



FREE COMPANY OFFICER PROMOTIONAL SAMPLE

HABITUAL TARDINESS

Scenario | Candidate Instructions | Answer Key
Model Oral Response | 100-Point Scoring Guide

Prepare with structure. Respond with confidence.

This free sample demonstrates the practical, repeatable approach used throughout the complete Promote With Purpose Fire Officer Study Guide.

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30 years of fire-service leadership experience

SAMPLE PERSONNEL AND LEADERSHIP EXERCISE

Habitual Tardiness

Scenario

You are a newly assigned company officer. During your first six weeks, one firefighter has reported late for duty four times. On two occasions, the off-going firefighter had to remain beyond the end of the shift until relief arrived. The member is well-liked, performs effectively during emergencies, and tells you that family transportation problems caused the late arrivals. Previous supervisors addressed the issue informally, but you find no formal documentation showing sustained improvement.

Candidate Instructions

Preparation time	5 minutes	Recommended response	6-8 minutes
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- How will you prepare for and conduct the meeting?
- How will you determine the appropriate corrective action?
- What expectations, documentation, and follow-up will you establish?

Answer Key - Critical Actions

- Confirm the attendance standard, applicable policy, scheduled reporting time, and the facts surrounding each late arrival.
- Review time records, previous counseling, operational impact, active corrective action, and relevant positive performance.
- Meet privately, describe the documented pattern objectively, and give the member a meaningful opportunity to explain.
- Determine whether the cause involves an isolated hardship, a correctable logistical problem, a need for support, or unwillingness to meet the standard.
- Apply coaching, formal counseling, a performance-improvement plan, or discipline consistently with department policy and the officer's authority.
- State measurable expectations, future consequences, documentation requirements, and specific review dates.

Supporting Actions

- Maintain operational coverage and compensate the off-going member as required by policy.
- Discuss available employee-assistance or scheduling resources without promising an accommodation outside your authority.
- Recognize the member's emergency performance while making clear that strong performance does not erase attendance expectations.

MODEL RESPONSE

A Complete, Organized Oral Response

Before meeting with the firefighter, I will verify the attendance policy, reporting time, time records, and the facts associated with each late arrival. I will review any prior coaching or corrective action and document the operational impact, including the two occasions when another member had to remain beyond the end of the shift. I will also consider the firefighter's positive emergency performance so that my assessment is complete and fair.

I will meet with the firefighter privately. I will explain that the purpose of the meeting is to address a recurring attendance concern, then identify the four documented occurrences using objective facts rather than assumptions. I will allow the firefighter to explain the transportation and family circumstances, ask clarifying questions, and determine whether there are available resources or an underlying issue that should be addressed through the proper process.

I will make clear that I understand the stated difficulty, but reporting for duty on time is an essential job expectation because late relief affects staffing, readiness, and other employees. I will review the applicable policy and explain the standard that must be met going forward.

My corrective action will be proportionate, consistent with policy, and within my authority. I will consider the documented pattern, prior coaching, the member's explanation, comparable cases, and any active corrective action. Depending on those findings, the response may include formal counseling, a written performance-improvement plan, retraining on attendance procedures, or referral for progressive discipline through the chain of command.

I will establish measurable expectations: the firefighter must be present, prepared, and ready for duty by the required reporting time for every scheduled shift. I will identify review dates, explain the consequences of another occurrence, document the meeting objectively, provide the member with any required documentation, and notify my supervisor as required. I will monitor attendance consistently, follow up at the stated intervals, recognize sustained improvement, and take the next authorized step if the behavior continues.

Why This Response Scores Well

- It begins with facts, policy, and preparation rather than immediate punishment.
- It balances empathy with a clear and enforceable performance standard.
- It connects tardiness to staffing, readiness, and the impact on other employees.
- It identifies proportionate action, measurable expectations, documentation, and follow-up.
- It remains within the company officer's authority and preserves due process.

Department customization: Candidates should replace the general references in this sample with their department's attendance policy, collective bargaining requirements, disciplinary authority, notification procedures, and employee-support resources.

EVALUATION TOOL

100-Point Scoring Guide

Dimension	Observable behaviors	Points
Problem recognition and operational impact	Identifies the pattern, staffing consequences, relief impact, readiness concerns, and need for timely intervention.	20
Fact-finding and policy	Verifies dates, records, prior counseling, attendance requirements, authority, and required notifications.	20
Decision-making	Selects proportionate, policy-consistent action and explains the reasoning without exceeding authority.	20
Interpersonal leadership	Uses privacy, fairness, active listening, empathy, clear expectations, and appropriate support resources.	15
Organization and communication	Delivers a logical, concise response that connects actions to operational and personnel considerations.	15
Documentation and follow-up	Documents objectively, establishes measurable standards and review dates, and verifies sustained improvement.	10
TOTAL		100

Major Deductions

- Ignoring the documented pattern because the firefighter performs well at emergencies.
- Promising an exception or accommodation outside the company officer's authority.
- Skipping fact-finding and moving directly to punishment.
- Discussing the member's personal circumstances with the crew.
- Giving a vague warning with no measurable standard, documentation, or follow-up date.

Ready to practice the complete process?

The full Promote With Purpose Fire Officer Study Guide includes 13 fireground and personnel benchmark exercises, model oral responses, 100-point scoring guides, fireground visuals, practice tools, and a department-customization workbook.

Visit promotewithpurpose1.com to get the complete digital guide.

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