
Non-disciplinary Corrective Memo Outline

PURPOSE: A means of creating a sense of urgency necessary to motivate an employee to make changes in job performance: conduct, attendance, or quality of work. Particularly useful when corrective interviews conducted by the supervisor have not resulted in needed changes in performance. (Note: Numbers below match specific parts of the sample memo found on the back.)

1. **Statement of specific concern about job performance problem:** quality of work, attendance/availability, conduct/behavior. Include specifics: what happened, when, dates, times, etc.
2. **Remind employee about prior conversations or discussions** concerning performance issues, and when these occurred.
3. **Statement of specific negative impact** or consequences for the performance problem(s) stated in #1.
4. **Statement of what changes are required and when these changes should occur.**
5. **Statement of possible consequences, administrative actions, or disciplinary steps** if problems continue.
6. **Statement asking** employee to speak with supervisor if needed to clarify anything in corrective memo relative to changes requested in paragraph #3.
7. **Statement of support and value.** Mention positive performance elements of employee (what is done well, skills, etc.) but emphasize need for change. Mention resources available to help employee with correcting problem, if applicable.
8. **Statement recommending** employee contact the EAP based upon the job performance problems in case a personal problem of some type is contributing to the performance problems. DO NOT allude to your beliefs about the existence of a personal problem. An EAP referral by the supervisor is never based upon what the supervisor believes or thinks about an employee's personal problem, but the performance issues. Insert in your letter the name of the EA professional to whom you spoke and his or her phone number. This will make it easier for the employee to follow through.
9. **Supervisor's plan for follow-up.** Provide date when this will occur. Be specific about when you will speak with the employee again to see how things are going.
10. **Thank the employee for** his or her attention to the matter and end on a positive note.
11. **Send a copy to the next** level supervisor, as necessary. Send or fax a copy to the EAP.



EXAMPLE MEMO



To: Sally Smith, Machinist
From: John Doe, Supervisor
Subj: Attendance and Performance Problems
Date: 1-1-2006

1 Last week I reviewed the sick leave records and discovered that you
have taken nine days of sick leave in the past year. Each of these
days occurred on a Tuesday following a holiday weekend, or on a
2 Friday preceding a three-day holiday weekend. I discussed my
concern about this pattern with you last August 12, 2005. Since
then, I have grown increasingly concerned. Your last such absence
was on Dec. 27, 2005.

As you know, sick leave is a benefit to be used when necessary. The
frequency of your sick leave is too high and affects your ability
3 to perform essential functions. On February 15, several overdue
widget projects caused a loss of their sale the day you were out.
This cost the company \$50,000. Your absences also negatively affect
4 clerical staff. I would like to see your performance improve and
your absences reduce.

7 You have excellent skills, and are a valued worker on the assembly
line. But, if your use of sick leave remains high I will take
additional steps to intervene, which could include administrative
or disciplinary action.

6 Please provide verification of any future illness in which you lose
work time. Please see me if you have any questions with regard to
this request or the contents in this memo.

10 Thank you for your attention to this matter. As you know, the EAP
8 is always available to assist you in the event a personal problem
is contributing to your attendance problem. You can reach the EAP
confidentially at 555-1234. I will review your use of sick leave in
9 one month on Tuesday, February 1, 2006. Please plan to meet with me
at 3:00 PM on that day.

11 cc: next level supervisor
EAP (recommended)

NOTE: (A) The outline above may not conform to every organization's policies and procedures. Consult with your HR representative, if necessary. (B) The corrective memo is not designed as an official document to be placed in a personnel file. A copy however, could be retained by the supervisor. (C) Variations on the corrective memo may include more formal referral to the EAP; supplying a copy of the memo to the EAP; requesting that the employee sign a release to verify EAP attendance; or, postponing these steps until the next occasion necessitating an EAP referral before taking disciplinary action. (D) In the above example, clearly describing the impact on performance caused by the attendance problem is essential.