**Firing [Sample Script]**

*In this sample, an administrative assistant has been given feedback and received both coaching and training as part of a formal four-week* [*performance improvement plan (or, PIP)*](https://www.managementcenter.org/resources/performance-improvement-plan-toolkit/)*. At the end of this period, they have not shown the agreed progress. The written plan specified that they would be dismissed if performance did not improve by the end of the PIP.*

**As I told you yesterday, I wanted to use our meeting today to reflect on your progress toward the improvement plan.** I know you’ve tried hard, particularly in terms of creating a welcoming environment in the front office. When I asked the rest of the team (as we discussed that I would), I received a number of positive comments about your improvement. But on the other two dimensions we’ve spoken about—handling the daily flow of work, keeping calendars up to date, and returning calls within one business day—your performance isn’t where we need it. There are at least three items that I asked you to handle more than two days ago that are still not complete: scheduling the meeting with Melissa, printing background materials for my meeting next Thursday, and completing my expense report.

**We talked two weeks ago about the fact that if you couldn’t meet the expectations of the job, I would have to let you go. We’re now at that point, so unfortunately today will be your last day.**

I want to reiterate how much I appreciate you and I'm sorry we've reached this point. Before I share information on our exit procedures, do you have any questions?

You can use today to clean out your desk, say goodbye to people, and wrap up loose ends. I would really appreciate it if you would go through your emails and send me an update on where each item stands—whether you haven’t gotten to it yet, if it’s partly or fully done, and anything else I should know. This afternoon, you should talk to Erica in HR about exit procedures and severance. She’ll give you a list of other things (like returning keys) that you need to take care of by the end of the day.

I know that this has been a challenging experience and that particularly over these past two weeks you have been trying hard. On a personal level, I’ve enjoyed working with you, and I really do wish you the best of luck. Do you have any questions about the exit procedures or what you need to do?