



SAMPLE LETTERS

- These letters are basic templates to assist you with your own letter and not intended to be all encompassing with letter formats.
- Please be consistent. If it is your department's policy to sign letters, sign all letters. If your department's policy is not to sign letters, do not sign any letters.
- Letters copied to associations are required for reprimands and for any documentation above that level.
- Letter of expectation does not need to be sent to HR, it is for department file only.
- Hand Deliver/Certified/Email, whichever is required. Please follow contract for associated collective bargaining unit.
- Please refer to the Progressive Discipline guide for additional information at https://www.washoecounty.us/humanresources/files/hrfiles/Performance_Improvement_and_Progressive_Discipline_Guide.pdf

Progressive Discipline



HAND DELIVERED (follow bargaining unit contract requirements)

Date:

To: *(Employee Name)*

From: *(Manager)*

RE: LETTER OF EXPECTATION

In a meeting on February 6, 2009, Human Resources and I discussed with you some complaints made by a co-worker relating to interactions between you and this co-worker in X department. Of particular, the co-worker has shared her perception that you have yelled at her at times, your lack respect for her, including your non-professional behavior towards her; and that you have been demanding of her time.

In the meeting, you stated that the frustration is mutual with you as well and that you would like to develop a stronger professional working relationship with her. You also shared your perception that this co-worker also shows lack of respect towards you and is sometimes not professional with you.

Based upon the totality of the information, a written notice of expectation is warranted. It is my expectation that you will perform the duties of your position in a professional manner to include adherence to the following expectations in accordance with the Code of Conduct and the County Core Competencies:

- You will be respectful of all staff members and of their importance within this organization
- You will be accountable for your duties and attitude when interacting with staff and co-workers
- You will utilize your conflict resolution skills when dealing with staff and co-workers

Further, approaches with regard to effective communication with your co-worker were specifically addressed and it was decided that use of an Outlook shared calendar will be utilized. It will be you and your co-worker's responsibility to manage and keep the calendar updated.

It is my expectation that you will adhere to the above and will work with your co-worker in a professional matter in making sure that front desk coverage is achieved. Please be advised that any further incidences of this nature will result in discipline, up to and including discharge depending upon the circumstances being addressed.

Should you have any questions or wish to discuss this matter further, please contact me.

cc: Department file

Progressive Discipline



HAND DELIVERED (follow bargaining unit contract requirements)

Date:

To: (Employee Name)

From: (Manager)

RE: NOTICE OF VERBAL REPRIMAND (RARELY UTILIZED)

As a follow-up to our discussion on (Date) regarding your work priorities, I have outlined my expectations for improvement regarding the establishment of a formal, written system of job priorities. This is an attempt to assist you in clarifying the relative importance of given jobs as work requests are received to improve overall workflow.

The following action or indicators should be implemented by you within 30 days of receipt of this letter:

- Compose a memorandum specifying relative priorities of typical work requests.
- Submit a draft of this memorandum to me for review and approval prior to distribution to all division personnel
- Integrate into the listing of priorities, typical miscellaneous work requests
- Attend at least one training session relating to time management and one relating to personal effectiveness

We will meet weekly to discuss the implementation of this plan and its effect on your workflow. I will also be available to address any questions or concerns that may arise in the interim. I would like to thank you in advance for your cooperation in addressing this issue.

Please contact me if you have any questions concerning this correspondence.

cc: WCEA
Human Resources Personnel File

Progressive Discipline



HAND DELIVERED (follow bargaining unit contract requirements)

Date:

To: (Employee Name)

From: (Manager)

RE: NOTICE OF WRITTEN REPRIMAND

On (Date) I issued to you a Notice of Verbal Reprimand summarizing our meeting in which I outlined my expectations regarding your attendance and adherence to departmental procedures for requesting time off and calling in sick.

As previously discussed, during the last six months you have:

- taken X hours of sick leave which exceeds the department's average by X%. While I am cognizant of the need to stay home when ill, further analysis of your sick leave usage indicates that there is a pattern of Mondays and Fridays associated with the days you are out ill. In fact, X hours of your X hour total occurred on a Monday and another X hours occurred on a Friday.
- on X number of occasions you notified the office that you were calling in sick between 9:00 AM and 9:20 AM.
- additionally, you have made requests for X number of Mondays and X number of Fridays off as vacation leave during the last six months. These requests were made, on average, late in the afternoon two days preceding the day being requested and did not indicate any emergency need for the time off.

During our meeting on (Date), summarized in the Notice of Verbal Reprimand, I reminded you:

- the department's procedure for calling in sick requires notification to your supervisor at least 30 minutes prior to your scheduled start time of 8:00 AM.
- the department's procedure for requesting vacation leave requires a written request to your supervisor one week prior to the requested time, except in the event of an emergency need for the time.

I also advised you of the pattern and excessiveness of your sick leave usage.

(Continued to page 2)

Progressive Discipline



HAND DELIVERED (follow bargaining unit contract requirements)

Date:

To: (Employee Name)

From: (Manager)

RE: **NOTICE OF WRITTEN REPRIMAND pg. 2**

Beginning on (Date), you were given a 60 day timeframe in which to correct these behaviors and improvement was noted. Your absenteeism rate went down X% and you followed the department's procedures as asked. The additional burden placed on other employees to cover your responsibilities was reduced.

However, 47 days have passed since the end of your 60 day time frame for correcting this behavior and there is evidence that the number of days of sick leave usage has once again begun to climb and the pattern of days called in sick appears to be Mondays and Fridays. In those 47 days you have used X days of sick leave, X of them on Mondays and Fridays.

A pattern such as this and the excessive number of days indicates potential abuse of the sick leave benefit provided by the County and puts an undue burden on the department to cover your position in your absence.

Effective immediately, you must:

- reduce your sick leave usage to be comparable to the department average
- provide a note from your doctor confirming your illness for every instance of sick leave usage. This note must be given to your supervisor immediately upon returning to work.

Your supervisor will continue to monitor your pattern and hours of sick leave usage and provide you with feedback regarding same on a monthly basis, at a minimum.

It is my expectation that your sick leave usage will improve immediately and be sustained with no further need for disciplinary action. However, in the event this does not occur, I will be forced to consider additional disciplinary action, up to and including termination.

I hope that this will not be necessary and that you will make every effort to correct this behavior and follow the directives as indicated above.

Please contact me if you have any questions concerning this correspondence.

cc: WCEA
Human Resources Personnel File

Progressive Discipline



HAND DELIVERED (follow bargaining unit contract requirements)

Date:

To: (Employee Name)

From: (Manager)

RE: NOTICE OF ADMINISTRATIVE LEAVE PENDING INVESTIGATIVE MEETING

This is to advise you that you that I will be scheduling an investigative meeting for next week. You are directed to attend this meeting. As this matter could potentially result in progressive discipline, you are entitled to bring a representative from the (Collective Bargaining Unit) with you to the meeting.

The specific purpose of the meeting is to address the following:

It appears that you have not followed the Washoe County Substance Abuse Policy and Procedures and the DUI procedure.

Due to the nature of this issue, I am placing you on administrative leave effective today; ____ You will be contacted regarding the date and time of the meeting soon.

While on administrative leave, and until further notice, the following conditions will apply:

- You are required to turn in your County identification badge.
- You are required to turn in any keys for County facilities.
- You are required to turn in laptop/cell phone or any other County provided electronic devices.
- You will not have access to your work area or County email unless scheduled and approved by management.
- While on administrative leave you will be accessible during business hours to County personnel conducting the investigation.

Please provide your contact information to me before leaving the building.

If you have any question concerning this meeting, please contact me.

cc: WCEA
Human Resources Personnel File

Progressive Discipline



HAND DELIVERED (follow bargaining unit contract requirements)

Date:

To: (Employee Name)

From: (Manager)

RE: **NOTICE OF INVESTIGATIVE INTERVIEW**

This is to advise you that you that I have scheduled an investigative meeting for (Date, Time, Location). You are directed to attend this meeting. As this matter could potentially result in progressive discipline, you are entitled to bring a representative from the (Collective Bargaining Unit) with you to the meeting.

The specific purpose of the meeting is to address the following:

It appears that you have not followed department policy in the use of a County vehicle.

If you have any question concerning this meeting, please contact me.

cc: WCEA

Human Resources Personnel File

Progressive Discipline



HAND DELIVERED (follow bargaining unit contract requirements)

Date:

To: *(Employee Name)*

From: *(Manager)*

RE: **Notice of Investigative Meeting**

There are a number of employment-related issues that must be addressed with you as an employee of the (____) Department, (____) Division. I have scheduled an investigative meeting for you on *(Date, Time and Location for meeting)* with *(list names of all that will be in attendance)*.

You are required to attend this meeting. Because the meeting involves matters that could result in discipline, potentially including termination of employment, you may arrange to have a WCEA representative present at the meeting.

The meeting relates to the following:

- Use of County-owned equipment and facilities for personal gain.
- Use of County compensated working time for personal business.
- Conduct resulting in the damage/destruction of County-owned equipment.
- Possession and use of illegal drugs in the workplace.

At the meeting you will be asked questions specifically related to your duties, responsibilities and conduct as an employee of the Washoe County (____) Department, (____) Division, including potential violations of policy and public trust.

Because of the nature of the matters involved, you have the right not to be compelled to incriminate yourself. You are, however, legally required to answer questions regarding the matters specified above. Any statements made by you, or any information or evidence obtained as a result of the statements, cannot be used against you in a criminal proceeding. Accordingly, you will be provided with a document acknowledging this and will be asked to sign it. A copy of the document is enclosed.

Please contact me if you have any questions concerning this correspondence.

cc: WCEA
Human Resources Personnel File



REFUSAL TO ANSWER QUESTIONS

You are being questioned as part of a formal employment related administrative investigation conducted by the Washoe County (____) Department, (____) Division. You will be asked questions specifically, directed and narrowly related to the performance of your official duties, job responsibilities, your conduct as an employee of the Department and your knowledge of a potential violation of public trust.

You have the right not to be compelled to incriminate yourself. However, as a condition of your employment and the position you hold, you are required to answer questions relating to the performance of your official duties, job responsibilities, your conduct as an employee of the (____) Department, (____) Division and your knowledge of the potential violation of a public trust. Any statements which are made by you during this administrative interview or any information or evidence obtained as a result of those statements cannot be used against you in any criminal proceeding.

Although neither your statements, nor the fruits thereof, can be used against you in a criminal proceeding, if you refuse to answer relevant questions fully and honestly, you subject yourself to disciplinary action, up to and including termination.

I have read and understand the above statement:

Signature

Date

Witness Signature

Date



(Date)

HAND DELIVERED (follow bargaining unit contract requirements)

TO: *Employee*

FROM: *Manager*

SUBJECT: **Notice of Investigative Meeting**

I have scheduled another investigative meeting concerning your travel expenses for (*Day, Month, and Year*) at (*Time*) in Human Resources, Large Conference Room, Bldg A., with (*list names of all that will be in attendance*). You are hereby directed to attend this meeting. Because the investigation involves matters that could result in discipline, potentially including termination of employment, you may arrange to have a WCEA representative in attendance.

The purpose of the meeting is to continue our investigation into the miles and dates you reported incurring in your expense records. One specific date on your expense travel record is (*Date*), when you submitted one claim for deliveries in the amount of *X* miles, and another for deliveries in the amount of *X* miles (attached). To the extent you have any records/information concerning this date, please bring them to the meeting, along with any of the records/logs, etc. that you have used in the past in preparing your expense reports.

cc: WCEA
Human Resources Personnel File

Progressive Discipline



(Date)

HAND DELIVERED, CERTIFIED MAIL (follow bargaining unit contract requirements)

TO: (Employee)
FROM: (Manager)
SUBJECT: **Notice of Discipline Action - Suspension**

This is to notify you I have concluded my investigation concerning your mileage claims.

I first interviewed you on (Date) and questioned you on mileage claims that appeared to be inflated, claims for mileage on your lunch hour, claims for mileage for reporting to Saturday work, and claims for mileage on dates that you were not even working. You responded that you were advised by support staff to claim all mileage, including reporting to work on Saturday's. In regards to the inflated mileage claims you stated ("..."). For dates you did not work, your explanation was ("...").

Based upon your responses, I interviewed the individuals you claimed told you to report mileage for reporting to work. These individuals denied stating such claims were permitted. When I reviewed their mileage claims, I found they did not claim such miles for reporting to work for Saturday's and that their mileage reports did not inflate the mileage for their actual trips, numerous of which were to the identical locations for which you claimed mileage.

I interviewed you again on (Date), to advise you of my findings. Upon questioning you further on how you completed your mileage reports, you provided nothing different from previously discussed, and in summary said you either wrote miles on the log, on scraps of paper or reconstructed it from your calendar.

While I want you to recognize that submitting false expense reports is generally a termination offense, I have taken into consideration your responses and have concluded you were not intentionally defrauding the County. However, I have concluded you were grossly negligent in submitting expense claims that were inflated, and for trips that were never incurred. Accordingly, it is my decision that you are suspended without pay for X work days, and be required to reimburse the county for the excess miles claimed. Your suspension will be effective for the week of (Date) and upon your return you will be advised of the amount owed Washoe County for excess mileage.

You are also advised that any future violations of this nature will result in termination of your employment with Washoe County.

cc: WCEA
Human Resources Personnel File

Progressive Discipline



(Date)

HAND DELIVERED, CERTIFIED MAIL (follow bargaining unit contract requirements)

TO: (Employee)
FROM: (Manager)
SUBJECT: **Notice of Investigative Interview**

This is to advise you that an investigative meeting has been scheduled with you on _____ day, (Month) _____, (Year), at ___:___ a/p.m. in the office of (Manager), (Date), at (Address) with (list names of all that will be in attendance).

Your attendance and participation in this meeting is mandatory. The purpose of our meeting is to discuss the following allegations:

1. You failed to produce a doctor's excuse on (Date), for your absences on (Day), (Date) and (Day), (Date). This is contrary to the instructions you have been given that all sick leave use must be accompanied by a doctor's statement upon your return to work. (See attached reprimand dated [Date]).
2. You have established a pattern of sick leave use characterized by absences on Mondays, Fridays and days associated with holidays and vacations (See attached chronology). In accordance with County policy, an employee is entitled to use accrued sick leave only when incapacitated to perform the duties of his/her position (copy attached).
3. You failed to follow written instructions of (Date), to provide to Washoe County by (Date), your physician's statement relative to evaluation of whether you are capable of performing your Essential Job Functions.

Again, I would like you to understand that these allegations have the potential of leading to disciplinary action. Accordingly, you may bring your WCEA representative to this meeting.

(Manager), in X Department will be assisting me with this investigation.

Please contact me if you have any questions concerning this correspondence.

cc: WCEA
Human Resources Personnel File

Progressive Discipline



DATE:

TO: *Employee*
FROM: *Manager*
SUBJECT: **Notice of Disciplinary Action - Suspension**

In our meeting of (*Date*), we discussed your failure to produce a physician's statement documenting your absence and use of sick leave on (*Date*). In attendance for this meeting were (list names of all that will be in attendance).

At that meeting, you informed me the reason for your absence was due to your depleted supply of the medication you were taking and that you needed to obtain additional medication from your physician. You also told me your attending physician had refused to provide you with a doctor's statement verifying your use of sick leave. Instead, you showed me numerous receipts for prescription medications you were taking, which does not meet the requirement for verification of sick leave usage. I find your reason for not providing a doctor's excuse for your absence on (*Date*) to be unacceptable to justify your disregard of Management's prior directive that you bring a physician's medical verification of sick leave for all absences.

You have been clearly instructed, both verbally and in writing, that any sick leave you take must be accompanied by a doctor's excuse upon your return to work. You were reprimanded on (*Date*), for failing to follow these directions and you were suspended without pay for *X* days, (*Date*) – (*Date*), for the same offense.

This is the *X* time you have been formally disciplined for failure to follow instructions. Therefore, I am suspending you without pay for a period of *X* weeks commencing (*Date*) through (*Date*). While this action is imposed for your failure to provide medical verification when you returned to work from your (*Date*) absence, I recognize you contend you did see a doctor on that date. Thus, if you provide me with such verification prior to (*Day and Date*), I am willing to reconsider the penalty imposed for this violation.

Further, I want to reiterate again that you are to adhere to the following directives:

- An employee is entitled to use accrued sick leave when incapacitated to perform the duties of his/her position.
- Any future use of sick leave must be accompanied by a physician's excuse immediately upon your return to work.
- It is incumbent on you to ensure that any future written requests or instructions be followed and completed within the period specified.

Your failure to follow instructions will result in further discipline, including termination.

Please contact me if you have any questions concerning this correspondence.

cc: WCEA
Human Resources Personnel File

Progressive Discipline



(Date)

HAND DELIVERED, CERTIFIED MAIL (follow bargaining unit contract requirements)

TO: (Employee)
FROM: (Manager)
SUBJECT: **Notice of Investigative Meeting**

This is to advise you that you that I have scheduled an investigative meeting for (*Date, Time, Location*). You are directed to attend this meeting. As this matter could potentially result in disciplinary action, you are entitled to bring a representative from the Washoe County Employees Association with you to the meeting.

The specific purpose of the meeting is to address the following:

It appears that you have not followed the Washoe County Substance Abuse Policy and Procedures and the DUI procedure.

Due to the nature of this issue, I am placing you on administrative leave effective today, (Date). You will be contacted regarding the date and time of the meeting.

While on administrative leave, and until further notice, the following conditions will apply:

- You are required to turn in your County identification badge.
- You are required to turn in any keys for County facilities.
- You are required to turn in laptop/cell phone or any other County provided electronic devices.
- You will not have access to your work area or County email unless scheduled and approved by management.
- While on administrative leave you will be accessible during business hours to County personnel conducting the investigation.

Please provide your contact information to me before leaving the building.

If you have any question concerning this meeting, please contact me.

cc: WCEA
Human Resources Personnel File

Progressive Discipline



(Date)

HAND DELIVERED, CERTIFIED MAIL (follow bargaining unit contract requirements)

TO: (Employee)

FROM: (Manager)

SUBJECT: Formal Notice of Disciplinary Action – Suspension

As a follow up to the Investigative Meeting of (Day, Month, and Year), you are hereby notified of a X-week suspension without pay, effective (Day, Month, and Year), through (Day, Month, and Year.)

This discipline is the result of your continued failure to adhere to the (Department) Office Policy regarding the use of leave. Most recently, on (Day, Month, and Year), you failed to report to work at your starting time, and did not call in to advise you were not reporting until we heard from you at X a/p.m. This failure to adhere to our Policy follows X-number occurrences of your failure to notify this office of not reporting to work in a timely manner, since (Date), and on (Date), you were disciplined with a X-day suspension for violating the Policy and advised that future problems would result in further discipline.

You are further advised that this is a last chance opportunity for you to continue your employment and that any further violation of the (Department) policy regarding the use of leave shall be considered to constitute just cause sufficient to result in termination of your employment.

If you have any questions concerning this action, please contact me immediately. Otherwise, following your suspension, you are directed to report to work at your regular starting time on (Day, Month, and Year).

(Manager)

Date

cc: WCEA

Human Resources Personnel File

Progressive Discipline



HAND DELIVERED, CERTIFIED MAIL (follow bargaining unit contract requirements)

(Date)

(Employee)

(Employee's Address)

Notice of Proposed Action: Discharge of Employment

Dear Mr./Ms. (*Employee last name*):

On (*Date*), we issued a Notice of Disciplinary Action – Suspension and Notice of Final Opportunity that put you on notice that any future violations concerning tardiness and/or unexcused absences from the work place will lead to your immediate termination of employment with the County. (Attachment #1). Following the suspension, there were further attendance issues which the County was prepared to discuss with you. You failed to appear at requested Investigative Interviews scheduled for (*Date*), and (*Date*). (Attachments #2 and #3). You have further failed to report to work or provide notice to the department concerning your intentions.

Accordingly, based upon my investigation and findings, I am herein issuing you a Notice of Proposed Action in accordance with Article 31, Discharge, of the labor agreement between Washoe County and the Washoe County Employees Association (WCEA). Effective (*Date*), you are on unauthorized leave without pay, and advised it is my intention to discharge you from employment with Washoe County following seven (7) calendar days, which is afforded you and the Association to respond, verbally or in writing, to this notice. This action is based on the following findings:

(*List specific examples and dates/times of the occurrences for which the employee has been in violation.*)

In closing, please be apprised of the following:

- You have the right to review and request copies of any of the written materials upon which the proposed action to discharge you from employment is based.
- You have the right to meet with me to discuss the foregoing findings if you desire prior to responding pursuant to Article 31 of the labor agreement.
- If you do not desire a meeting, you are hereby advised that you have seven (7) calendar days to respond or protest to me, either orally or in writing, regarding this Notice of Proposed Action.

Sincerely,

(*Manager*)

(*Department*)

Cc: WCEA
Human Resources Personnel File