

TOOL #5 **Sample Template** (to be modified by department to address specific issues)

1st FORMAL WRITTEN WARNING MEMORANDUM – Written Counseling

It is recommended that you review this letter with your HR Partner before giving it to the employee.

TO:

FROM:

DATE:

RE: Letter of Warning - Job Performance Problems

As we discussed in our meeting today, I have concerns regarding your job performance as a *(title)*.

- Prior to today’s meeting, you and I had discussed *(the performance problem)* at our *(weekly/monthly and/or quarterly feedback session or other informal meeting)*. At that point, you understood that the problem needs immediate corrective action.
- At today’s meeting, we discussed the continuing nature of the problem *(state problem in detail)*. Examples of this problem are *(cite specific, clear examples of the problem and the employee’s role in creating it)*.
- As you know, *(the problem)* has a significant impact on *(describe who is impacted by the problem and how, i.e., customers, other departments or department members, cost, overtime, image)*.
- You need to give this issue immediate attention. Below are listed the corrective action steps that we put in place in order to attempt to solve the problem. *(I or your supervisor)* will work closely with you to ensure that these corrective steps are taken. I will review your progress and provide formal feedback to you on *(date)*; I will also meet with you regularly to discuss any problems you may be having while attempting to correct the problem.
- You are not currently on probation; that would be the next formal step in the corrective action process. However, we may accelerate the corrective action process, which could result in further discipline action up to and including probation or termination of employment, should we feel that you are not making a sincere effort to improve this situation, or should the problem continue or worsen.
- Your Human Resources Partner, *(Name)*, is available to meet with you if you wish to do so.

