**Template: Letter of Warning**

*(Place on department letterhead or memo letterhead.)*

*(You must discuss this with ELR before issuing it to the employee.)*

| **Date:** |  |
| --- | --- |
| **To:** | [Employee Name, Title] |
| **From:** | [Supervisor Name, Title] |
| **cc:** | Personnel File |
|  | Labor Relations |
| **Re:** | Letter of Warning |

I am issuing this Letter of Warning regarding your [performance/conduct/attendance], which is in need of immediate and sustained improvement.

Section 1:

[*Describe the problems as they relate to the performance/conduct/attendance standards for the position, citing specific examples and dates. Specify the impact these problems have had on other employees and the department. Include all past dates on which you conducted verbal counseling or provided written counseling regarding the same problem.*]

Section 2:

[*Document the employee’s response to the counseling – e.g., “When I discussed these performance/conduct/attendance issues with you on [date], you stated that \_\_\_\_\_\_\_\_\_\_.”*]

Section 3:

[*Identify performance/conduct/attendance expectations and specific actions required. Cite language from the employee’s job description as appropriate. State what you will do to assist the employee in improving his/her performance (e.g., additional training, closer supervision, one-on-one meetings, etc.).*]

Unless you achieve and sustain satisfactory performance/conduct/attendance, further disciplinary action, up to and including dismissal, may result.

You have a right to have this action reviewed in accordance with [cite appropriate Collective Bargaining Agreement or PPSM].

If you are experiencing problems of a nature that may be amenable to assistance by the Academic and Staff Assistance Program (ASAP), I encourage you to contact that office (https://www.hr.ucsb.edu/hr-units/employee-services/asap). Their services are provided on a cost-free and confidential basis, and your participation is purely voluntary.

I am available to answer any questions or concerns you have regarding this warning. Please do not hesitate to contact me at any time.

Attachments: