

## Guidelines & Templates for Performance Management Documentation

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. When discussions with an employee are unsuccessful in improving performance, the supervisor may need to move to a formal, written warning.

### Elements of a Written Warning

1. State the problem\*
2. Refer to previous discussion(s) with the employee and/or the action(s) taken to date.
3. State the specific directives for correcting the unacceptable performance and/or conduct.
4. Indicate that the notice represents formal discipline and is a warning or final warning.
5. Inform the employee of the consequences for lack of improvement, and/or that continued failure to meet expectations will result in further discipline, up to and including termination.
6. Signature and date lines for employee to sign.

*\*state the facts of the situation without references to a protected class\*\*, inferences, assumptions, or legal or medical opinions such as,*

*“You seem to have a really bad attitude.”*

*“You fraudulently obtained....”*

*“I think you may be depressed.”*

*\*\*race, color, religion, ethnic or national origin, gender, genetic information, age, disability, sexual orientation, gender identity, gender expression, veteran’s status*

### Sample: Written Warning

<<Department Header>>

<<Date>>

<<Employee name>>

<<Employee office address>>

<<Dear (first name),>>

You are being given this written warning to reinforce the importance of carrying out your assigned duties properly and/or following all Emory University and departmental policies, practices and procedures.

*(Sample items. Use only those that apply):*

• **Tardiness:** Emory University Human Resources Policy, 4.62, provides that employees may be disciplined for *“Failure to follow Emory’s policies or procedures.”* In this department, that means that you are to be at your workstation promptly at 8:00 a.m., ready to perform your assigned duties, greet visitors, and answer the phone. I have discussed this matter with you several times, most recently on, <<dates>>. It is critical that you improve your punctuality.

• **Failure to perform:** Emory University Human Resources Policy, 4.62, Standards of Conduct, provides that employees may be disciplined for, *“Neglect of duty or failure or refusal to perform job-related duties and assignments.”* This means that you are expected to perform all work assignments at a satisfactory level. On <<dates>> you were asked to reconcile the xxxx account which is a fundamental duty within your job description. This task was completed 3 and 6 days late, respectively, and contained several errors. It is extremely important that this task be performed accurately and on schedule.

• **Communication/behavior:** Emory University Human Resources Policy 4.62, Standards of Conduct, prohibits, *“Inappropriate, disruptive, discourteous or irregular behavior adversely affecting students, employees, patients, or visitors.”* On <<dates>>, in a public area of the building in the presence of students and customers, you argued loudly with your supervisor, using inappropriate language and exhibiting discourteous behavior. You then left the area, slamming the door behind you. I have discussed similar behavior with you several times before, most recently on <<date>> when you received a verbal warning and you were advised how to address disagreements you may have with your supervisor. Such behavior must stop immediately.

• **Policy violation:** Emory University Human Resources Policy, 4.62, Standards of Conduct, provides discipline for failure to follow policies and procedure, *“An employee on jury duty is expected to report to work, where reasonable conditions exist, for all or part of the scheduled workday(s) that he/she is not engaged in jury service.”* On <<date>>, you did not contact your supervisor after you were dismissed from jury duty at 9:30 a.m., well within the workday period when you could have returned to work. You are expected to observe all attendance-related policies and procedures. During your new employee orientation, you were informed that you are responsible for complying with the policies set forth in the Human Resources Policies. At that time you received a copy of the departmental work rules.

The <<department name’s>> expectations for this position remain unchanged from our previous discussions. Continued failure to meet and maintain these expectations will result in further disciplinary action up to, and including, termination of employment.

<<Employee’s first name>>, I am confident that you are capable of meeting this/these expectation/s and I look forward to your improved performance and contributions to this department.

Sincerely,  
<<Supervisor's signature>>

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:

*Department Head name & title*

*Name, Divisional Director, Human Resources*

*Name, Director, Employee Relations, Human Resources*

*Central Human Resources file*