

Guidelines & Templates for Performance Management Documentation

The goal of progressive discipline is to improve performance and/or behavior. However, when the employee does not demonstrate the improvement needed, termination of employment must follow. Termination for inability is applicable when an employee makes a genuine effort to improve but is unable to perform at a satisfactory level. In contrast, termination for cause is due to an employee's willful lack of effort or refusal to correctly or adequately perform the duties of the position. Policies related to performance management can be found at <http://policies.emory.edu/> under Employee Relations.

Elements of a Termination Letter

1. Inform the employee s/he is being terminated, effective when and why.
2. Specify when s/he received warning(s) for that/those *failure(s)/violation(s)*.
3. Provide contacts information.

Sample: Termination Letter (for cause or performance)

<<Department Header>>

<<Date>>

<<Employee name>>

<< home or office address>>

<< Dear (first name)>>,

(Use the examples that apply)

• **Attendance:** Your employment with Emory University is terminated effective <<date>>, due to your repeated tardiness and absences. This was discussed with you repeatedly over the last <<## weeks/months>> and most recently you received a written warning on <<date>>. In that warning I again reminded you of our policies and departmental procedures regarding attendance.

• **Performance:** Your employment with Emory University is terminated effective <<date>>, due to repeated failure to perform the duties of your position. When you were hired into your current position, you were provided the Job Description. During your orientation, the duties you would be expected to perform were explained to you. Since then you have been provided periodic training as well as additional instruction at your request. However, there have been continued deficiencies in your performance and failure to follow directives. This was discussed with you numerous times and has not resulted in improvement on your part.

• **Communication/Behavior:** Your employment with Emory University is terminated effective <<date>>, due to your inappropriate behavior and communication. As was

discussed with you numerous times in meetings and in a written warning on <<date>>, loud, disrespectful and inappropriate language in the workplace, particularly in public spaces in front of students and customers, is unacceptable. You were warned that another such incident could result in termination yet you exhibited this behavior again today in the department entryway..

• **Policy violation:** Your employment with Emory University is terminated effective <<date>>, due to repeated failure to notify your supervisor adequately in advance of a planned absence. I have reviewed with you the leave request procedure for this department several times and provided you a written warning on <<date>>. However, on <<date>> you told your supervisor that you would not be at work the next day due to an appointment, providing less than 24 hours' notice. You were told that you could not be absent because schedules could not be adjusted at such late notice. However, you failed to report to work the next day. This is a violation of both the Vacation Leave Policy, 4.100, and the Standards of Conduct Policy, 4.62, and you are not eligible for rehire at Emory University.

When applicable and employee is leaving the workplace immediately or receiving the termination letter at home:

You may contact me at <<phone number>> to arrange a time to return your <<keys/equipment/etc.>> and collect any personal items left in your workplace.

Your final check will include payment for any accrued, unused hours of vacation leave up to a maximum of 240 hours. *(If the employee has less than six months of service s/he are not eligible for accrued vacation payout.)* You may contact <<name>>, Benefits Specialist, at <<phone number or email>> *to discuss your benefits options.* You may contact, <<name>> Employee Relations Director at <<phone number and email>> with any other questions you may have.

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