

**Sample
Written Counseling Memorandum**

TO: First and Last Name of Employee
Job Title

FROM: First and Last Name of Supervisor
Job Title

DATE: *Date must be same date that the employee receives notice*

SUBJECT: Written Counseling

This written counseling is being issued to you for excessive tardiness.

On numerous occasions over the past several months, I have discussed with you the importance of being on time and the negative impact your behavior has on the entire team and our ability to accomplish our responsibilities. You and I met on March X and April X, 20XX to review your scheduled work hours.

Since our last meeting, you have reported late to work an additional three times; on one of those occasions you did not call your supervisor as required:

- May 22, 20XX 30 minutes late (called in but no reason given)
- June 4, 20XX 90 minutes late (called in but no reason given)
- June 6, 20XX 30 minutes late (didn't call in)

Immediate and significant improvement is required or further disciplinary action will be taken in accordance with the Department of Human Resource Management (DHRM) Policy 1.60, *Standards of Conduct*.

Supervisor's Name/Date

Employee's Name/Date

I understand that my signature does not necessarily imply agreement with the statements made in this document or the disciplinary action taken.

Note: Always print this document on either W&M or Department Letterhead

A copy of the letter or memorandum must be given to the employee. Counseling documentation should be retained in the supervisors' files, not in the personnel files, except as necessary to support subsequent formal disciplinary action.

