

Below are some sample disciplinary communications, adapted from messages sent by one of Colgate's student supervisors. Please note the factual, professional tone of the messages. In disciplining student employees we are looking to be fair, transparent, and entirely focused on our work-related expectations of them. Naturally, our disciplinary communications are not meant to shame student employees or to impugn their character, but rather to encourage their improvement within the workplace.

**After a first, serious offense (i.e., verbal warning was followed immediately with a first-and-final written warning)**

Dear FIRSTNAME,

This email is a summary of our meeting held on DATE.

Present in the meeting: SUPERVISOR and yourself.

The meeting came about as a result of discrepancies in your electronic time sheets, combined with reports that you were not present during shifts on DATES, for which you had clocked in.

-You admitted to clocking in and then attending a meeting elsewhere.

-You took full responsibility for these actions, and mentioned that you were having an extremely busy week.

-When asked, you confirmed that you understood the expectation of remaining at your assigned location during your shift.

-I reviewed with you our mechanism for requesting time off, even on the weekends or at the last minute due to such issues as illness or academic overload.

-I also informed you that I had brought this matter to the attention of Student Employment, and that you are now on probation -- meaning that any other infraction (even a minor one) will result in a termination of your employment with our department.

If you have any questions or comments, please REPLY ALL to this email.

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**After a series of less serious offenses (i.e., verbal warnings were followed by written warnings, but no infraction seemed serious enough to warrant early termination)**

Dear FIRSTNAME,

Below is an excerpt from our office's student employment guidelines:

"At the end of each semester your performance is evaluated by your supervisors, and recommendations go to Student Employment regarding potential rehire."

Over the course of the past two semesters, efforts have been made to help you improve your attendance record, yet it seems that you still need work in this area. These efforts are documented in the attached file, which has been compiled over time and discussed with you at various points.

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