

**SAMPLE LETTER
COUNSELING LETTER (OPTIONAL)
Non-Senate Academic Appointees**

This is to summarize our discussion held on ____ (date) ____ during which we discussed my concerns about your (state subject).

I explained to you that (describe the concern). Your response was (describe appointee's response). It is important that you understand that your (state subject) is in need of improvement.

(Describe what the appointee needs to do to improve performance and specify the period of time in which the improvement must be made.)

It is my expectation that you will improve your (state subject). I will continue to monitor your progress for improvement and will meet with you on ____ (date) ____ to discuss your progress.

If you have any questions regarding this matter, please feel free to discuss them with me.

Supervisor's Signature

cc: Department Personnel File

Guidelines:

- This letter is intended as documentation of an informal spoken discussion about performance expectations with a non-faculty academic appointee. The supervisor should meet with the appointee to discuss the performance problem and inform the appointee that the discussion will be followed up in writing. This template may be used as guidance on how to document that discussion
- This memo is not a "written warning".
- Contents of this memo should be corrective, not punitive.
- The clearer the expectations, the easier it will be to monitor the situation.
- Avoid using the term "oral reprimand" or "verbal warning".
- Monitor appointee's progress towards improvement and give feedback after a specified, reasonable time period. If possible, set a specific date to meet and discuss progress.
- If the appointee shares any personal difficulties he/she is experiencing, make a referral to the Faculty & Staff Assistance Program at 476-8279. Details of services provided can be found at <http://www.ucsfhr.ucsf.edu/assist/>.