

# Counseling Memos



A counseling memo outlines an employee's deficiencies, areas for improvement and expectations going forward. Additionally, it provides the employee an opportunity to improve behavior and/or performance prior to escalating consequences.

## Objective:

Encourage and guide an employee to improve their performance and/or behavior. This benefits not only the employee, but the success and effectiveness of the department and university.

**Although a memo is considered informal corrective action and stays in the departmental file, a memo can be used to support future formal disciplinary action. Content and communication is key!**

## What Makes for an Effective Memo?

- Include specific examples of poor behavior/performance
- List potential consequences of non-improvement and expectations going forward
- Provide excerpts from Policy 1317: Standards of Conduct, procedures, departmental values, position descriptions, and other relevant policies
- Describe impact of behavior on co-workers, students, department, objectives, etc.
- Affirm employee's value, positive attributes, behaviors and accomplishments
- Meet with employee to discuss memo and communicate expectations

## Counseling Memo Template