

# Personnel Problems – Checklist and Review

By Steve Prziborowski

## **Eight steps to a successful counseling session:**

1. Friendly greeting
2. Briefly state the problem
3. Employee talks, you listen
4. You talk, employee listens
5. State the rules for desired behavior
6. Create an action plan (if needed)
7. Review with feedback from the employee
8. Closing, make it positive

## **Levels of Progressive Discipline:**

### Preventative Action

1. Establishing goals and expectations
2. Training
3. Coaching

### Informal Discipline:

1. Verbal counseling
2. Written counseling

### Formal Discipline:

1. Letter of reprimand
2. Reduction in pay
3. Suspension
4. Demotion
5. Termination

## **Major issues needing to be addressed immediately:**

1. Issues relating to not treating others with respect and courtesy
  - a. Harassment
  - b. Rudeness
  - c. Violence
  - d. Inappropriate behavior
2. Issues affecting customer service
3. Issues affecting service delivery
  - a. Apparatus related / readiness
4. Issues relating to character traits
  - a. Lying
  - b. Incompetence
  - c. Poor performance

## **General ideas when dealing with personnel problems:**

1. Separate the person from the behavior. The behavior is typically bad, not the person.
2. 95% of our problems are behavior, 5% of our problems are technical. Most people will try to make you believe it is a technical issue, not a behavior issue.
3. If it is one of the four (4) major issues above needing to be addressed immediately, then do so!