## Memorandum

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| To: | <the problem team member> |
| From: | <whoever the memo is from, usually the team lead> |
| CC: | <team mentor and Dr. D> |
| Date: | March 29, 2021 |
| Re: | Performance issues in your role on Team <name> |

Dear <name>:

<the intro part: introduce the overall situation here. For example:>

I am writing this memo on behalf of our team, <Team name>, in order to formally address some significant performance issues on your part. Our goal as a team is to work together effectively to provide our client with the desired software project, as well as completing other deliverables required for the CS Capstone sequence. In order to succeed in these challenges, all team members must communicate effectively and continually, and must complete the tasks assigned to them on-time and with high quality.

Unfortunately, the team feels that your teaming behavior and project performance has not been up to our team standards, to the point where it is seriously affecting the workloads of other team members and the quality of the project outcome. We have attempted to raise these issues with you multiple times in a more informal matter (e.g., in team meetings), in an effort to resolve them internally. This has been ineffective; the problems continue and so we feel that more formal action must be taken.

In the sections below, we outline the areas in which we feel your contributions or performance have been problematic; for each one we describe specific incidents to clearly show the problem.

**Specific Performance Issues:**

<Here you are going to list the areas in which there are problems. For each problem category, you first describe the area/problem overall, then you will bullet out \*specific\* incidents where it occurred. Here is an example:>

**Problem Area: Inconsistent meeting attendance, without proper team discussion**

Your attendance at regularly scheduled team meetings has been poor; you have attended only about 70% of our scheduled meetings this term, missing a X out of Y meetings to date. In those cases, you have also failed to follow our Team Standards <this is important! Refer specifically to your written team standards wherever possible!> by notifying the team at least 24 hours in advance, and you have made no arrangements to discover what happened in missed meetings. Some specific examples include:

* On January 18 <look! REALLY specific instances should be cited in these bullets. Not generalities! Give all the relevant facts for each>, you were absent from our regularly scheduled team meeting. You did not notify the team, either in advance or afterwards. <Name> attempted to text you to see if you were coming late, but no response to the text was received. You never provided a reason for your absence, and did not make any efforts to catch up on meeting contents, e.g., tasks that had been assigned.
* On Feb8, you were over 30 minutes late for our team meeting. You explained that your car would not start, but made no effort to notify other team members, as required by our Team Standards.
* On February 26, you missed our regularly scheduled team meeting. You wrote a text five minutes ahead of time, rather than the 24 hours required in our Team Standards.
* On March 3, you missed an off-schedule team meeting. This meeting was called 24 hours in advance, as required in our Team Standards. You never responded to the call, and did not appear at the meeting.

<Now close this problem area by briefly commenting on why it’s a problem, i.e., how it is affecting team performance and outcomes. For example:>

Team meetings are vital to our team function; it is where major design decisions are made and tasks going forward are negotiated collaboratively by the team. The team cannot function effectively if members regularly miss meetings; frequent lateness to meetings is equally unacceptable, as the team essentially has to start the meeting over to catch you up.

**Problem Area: <and here you do the next one, e.g., not getting deliverables in on-time, poor contribution quality, etc. Same flow/format as the last one. Just lay out the facts, avoid inflammatory language>**

<etc. Etc>

**Call to Action**

<Now that you’ve laid out the problems carefully and clearly, you are going to ask for a formal response to the issues you have raised. For example:>

The team requests that you reflect on the problem areas outlined above, and that you formulate a response to each one of them. If you accept that these are valid issues, please state clearly what plans you can offer that will resolve the problem. If you do not accept that these are valid issues, please point out what facts, specifically, we have mis-represented. In any case, these problems must be dealt with to get our team function back on track, and ensure the success of this team and the project.

We look forward to hearing your formal response to our concerns, in the form of the detailed Response Memo called for in the policy for dealing with performance issues linked in the Capstone website. More generally, we look forward to resolving these issues. We are all learning how best to work together as a team and, if prompt corrective action is taken, there is no reason that we can’t move ahead in a cohesive fashion to deliver a successful project.

Best regards,

<person writing memo; usually the team lead>