

Guidelines & Templates for Performance Management Documentation

Sample documentation:

Written Summary of a Verbal Disciplinary Discussion
Written Warning
Termination Letters
Administrative Leave Letter
Performance Improvement Plan (PIP)

Progressive discipline is an opportunity to educate the employee and to promote successful performance. The goal of any disciplinary action is to improve performance and/or behavior. Policies related to performance management can be found at <http://policies.emory.edu/> under Employee Relations.

Elements of a Written Summary of a Verbal Disciplinary Discussion

1. State that the memo is to confirm the verbal discussion and is not a written warning.
2. State the date, time and place when the meeting(s) took place.
3. Summarize the unacceptable performance and/or conduct and how it affects the workplace, as well as the employee's responses during the meeting.
4. Identify the expectation(s) communicated to the employee and the way(s) to resolve the problem(s) as agreed upon during the meeting.
5. Note any arrangement made for follow-up, including specific dates or time-frames.
6. Include signature and date lines for employee to sign, acknowledging that the memo is an accurate summary of the meeting.

Sample: Documenting a Verbal Warning

Memo:
Date
Employee name & office address

Dear XXX,

This letter serves as a summary of our meeting on date/time/place, regarding your performance/conduct. This is only a reiteration of what we discussed; it is not a written warning. During our meeting I described to you the areas of your performance that need improvement. They include,

(sample items):

- Tardiness and excessive absences Punctuality and regular attendance are important to productivity and establishing a good work record. When others must cover for your absences, the overall workload is increased and performance and service are compromised. Once again on date, you reported to work at 7:20 a.m., twenty (20) minutes₂ after the start of your regularly scheduled shift. Your tardiness caused a delayed start for your work team which affected the coordination and completion of the team's duties for the remainder of the morning. You explained that you did not call in because you overslept. This has become a pattern and you are not notifying me until you arrive at the workplace. Last minute delays are communicated according the established departmental procedure of xxxxxxxxxx. Unexpected absences are communicated to your supervisor xxxxxxxxxxxxx. If you cannot reach your supervisor, xxxxxxxxxxxxx. To schedule a planned absence, follow the department's protocol of xxxxxxxxxx. This allows your supervisor to make adjustments to schedules so that your duties can be covered while you are gone.
- Performance On date you were asked to balance the xxxxxx budget for which you have access to the xxxxxx database in order to perform this duty. You were also instructed to have that work reviewed by name. As of date, this was not completed, nor was it reviewed by name. It was crucial that this task be completed by the deadline of date. When you do not balance the budget on time, we are unable to produce the summary report for xxxxxx and in turn, s/he cannot provide financial analysis in time to create future proposals. In our meeting we agreed that you will complete this task on schedule. If you anticipate missing this deadline, you will notify me at least four (4) days in advance.
- Communication Written and verbal communication should always be professional and appropriate in both language and tone. When your coworkers receive emails or hear you use language such as, "This is a total waste of my time," "I don't see why I should care about this," or "You don't need to micro-manage me; I'll get back to you when I can," you set a tone that is disrespectful and not conducive to a professional and productive team environment. We agreed that in future communications you will be careful to maintain a cooperative and positive attitude at all times. When you disagree with something, you will convey that politely in a manner that indicates that you are willing to seek resolution.
- Policy violation On dates you violated Policy 4.62, Standards of Conduct, specifically, inappropriate use of an Emory copy machine. Although this was a misunderstanding on your part, you assured me that you now fully understand this policy and will consult with your supervisor whenever you have questions about equipment use.

As we discussed, you need to show improvement in this/these area(s). (if appropriate): I will schedule weekly meetings during which we will review your progress and identify next steps, if necessary.

Name, this department relies on you to be a contributing member of the staff. As always, I hope you will feel free to discuss with me any problems or concerns that may arise.

Sincerely,

By my signature below, I hereby acknowledge that I received a copy of this notice of discipline. My signature does not necessarily indicate agreement with the contents.

Employee Name

Date

cc.: xxxxxxx
 xxxxxxx

