

**PERALTA COMMUNITY COLLEGE DISTRICT**  
**Office of Human Resources & Employee Relations**

**MEMORANDUM**

**August 10, 2018**

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To: All Managers

From: Chanelle Whittaker, Esq., Interim Vice Chancellor of Human Resources & Employee Relations

Subject: **Documentation/Discipline and Template Letters**

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Dealing with interpersonal and disciplinary matters is a challenging task for most managers and supervisors. While a manager's job involves considerable time interacting with employees, communication about disciplinary matters is not a duty most look forward to. Memorializing in writing performance and/or behavioral problems is likewise challenging. The Peralta Community College District and the Human Resources & Employee Relations Office are committed to offering educational in-services and learning materials to provide managers and supervisors with the necessary tools to effectively handle employee relations, motivate employees, and when necessary, administer discipline. As an aid to better assist you in the disciplinary process, I am enclosing a series of template letters dealing with a variety of topics for your use. I have also prepared a disciplinary matrix for your review and use.

The template letters are included in this training manual. Additionally, they are available via e-mail from Royl Roberts, Interim Director of Employee Relations and Diversity Programs. He can be reached at (510) 466-7264 or [rlroberts@peralta.edu](mailto:rlroberts@peralta.edu).

Consistent with appropriate personnel guidelines, all recommendations for disciplinary actions requiring Skelly notice (suspensions, demotions, and dismissals) must be reviewed by Director Roberts, who will provide guidance in the preparation of the documents in these cases.

The preparation of formal Skelly notices requires detailed facts and exhibits. Employee Relations' coordination and guidance are critical to assure that progressive disciplinary measures have been met, that documentation and appropriate exhibits are included, and that our preparation will support the proposed level of discipline. These documents have the potential to become Arbitration and Court Exhibits, and their accuracy and attention to detail are essential.

I trust that this information is helpful to you, and request that you work closely with your immediate supervisor and Employee Relations in applying this material to specific employee cases in your work area.

Should you have any questions or require additional information please contact Employee Relations.

**SAMPLE  
DISCIPLINARY MATRIX TEMPLATE LETTERS  
PROVIDED TO MANAGERS**

Conference Summary

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Written Counseling

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Counseling Memo for Attendance & Punctuality

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Directive Memorandum

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**PERALTA COMMUNITY COLLEGE DISTRICT**  
**CONFERENCE SUMMARY**

Date: \_\_\_\_\_

To: Employee's Name and Title

From: Supervisor's Name and Title

Re: Conference Summary Regarding (Behavior/Performance)

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On \_\_\_\_\_, we met to discuss several concerns I have related to your job behavior and performance. This memo serves to summarize our conference and to re-affirm the expectations I shared with you. Specific items we discussed included (summarize your discussion bullet points):

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

I indicated that your (behavior/performance) concerns me because (list specific concerns you have and be specific - i.e., deadlines not being met such as \_\_\_\_\_, \_\_\_\_ and \_\_\_\_\_, morale impacted, overtime created to cover for you, etc.)

I advised you that the situation must improve, and I asked you for your input and ideas to solve the problem. Your response was \_\_\_\_\_. My expectations of you in future similar situations are:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(Summarize any action that you agreed upon from the above information). We agreed that you will \_\_\_\_\_, and I will \_\_\_\_\_. (Add here what consequences might be of continued problems of a similar nature). I expect that you will be able to make the improvements that I highlighted in this letter. Should you fail to meet these expectations, you will be subject to the implementation of progressive disciplinary measures.

(If you agree, indicate follow-up date for another meeting, or indicate to employee how you will be monitoring his or her improvement.) I am confident that you can meet my expectations, as outlined above, and trust that we will not have to meet on this matter again.

PERALTA COMMUNITY COLLEGE DISTRICT

WRITTEN COUNSELING

DATE: \_\_\_\_\_

TO: Employee's Name and Title

FROM: Supervisor's Name and Title

RE: Written Counseling Regarding \_\_\_\_\_ [**Behavior/Performance Problem**].

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On [**date**], we met to discuss the following \_\_\_\_\_ (incident or performance issue):

1. Describe the situation or infraction.

Address the following questions in describing the situation:

When did it happen? Cite date(s).

Where did it happen?

What rules, policies, procedures, laws have been violated?

State how the employee should handle the situation in the future.

2. Describe the effects of the behavior on the operation of the work unit.

3. Cite previous counseling [**verbal or written**] or discipline which the employee has received for this problem, if applicable.

4. State the specific, expected behavior required to correct the problem.

Summarize the steps you and the employee agreed to take to try to resolve the problem.

5. State the consequences if the problem is not corrected.

We agreed to meet again on [**date**] at [**time**], [**place**] for a follow-up meeting.

PERALTA COMMUNITY COLLEGE DISTRICT

COUNSELING MEMO FOR ATTENDANCE & PUNCTUALITY

DATE: \_\_\_\_\_
TO: [Name, Title of Employee]
FROM: [Manager's Name and Title]
RE: Written Counseling Regarding Attendance & Punctuality

The purpose of this memorandum is to review concerns regarding your attendance and punctuality, as discussed with you at our meeting on [date].

If Applicable: Prior to our [date] meeting, you were verbally counseled regarding your attendance and punctuality on [date].

The following is a record of your attendance and punctuality during the time period of \_\_\_\_\_ through \_\_\_\_\_.

SAMPLE

Table with 5 columns: DATE, DAY, TIME OFF, REASON. Rows include dates from 06/05/18 to 06/21/18 with corresponding days and reasons for tardiness or absence.

Your reaction when we met about this was \_\_\_\_\_

(add any other comments the employee may offer regarding their attendance here.)

Your pattern of tardiness and absenteeism is unacceptable, and it is negatively impacting the morale of your co-workers and the productivity of our work unit [offer specific examples]. You are directed to take whatever steps are necessary to improve your attendance and punctuality. Additionally, you are directed to comply with the following procedures:

- 1. If you are ill, you are to contact me no later than \_\_\_ a.m. If I am unavailable, you are to speak directly to [supervisor's name/title].
2. You are to arrive to work promptly at [a.m./p.m.] each morning. If a late arrival or absence from work can be anticipated, you are to give me ample notice, so that staffing arrangements can be made. Ample notice is defined as \_\_\_\_\_.

It is essential that you understand that failure to improve your record of attendance and punctuality, and/or failure to comply with the above procedures, will result in the implementation of progressive disciplinary measures.

I have read and received a copy of this memo. I understand and agree to its contents.

Employee's Signature

Date

PERALTA COMMUNITY COLLEGE DISTRICT

DIRECTIVE MEMORANDUM

DATE: \_\_\_\_\_

TO: *[Name of Employee & Title]*

FROM: *[Name of Supervisor & Title]*

SUBJECT: Use of *<Title of Policy>* Policy

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On [date], [describe precipitating incident in a chronological narrative. Include all known related facts and dates, i.e., on June 11, 2018, you failed to properly lock the front door and set the alarm. This could have potentially resulted in intruders to the office who could vandalize our work area.]

This action was in violation of \_\_\_\_\_ [cite policy/regulation/procedure] which specifically states, “[quote applicable section of policy].”

Attached is a copy of [dept.] policy # [number] entitled [title].

Keep this policy/procedure in a convenient place, and refer to it to refresh your memory about this policy/provision/procedure.

In our meeting of [date], we reviewed the policy together, and I answered your questions. You said you understood the policy.

In the future, you are expected to follow the policy/procedure on **<topic – quote name of document>**.

It is essential that you understand that failure to comply with the above procedure(s), will result in the implementation of progressive disciplinary measures up to, and including, termination.

I have read and received a copy of this memo. I understand and agree to its contents.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date