

Letter of Expectation Template

Narrative of Suggested Style

1st Paragraph

The first paragraph should be a boilerplate that explains the purpose of the Letter of Expectation (LOE). It should state that the LOE is clarification and confirmation of discussions between management and the employee about behavioral or performance areas needing improvement. In and of itself, this LOE is not a formal corrective action; the LOE is not included in the official personnel file, but is kept only in the supervisor's working file.

2nd Paragraph

This paragraph should be a statement of purpose. What behavior or performance standard is of concern and what is management's expectation of the employee? It is important that examples and observable behaviors are used in this section to describe the areas of concern. Do not use general terms such as 'professional behavior' or 'bad attitude.' However, it is also important that specific dates and instances of the employee's specific performance are not cited. Emphasis should be on management's expectations and performance standards, not charging the employee with inappropriate behavior or substandard performance.

3rd Paragraph

This paragraph should include areas of concern noted by management, the dates of discussions with the employee about those concerns, and a summary of each conversation. It should also include information on the actions that have been taken to support the employee's improvement in work behaviors or job performance, such as coaching and counseling, or the development of an employee support plan to foster the employee's success.

4th Paragraph

This paragraph should describe short-term future actions to be taken such as training and monitoring of behavior or performance. A date should be included in this paragraph for a follow-up meeting with the employee to review the employee's progress.

Date: [Insert Date]
To: [Insert Employee's Name]
From: [Insert Manager's Name]
Cc: [Insert Manager's Manager if appropriate]
Re: Memo of Concern/Clarification of Expectations

The purpose of this memo is to share my concerns and review with you my expectations regarding acceptable behavior in the work place. This memo is to help you be successful in your communications with customers and co-workers; it is not a formal corrective action, nor will a copy of this memo be placed in your official personnel file.

I have had several conversations with you over the past ***(Time period)*** regarding ***(state the concern at issue)*** in the workplace. Your recent behavior/performance in this area indicates that ***(state impact of concern at issue)***.

I have previously discussed my concerns with you. At each of our discussions regarding ***(concern at issue)***, you have affirmed and committed to meeting the expectations discussed. I have supported you attending ***(identify type of training and date)*** and have continued providing feedback and coaching you to this end. Nevertheless, I continue to have serious concerns regarding ***(identified individual issues)***.

Specific Expectations

(state each performance standard and/or expectation to be met.)

Please let me know immediately if you need clarification or if you have questions or concerns with regard to this memo.

If outside issues are negatively impacting your ability to perform your duties in a positive and successful manner, the Employee Assistance Program is one option available to you. It is an employer provided benefit; it is confidential and appointments can be scheduled at your convenience. ***(If referencing EAP, include a pamphlet.)***

Please know that I fully believe that you can meet these expectations and performance standards. If there is anything I can do to assist you in meeting these expectations, please do not hesitate to let me know. It is my hope that by bringing this matter to your attention, you will take the appropriate actions to rectify my concerns, and be completely successful.

(SAMPLE) Individual Development Plan

Date:

To: [Employee Name]
[Position]

From: [Supervisor/Manager]

Cc: [Up line manager
Regional Manager]

Re: Individual Development Plan Supporting [date] LOE

The following plan is to help you succeed in meeting each of the expectations identified within your [add document name and date]. I have listed the specific expectations and then the supporting plan.

[List the first specific expectation:]

[Add Supporting Plan]

- Bullet each supporting step and identify responsible party. Include From [date to date] who will do what.

Example

You will do the following:

Daily: Discuss with your lead worker job listings and employer needs.

Attend the daily stand up meetings to brainstorm ideas and suggestions on recruitment for difficult to place listings. Discuss new job listings received, recruitment issues on new and existing listings, workload issues and ask for suggestions about how to address the issues.

Weekly: Attend staff meetings to discuss new job listings received, recruitment issues on new and existing listings, workload issues and ask for suggestions about how to address the issues. E-mail me on what was

discussed, resolutions, etc. by next day if I am absent from these meetings.

Review your effectiveness in communicating with me weekly and amend the above actions as needed.

Conduct 15 minute check-ins with your lead worker weekly to ensure that account status and onsite visits have been addressed satisfactorily.

I will support your success by getting regular updates on your progress from your lead worker and by meeting with you on a weekly basis to review your progress and amend these steps as needed.

[List next Expectation:]

Example

- ***Establish a process or routine to prioritize and reprioritize your workload as necessary. Review other staff processes to see what might work for you, best practices.***

Supporting Plan

By [date] you will have completed the following steps and review them with me.

Gather prioritizing techniques and identify steps you will incorporate to ensure effective prioritization of your work.

Identify assigned duties that must be completed daily and establish set time frames to complete daily assignments (normally would be same time each day).

Identify types of assignments that you perform in a back-up capacity (I.e. covering for co-workers, attending trainings, completing special assignments, etc.) and identify how you will adjust your daily duties to accommodate them.

From [date to date] you will do the following:

Daily: *At the beginning of each day or at the close of the prior work day, review anticipated assignments/duties to be accomplished and list in priority*

order what is to be accomplished that day, the next day, by end of week, etc. Review your listed priorities with your lead worker.

Identify any potential impact of special assignments and adjust listed priorities and review your amended priorities with your lead worker, making adjustments as needed.

Weekly: At the beginning of each week, identify potential work that may impact your daily priorities (I.e. coverage needs, special projects, training, etc.) and meet with me each [add day of week] and review priorities for the week.

By [add target date]:

Identify and attend training on work management/prioritizing methods.

Identify and attend training on effective use of goals and objectives.

[Repeat process for each specific expectation]

[Sample closing]

In closing:

This work plan is a living document developed to help you succeed in meeting important job performance expectations. As such, it will be implemented from the date received through the end of [date], but may be extended as deemed necessary to support your success. Additionally, the plan steps may be modified depending on my assessment of their effectiveness and on input received from you.

[Employee name], all steps identified within this plan are considered in hopes of enhancing your job performance. They are not intended to create an unreasonable burden, so your input on how the plan is working is important. With that said, your commitment to following the plan is essential. It has been developed and will be modified as needed to support your success as a [add classification] in the [Location].

Date:
To:
From:
Cc:
Re: Written Warning

The purpose of this memo is to share my concerns regarding your job performance and to notify you that immediate and permanent corrective action on your part is needed to be successful in your position as XXX for the XXX. This is not a formal corrective action, nor will a copy of this memo be placed in your official personnel file.

List in general areas of concern To further clarify why my concerns continue to exist, here is a summary of my past coaching efforts:

List a brief summary of past counseling efforts (written and verbal)

- **Written documents**
- **Verbal coaching**
- **Performance reviews, etc.**

Sample paragraph:

Because those efforts were not successful we conducted a formal investigative meeting on XXX. In this meeting I provided you examples that supported why my concerns regarding your job performance have continued and gathered input from you. As a result of our interaction during this meeting, in lieu of taking formal disciplinary action, I have decided to provide you with this written warning. Therefore, I am putting you on notice that you must take the initiative to immediately and permanently correct the job deficiencies that I have repeatedly discussed with you in order to perform satisfactorily. While this letter is intended as a reminder and directive, I am again clarifying my expectations in writing for you to help you succeed.

Specific Expectations

[List applicable expectations – Sample follows]

Communication:

- Communicate with your supervisor, lead workers and your manager in person or via email immediately, if you need assistance. Make timely visits.

- Communicate immediately with your lead worker and supervisor regarding clarification on any process and the status of your daily workload.
- Communicate effectively with co workers regarding coverage or managing your workload. Obtain clear understanding of who is covering what, when.

Work Management:

- Establish a process or routine to prioritize and reprioritize your workload as necessary. Review other staff processes to see what might work for you, best practices.

Work Quality/Quantity:

- Keep up with your daily work load and complete your work in a timely manner.
- Correct job errors and email supervisor that this has been taken care of. Document clearly in tracking notes on what has taken place or what corrections/changes have been made.

Business Development/Maintenance (Customer Service):

- Maintain contact with your employers based on the recruitment processes that are agreed to. This includes timely follow-ups, or changing a recruitment process as needed by listening to your business customer. Develop rapport with employers while interacting in a professional manner.

[Closing – sample information]

[Employee name], please understand that effective communication is your responsibility. Please take care to check back with your co-workers and with me as your supervisor to ensure that full and complete understanding is attained. I do believe you can be successful, however, if outside issues are negatively impacting your ability to perform your duties in a positive and successful manner, the Employee Assistance Program is one option available to you. It is an employer provided benefit; it is confidential and appointments can be scheduled at your convenience.

Please let me know immediately if you need clarification or if you have questions or concerns with regard to this memo as any further incidents of not meeting the expectations listed above will be taken very seriously with appropriate corrective steps considered.