## Memorandum

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| To: | <Whoever wrote the formal memo from the team> |
| From: | <Your name> |
| CC: | <team mentor and Dr. D> |
| Date: | March 29, 2021 |
| Re: | RESPONSE: Performance issues memo |

Dear <name>:

<the intro part: give a general intro that leads into the discussion and signals your stance on the situation. For example:>

Thank you for bringing clearly stating the concerns of the team and giving me a chance to respond. I agree that my performance in the last month has been less than I would like, and I’d like to start by apologizing to the team for any additional work or confusion that this has caused.

<Here, you’d now loosely outline the reasons behind the shortcomings. DO NOT reveal or go into deep personal detail; just point to the overall issues or areas that have been obstacles recently. For example:>

The fact is that I have a very heavy course load this term, and am struggling to complete all of my obligations in other course. I understand, of course, that I can not let this affect my share of contributions and participation in our team effort to compete the project, and am determined to take action to address the problems that you’ve raised.

Specific Responses and Action Plans:

<Here, you are just going to essentially follow the exact format of the memo you were sent, responding to each of the failures it outlines, and then saying \*specifically\* what you “action plan” is to fix that trouble area. For example, assuming the “Meeting Attendance” was a problem area cited by the team:>

**Problem Area: Inconsistent meeting attendance**

Overall, I agree that my meeting attendance has been spotty, although in some cases there were reasons beyond my control. My specific responses are:

Missed meeting on January 18. It is true that I missed this meeting. It was the first one of the semester, and I had forgotten to enter our meetings into our calendar. I should have certainly notified the team and checked in with the Team leader, as outlined in our Team Standards.

It is true that I was late to the February 8 meeting, as the team states. The car trouble was beyond my control, but I should have texted the team immediately to let them know.

It is true that I missed the February 26 meeting. I was working on another project and lost track of time; clearly, I need to improve my reminders and calendaring.

I did miss the March 25 off-schedule meeting, but feel that this was due more to poor communication than my fault directly. The team leader posted this on our Slack channel, but it was on a Saturday and I was off-grid on a weekend outing and the Slack notification was not seen in time. I would like to suggest a team discussion on this point, e.g., using a different medium (e.g. text, email) for weekend notifications. This could prevent this problem in future.

<Ok, now you are going to state what you commit to doing to make sure the problem area is resolved. Be very specific! “I promise I’ll do better” is not adequate. Here is an example:>

**ACTION PLAN:**  I am determined to improve my meeting attendance and associated participation in critical team design and planning discussions. Specifically:

I will improve my calendaring and reminders system so that I do not miss any more meetings this semester. I will be on-time and prepared to present my progress and discussion issues for every meeting. If any emergency comes up, I will provide clear documentation to show that it was truly an emergency and not just poor planning.

**Problem Area: <whatever the next one is.** Follow the same format as the example above: general position statement, detailed responses to each incident cited, and action plan that makes one or more clear commitments to change.>

**Summary**

<Here you are going to close by summarizing your position again, and assuring the team that the performance will improve. For example:>

In sum, I agree that I have had some performance issues in <timeframe>, but I have reflected on the problem areas outlined by the team in their memo, and am determined to address them all, as outlined in the action plans above. I feel that the changes that I have committed to in this response will resolve the issues, and allow our team to focus on working together smoothly to get the project done going forward. If there are further clarifications that are needed, or the team has further ideas on how to work together more smoothly, I would suggest that we discuss these amicably and in person in the next team meeting.

I’m sorry again for allowing it to come to this point, and I appreciate this last chance to take corrective action. I am committed to finishing our project successfully and look forward to smoother collaboration going forward.

Sincerely,

<your name>