General advice on handling personnel problems may not be applicable to specific situations. Be sure to check with your human resources advisors for guidance in your particular personnel situation.

MEMORANDUM

DATE:

TO: Employee

FROM: Supervisor

SUBJECT: Courtesy and Demeanor I have received feedback from a number of people both within and outside the NAME OF AGENCY/OFFICE expressing concern with the way you handle interactions with people with whom you come into contact in your official duties. This memorandum is intended to make clear to you my expectations of you regarding these interactions. Because your working relationships are crucial to the successful accomplishment of your job, the following are work assignments not suggestions.1. Requirements Applicable to All Official Dealings.

A. You should always deal with people with whom you come into contact as a result of your official duties with courtesy and civility.

B. You should always avoid undignified or discourteous conduct which could negatively impact on the ability of the NAME OF AGENCY/OFFICE to successfully complete a work project.

C. You should never make disparaging or demeaning personal remarks.

D. You should always avoid acrimony in your dealings.

E. You should refer to all adult persons by their surnames (of course adding Mr., Ms. or an appropriate title, e.g., Dr., Captain, etc.) and not by their first or given names unless the person advises you that such use is acceptable to them.

F. You should not get involved in an argument. If you disagree with someone on a matter, you may make your opinion known, if appropriate to the circumstances and then advise me.

2. Dealings with Individuals Inside the NAME OF AGENCY/OFFICE. The success of OFFICE NAME depends on our ability to make and maintain cooperative and productive relationships with other offices particularly other units within the AGENCY/OFFICE NAME. To this end, you are to make an affirmative effort to build good working relationships with staff members of these offices. Within OFFICE NAME, I expect you to develop working relationships that improve the overall effectiveness of the Division. 3. Dealings with Individuals Outside the NAME OF AGENCY/OFFICE. The requirements specified in No. 1. above are particularly important with regard to representatives and employees of NAME CONTACTS. You should consider this memorandum as a work assignment. If you don’t understand what is expected from you in any of the above, you should let me know immediately so I might clarify the memorandum for you. Otherwise, you are to consider this memorandum effective upon your receipt of it. I expect you to bring to my immediate attention or in my absence, NAME’s attention, any incident in which you are involved that may impact adversely on the goals and requirements stated in this memorandum