

## Module 5 – Correcting Performance Problems

### Sample Discipline Communications

#### Oral Warning

An oral warning has been given to     (Employee Name)     on     (Date)     for failure to     (Reason for Discipline)    . The employee was told the expected proper course of action to take in the future.

#### Written Warning

Date: \_\_\_\_\_

Dear (Employee's Name),

This is a formal written warning. A copy of this letter will be placed in your permanent personnel file. On     (date)     you (describe reason for discipline). This is a violation of the standard of the (Choose one: performance/behavior/productivity/attendance) policy which you must adhere to in this work location. Your adherence to proper standards of conduct must improve. If your adherence does not improve you will be subject to further disciplinary action up to and including discharge.

Sincerely,

(Your Name)

(Your Campus Title)

Cc: Personnel File  
Human Resources  
Your Department  
Union

#### Sample Notice of Disciplinary Hearing

Date: \_\_\_\_\_

Dear (Employee's Name),

This is a formal notice that I am directing you to appear at an investigatory hearing that I will conduct to determine if the possible instances of employee misconduct that I briefly summarize in this memo may warrant disciplinary action including suspension or termination from employment at the University or other disciplinary action.

This investigatory meeting will take place on     (Date)     at     (Room in Location)    . You may bring a union representative. At that time you will have an opportunity to answer the allegations that I am raising in this letter as well as to present any information about the incidents at issue.

I am holding this hearing for various reasons, including:

On (Provide Date) you (give a brief description of each incident) (Include any dates and behaviors that will be considered during the hearing)

At the conclusion of the meeting I will assess all relevant and appropriate information and make a determination as to what action, if any, should be taken.

Sincerely,

(Your Name)  
(Your Campus Title)

Cc: Personnel File  
Human Resources  
Your Department  
Union

### **Sample Suspension Letter**

Date: \_\_\_\_\_

Dear (Employee's Name),

This letter suspends you from work for (Number) of days from start of work on (Beginning Date) to start of work on (Expected Day of Return). I met with you on (Dates of Investigation Meetings) and asked you to provide me the reason your conduct. I have concluded you engaged in the following conduct:

(Insert relevant date(s) and the behavior(s) in which the employee engaged.)

After considering your response my investigation and the misconduct, I have concluded you engaged in the behavior indicated above and I determine a suspension is warranted.

Further incidents of this sort may result in further suspensions or discharge. This suspension letter will become a part of your permanent personnel file.

Sincerely,

(Your Name)  
(Your Campus Title)

Cc: Personnel File  
Human Resources

Your Department  
Union

### Sample Termination Letter

Date: \_\_\_\_\_

Dear (Employee's Name),

This letter is to inform you that you are terminated from the service of the University effective (Provide Date). The reason for your termination is (Name the Cause).

You should report to Human Resources prior to leaving the University grounds for an exit interview. Attached, please find a handout informing you of your right to unemployment compensation under certain circumstances. I regret your University service has come to an end in this way.

Sincerely,

(Your Name)

(Your Campus Title)

Cc: Personnel File  
Human Resources  
Your Department  
Union

Adapted from WLD, Workplace Learning and Development, UMass, Nicholas Marshall, Labor Relations, University of Massachusetts Amherst