[Final document should be put on departmental letterhead]

DATE \_, 20\_\_

TO: Employee Name, Employee Classification

FROM: Supervisor Name, Supervisor Title

SUBJECT: Letter of Clarification

This memo summarizes and clarifies my expectations of your behavior on the job. I have concerns regarding [INSERT SUMMARY OF CONCERNS such performance concerns, not meeting deadlines, not completing tasks, unauthorized absences, unauthorized breaks) – 1-2 sentences].

[If you met to discuss the concerns, insert what was discussed in the meeting and explain the behavior in greater detail.]. [Recognize if there is a dispute: i.e. I understand you dispute these statements; however it remains that I have received complaints from a majority of your team that they are experiencing problems working with you and are uncomfortable with how you communicate with them.] [Insert explanation as to why this behavior is problematic]

* Insert examples such as: On multiple dates (insert dates) you have had unauthorized absences resulting in leave without pay. These hours have resulted in (hours of LWOP) of unauthorized absences.
* Insert examples such as: Performance issues specifically not meeting deadlines. On (date of deadline given) you were given a deadline of (deadline date) to complete (task). As of (date) this has not been completed and there has been no communication or update of the assigned project.
* Insert examples such as: Not adhering to respectful workplace expectations including the SEIU CBA Article 64: Mutual Respect. During an interaction on (date)with a co-worker, you were upset about a project you were working on. While discussing the details of the issues, you said to the co-worker, while others were around, something to the effect of, “it’s fine! I’ll just do it myself, you clearly aren’t smart enough to figure it out!” I recognize the demands of our jobs can lead to stress, however, it is never appropriate to vent frustrations by acting in a demeaning manner or insulting someone, especially in the presence of others

During our meeting we spoke about your behavior, and I emphasized to you that [Insert things that are expected]. OR:

Going forward, I expect that you will [insert things that are expected].

[If the employee has disclosed any disability or information regarding their health, please include the following] Furthermore, if you believe that you believe you have a disability covered under the Americans with Disabilities Act and may be eligible for a reasonable accommodation, you may contact Workplace ADA, at 541-346-2186. I also encourage you to pursue resources which may be available to you under FMLA, OFLA, and PFML if you would like information on applying for protected leave, please reach out to hrleaves@uoregon.edu. In addition, the University contracts with Canopy to provide a comprehensive [employee assistance program](https://hr.uoregon.edu/employee-assistance-program) for eligible employees. These services are at no cost to eligible members. Please let me know if you need assistance accessing any of these resources.]

[We will meet again on [insert follow up date within 30 days] to assess your performance in these areas.]  It is my expectation that you will make immediate and sustained improvement in the areas listed above. Failure to meet my expectations may result in disciplinary action up to and including termination, as specified in the [e.g. SEIU, UA, UOPA, Teamsters, UOSW, GTFF collective bargaining agreement/OA policy]. It is my hope that these issues can be addressed and corrected.

Please let me know if you have any questions about your job responsibilities or my expectations of your behavior.

Sincerely,

[Supervisor name]

[Title]

*Employee’s signature confirms only that the supervisor has discussed this letter with and provided a copy to the employee. The employee’s signature does not indicate agreement or disagreement with the contents of this letter.*

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Employee Signature Date