

Discipline: It's not a four letter word.

To punish or penalize for the sake of enforcing obedience and perfecting moral character. To bring (a group or person) under control.

So when looking at this definition, both the disciplinarian and recipient may both be saying four letter words.

The primary purpose of discipline is to change or realign behavior not to punish.

Several things are erroneous about this definition.

- 1. Only in extreme situations should punishment be utilized. Punishment always results in hard feelings. Hard feelings rarely result in good outcomes.**
- 2. Example: A suspension gives the person time to search for new opportunities.**
- 3. We cannot control other people. We like to think we can and we try with all our might. It's like the little girl on the airplane. She is running up and down the aisle way, running into people and jumping on the seats. Her mother picked her up and sat her in the seat. She then placed the seat belt on her. The little girl looked up to mother and said, "I may be sitting on the outside but still running on the inside."**
- 4. Our job is to make our people successful.**

Instead of punishment what if we used a process that would look like this:

A set of expectations are developed with input from the members. Example...

Maintain and promote a winning attitude.

**Practice the Golden Rule.
Be a team player.
Seek excellence in all you do.
Do that which is right.
Stay focused
Participate
Capitalize on adversity.**

“I have reviewed and discussed the above list to clarify my understanding of the expectations. A copy has been provided to me for future reference.”

Once everyone is on the same page we have a level playing field. When a performance issue becomes evident, the Officer must ask themselves these 4 questions. This is to assure the officer is not at fault.

Have I clarified the expectations?

Have I provided the resources?

Have I taught The skills?

Have I provided the time?

***IF THE ANSWER IS YES TO ALL THESE QUESTIONS
THE OFFICER IS NOT AT FAULT.***

PERFORMANCE FACTORS

COMPETENCE - Do they have the skills needed to do the job?

MOTIVE - Is there a negative attitude that is causing negative behavior?

MEANS - Do they have the tools, Equipment, and Experience to complete the task?

FEEDBACK - Has positive and negative feedback on performance been provided?

OPPORTUNITY - Did we take away the opportunity to perform? Micro managed?

STANDARDS - Do they understand the standards, SOP and personnel policy?

THE COACHING CONCEPT



Personal Maturity is attitude.

Job Maturity is performance

GERMAN TOWNSHIP Performance Improvement Plan

Describe the Performance/Behavior Issue:

How does this Performance/Behavior impact department operations:

What needs to change:

What will each party do to improve performance:

Firefighter

Officer

Review date: _____

Firefighter Signature Date

Officer Signature Date