Written Warning

Use facts, dates and observable behavior only. Do not include opinions about attitude or personality, medical information, or references to protected characteristics or protected activity. Have HR review before delivery. Give the employee a copy and keep the signed original in the personnel file.

WARNING DETAILS

Employee name

Employee ID

Job title

Department / site

Manager / supervisor

Date of warning

Warning level

☐ First written warning ☐ Second written warning ☐ Final written warning

Category

☐ Attendance / punctuality ☐ Conduct / behavior ☐ Performance / quality

☐ Policy or safety violation

LETTER

Dear [Employee Name],

This letter is a [first / final] written warning about [short description of the issue, e.g. unexcused absences / failure to follow cash-handling procedure / missed quality standards].

What happened. On [date(s)], [factual description of what occurred: what the employee did or did not do, where, and how it was observed or recorded]. [Add each incident with its date.]

Standard expected. This conflicts with [policy name and section / the documented job standard / the expectation communicated on (date)], which requires [state the standard in one or two sentences].

Previous steps. [On (date), we discussed this issue in a verbal warning / coaching session / prior written warning dated (date). / This is the first formal step on this issue.] [If skipping steps: Because of the seriousness of this incident, we are issuing a written warning without a prior verbal warning, as permitted under our progressive discipline policy.]

Impact. [Explain the business effect factually: e.g. the team was short two agents for the 9 a.m. peak, customers waited an average of 6 minutes longer, a co-worker had to cover the register.]

What must change. Starting immediately, you are expected to:

- [Specific, measurable expectation, e.g. arrive and be logged in by your scheduled start time]
- [Specific expectation, e.g. follow the two-person count procedure for every cash drawer]
- [Any additional expectation]

Support we will provide. [e.g. a refresher on the procedure with your team lead on (date); weekly check-ins for the next (number) weeks; access to the Employee Assistance Program at (contact).]

Review. We will review your progress on [date / weekly through (date)].

Consequences. If you do not meet these expectations, or if this or a similar issue happens again, further disciplinary action may follow, up to and including [final written warning / termination of employment]. [For final warnings: This is a final written warning. Any further violation during the next (number) days may result in termination of employment.]

Nothing in this letter changes the at-will nature of your employment [delete if not applicable in your jurisdiction or under a contract or collective bargaining agreement].

You may add a written response, which will be kept with this letter in your personnel file. If you have questions, contact [HR Contact Name] at [phone / email].

Sincerely,

[Manager Name]
[Manager Title]

EMPLOYEE RESPONSE (OPTIONAL)

Employee comments

ACKNOWLEDGEMENT

By signing, I acknowledge that I received this written warning and that it was discussed with me. My signature does not necessarily mean I agree with its contents.

SIGNATURES

Employee signature

Date

Date

☐ Employee declined to sign (witness notes date and initials)

Manager signature

Date

Witness or HR representative signature

Date

Copy given to employee on