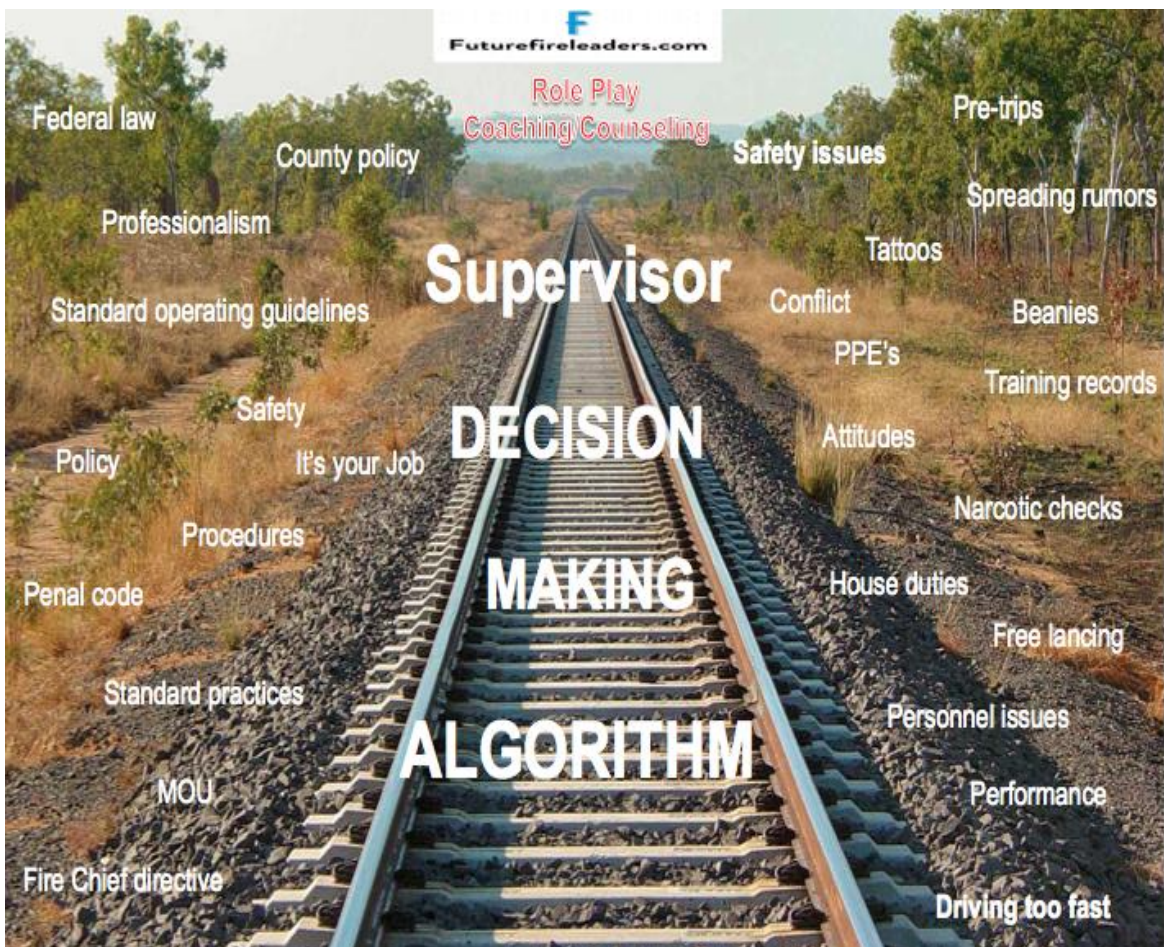




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SUBORDINATE COACHING & COUNSELING #6

You will have 15 minutes to prepare for a 15 coaching and/or counseling session. You've been a Captain at station #17 for nearly 6 months. You just received a formal complaint from the off going captain that one your firefighters, FF Jones, was seen dumping garbage and some construction material into the stations dumpster. He noted, carpet, paint and some garbage bags going into the dumpster from FF Jones personal truck.





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Subordinate Coaching & Counseling Guide

Description of Topic/Issue:

Date of Incident:

Schedule Meeting/Location: (Set proper environment)

Set Ground Rules: (Correct obvious issues ASAP like: uniform torn, un-tucked, hat on backwards, TV or device on, etc prior to the start of discussion)

Use Policy & Procedures: (Provide examples to clarify an individuals morale/ethic compass)
What if everyone did what you did, or would you say that comment/make that decision if the Fire Chief, Media, your partner or a fire board or council member was next to you?

Overview: Communicate what employee has done well, how they've contributed to agency positively.
(Be as real and appreciative as possible. Attack the problem/situation, not the person. Firm but fair)

Discuss incident/situation/

1. Date of incident
2. Time of incident
3. Location (if applicable) of incident
4. A description of the performance issue
5. Notes on the discussion with the employee on the performance issue
6. Get employee buy in if possible
7. Develop improvement plan, if necessary, discuss/schedule follow up meeting
8. Next steps, should the employee commit the same infraction
9. Signatures from you & employee about discussion or capture on performance evaluation (dept. dependent)