The 8 Step Process

1. Invite the firefighter into the office o Set the ground rules (turn off cell phone) o Please do not interrupt, you will have your opportunity to tell your side of the story	**2.** Explain the reason for the meeting o Prioritize the most important ones first o You may be fact finding (be careful not to accuse)
3. This is the opportunity for the employee to tell his side of the story. It's important for the supervisor to listen. Ask open ended questions such as: o Please elaborate.. o What happened next.. Supervisor listens	4. The supervisor paraphrases what the employee has to say. Be receptive to corrections to make sure the story is correct. Supervisor paraphrases
5. The supervisor explains what policy, culture, or tradition the employee has violated. Supervisor now has all of the power	6. Supervisor explains what is going to happen as a result of employee's actions. Remember to use the department's progressive disciplinary system. The level of discipline will be greater for repeat offenders. Supervisor sets up controls – o develop a way for the employee to avoid future discipline o Follow up date to meet again.
7. Review the session: Today you are receiving a written reprimand. Any future infractions for the same issue will result in additional progressive discipline.	8. Positive closing I believe that we have resolved this issue. You are a competent firefighter who is well respected on this department. Go out and do the job that I know you are capable of doing.

Firefighter Corey Buckner has been on your crew for the past twelve months. He is a competent and well respected firefighter who has been on the job for seven years. On a recent medical aid, you exited the engine and noticed that Firefighter Buckner was wearing a t-shirt as he entered the house.

As Firefighter Buckner was returning the gear to the engine following the call, you reminded him of the uniform policy which states that all members will be in class B uniform (uniform shirt and badge) from the hours of 9-5. The policy allows for firefighters to wear a t-shirt around the station, however, they must wear a uniform shirt and badge when in public. He apologized and stated that he thought his shirt was on the engine and it would not happen again.

Two shifts later following lunch, you take the crew out for business inspections. You exit the engine and find that Firefighter Buckner is dressed in his uniform pants and a t-shirt. When questioned, Firefighter Buckner apologizes and says that he thought his jacket was on the rig and he will be more careful next time. When you return to the station you call him into the office and give him a copy of the uniform policy and explain that any future infractions will result in a written reprimand. You confirm that he does have a uniform shirt and a badge.

Ten shifts later, Firefighter Buckner exits the rig on a medical aid wearing a t-shirt at 0900. When you return to the station you call him into the office. You are now meeting with Firefighter Buckner.

8 Step process with Firefighter Buckner for not being in proper uniform

Step 1. Firefighter Buckner come in and have a seat. How are you doing today? Please turn off your cell phone. I would like to set some ground rules: When I am speaking, I would like you to listen. When you are speaking, I will give you the same common courtesy. I want to hear what you have to say.	**Step 2.** I have called you in today because I have had to speak to you several times regarding the uniform policy. (I will be taking notes)
Step 3. Please explain: *The first time I forgot my shirt, I have no excuse. You told me that I needed to wear it during the day. The next time I was working out and I thought it was on the rig. Actually, I had left it on the handle of the engine and the driver hung it on a door knob in the station when he took the rig out back and fueled it up.* *When we were going to the call, I couldn't find it. When we got back to the station I found it hanging in my locker.* *Today, I thought I had it on the rig.* *Also, the uniform shirt is kind of silly. I have never had a sick person complain because we were in a t-shirt. Besides, Captain Jones on the other shift does not require his firefighters to wear their uniform shirt in public. I think you are just picking on me*	Step 4. I want to make sure I got this correct. The first time you thought your shirt was on the rig and it wasn't. he second time, your shirt was on the rig and it was removed because you left it hanging on an outside handle and the driver was afraid it was going to blow off. Today you left your shirt hanging on your locker. Also, you feel like I am picking on you because the Captain on the other shift does not enforce the uniform policy?
Step 5. You are in clear violation of the uniform policy, regardless of what they do on the other shift. I have spoken to you about it twice before and have even provided you with a copy of the uniform policy. You assured me that you do have a uniform shirt with a badge.	**Step 6.** Today I will be issuing you a written reprimand for your continued violations of the uniform policy. This will be included in your personnel file and will remain there. Any future infractions will result in additional discipline. I encourage you to find a solution to meeting the uniform policy. I would suggest you consider wearing your shirt

	when you get dressed in the morning. You could also put your uniform jacket on the engine when you put your turnouts on in the morning.
Step 7. To review our session; you will be issued a written reprimand today. Any future uniform infractions will result in further discipline up to and including termination.	**Step 8.** I believe that you are a firefighter who truly wants to do a good job. I like having you on the crew. I believe we have put the uniform issue behind us. Go out and do the good job that I know you are capable of doing.