May 30, 2013  
Ms. Lisa White, Executive Director  
Star Marketing Services  
562 Corporate Circle Avenue  
San Francisco, CA 75698  
To:  
Mr. Steven Jennings  
18361 Cliff Street  
San Francisco, CA 75698  
Dear Steven,  
This letter is to inform you that, effective today May 30, 2013;you are being dismissed from Star Marketing Services. Your dismissal is due to poor performance over a 6-month period. The specifics that led to this decision are detailed below.  
When you were hired,your manager discussed the company’s performance expectations with you. These expectations were presented to you again during your orientation, at which time, you signed a confirmation stating you read and understood these expectations.  
During your time with Star Marketing Services, you have failed to meet every performance measure. After 4 weeks of employment, you were offered additional coaching which you turn down. At the 8-week mark of your employment with this company, you were performing at a rate of less than 50% of your coworkers in a similar position and in the same department.  
To prevent this final step your manager developed a performance improvement plan (PIP) that included your input and was approved by you in writing. During the term of this plan, your performance declined further and was documented by 3 letters of reprimand. You were apprised of and signed each letter. Over the course of your employment with our company, we have received 7 customer complaints about your handling of their accounts, including missed appointments, a failure to follow through on promises, and incorrect billing.  
You will be paid for any unused vacation or sick days that you have accrued. This payment, if any, will be included with your final paycheck. You may choose to have this paycheck mailed to your home address or you may call me at 737-828-1996 to arrange to pick the check up at our security desk.  
We are enclosing information concerning your eligibility under the Consolidated Omnibus Budget Reconciliation Act (COBRA) for continued coverage by group health insurance. Please make sure we had your current address on file so that we may send you your W-2 form.

Sincerely,  
Lisa White  
Ms. Lisa White, Executive Director  
Star Marketing Services