

## Message 1: Memo to LL

**Date:** January 26, 2023

**To:** LL

**From:** Supervisor *SA*

**Re:** Probation Notice

The COVID-19 pandemic has severely impacted staffing at the Bristol Health Club, and we appreciate your willingness to work every shift. During your employment, however, you have repeatedly displayed unacceptable behavior through tardiness. The Bristol Health Club has placed you on probation for three months for tardiness and disrespect to our members.

### Summary

For years, your frequent tardiness has affected our service at the BHC. Many members have expressed concerns about your behavior. I understand that personal circumstances may arise, but continuously keeping our members waiting disrespects their time and damages our reputation.

Even after pushing back the start time by 30 minutes and offering several opportunities for improvement, we have failed to see changes in your behavior. Thus, we have decided to take disciplinary action as we continue working toward excellent service at the Bristol Health Club.

### Action Plan

During your probationary period of three months, you must correct your tardiness immediately. We expect you to arrive by the posted 8:00 a.m. opening time. If any more incidents occur during your probationary period, we will terminate your employment at the Bristol Health Club.

While you must take personal responsibility for improvement, please contact me if you would like any guidance, and we can schedule a meeting to discuss further steps.

I look forward to assisting your growth at the Bristol Health Club.

## Message 2: Response to RC's Email

**Date:** January 26, 2023  
**To:** RC  
**From:** Supervisor *SA*  
**RE:** Lifeguard LATE – AGAIN

Dear RC,

Thank you for reaching out and expressing your concerns to us. We understand your frustration with the behavior of LL, and I apologize for the disruption his tardiness has caused. We assure you we will resolve this issue and prevent further inconvenience.

We encourage respect for our valued members, especially long-time members like yourself. We have already taken action to address and prevent LL's tardiness. In the next three months, we will hire additional lifeguards to ensure that you and other members can access the pool at opening hour.

Due to liability issues, we must always have a certified lifeguard in the pool area with swimmers. As a result, only a lifeguard can open the pool. Since the COVID-19 shutdown has affected our staffing throughout the club, including our search for new lifeguards, we ask for your understanding as we work toward improving our service.

I look forward to continuing to provide an excellent experience for you and the rest of our valued Bristol Health Club members. We will update you on our progress to ensure the changes we make satisfy your needs.

Again, we appreciate you sharing your experience and concerns with us. Please contact me with further questions or feedback.

Sincere regards,

**Supervisor**  
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