

## **LETTER OF WARNING**

### **PPSM 62 – Corrective Action SCOPE: Professional and Support Staff**

#### Summary

A Letter of Warning normally consists of five (5) sections:

1. Description of the unsatisfactory performance or conduct.
2. Statement of what the employee must (or must not) do to correct the performance or misconduct.
3. Description of the action that will be taken if the problem is not corrected.
4. The employee's right to request review under Policy 70 - Complaint Resolution.
5. A list of attached documents that were considered in the decision to issue the letter of warning (i.e. performance evaluations, rules or policies, memos, etc.). A Proof of Service shall also be attached.

You must consult Employee & Labor Relations on proposed corrective actions.

**Instructions are in Boldface Type**

[Date]

[Employee's Name]

RE: Letter of Warning (Example)

**Section 1: Describe the misconduct or performance deficiency and the action being taken. Describe the rule or performance standard that was violated, and how the employee knew (or should have known) of the proper conduct or performance. Cite specific examples. Describe behavior, not "attitude". List previous verbal or written counseling and department performance evaluations. (See UC Policy and UCD Procedure 62 - Corrective Action)**

I am issuing this letter of warning because of your excessive absenteeism and your failure to follow our department's attendance standards. On Monday, November 6, 2003, you did not report to work or notify me of your absence. General attendance rules require employees to phone her/his supervisor in advance if s/he will be absent or unexpectedly late for work. When I had not heard from you by 9 AM on Monday, I called and left a message on your answering machine asking you to return my call, which you failed to do. This morning, when I asked you what happened, you said you were sick, had forgotten to call, and did not know I had left a message because you had turned off the telephone's ringer.

You and I have previously discussed attendance. When you joined our department, I went over my expectations on attendance with you. We talked about this issue again on January 20, 2003, when I expressed concern over your frequent absences. Between January and June, you had seven more incidents of absence or tardiness, for a total of 62 hours.

On June 1, 2003, we discussed your performance evaluation, which assessed you as "needs improvement" due to your poor attendance. Since your June performance evaluation, you have been absent or late to work 10 separate times, for a total of 75 hours missed. This is unacceptable. When you are not at work, other staff members must assume your workload, and some tasks are left undone.

**Section 2: State what the employee must (or must not) do to correct the performance or misconduct. Clarify your expectations. You may want to use specific examples in order to ensure that the employee understands what you want done. State when you want the correction made. For most types of performance deficiencies or misconduct, you will want correction "on an immediate and sustained basis".**

I expect you to improve your attendance to an acceptable level on an immediate and sustained basis. You must submit a verification of illness from your physician for all absences due to personal or family illness.

**In a few instances, such as failure to perform timely work, it may be appropriate to add deadlines, but be careful. Do not convey to the employee that s/he has three**

**months to begin to correct the problem or to perform at a level s/he can already achieve.**

I expect you to complete your work on time on an immediate and sustained basis. As for the current backlog, I expect you to finish the third quarter accounting summary by November 15, and complete the staffing projection by November 20, 2003.

**Section 3: State the probable action to be taken if the offense is repeated or deficiency persists.**

Failure to meet my expectations may result in further corrective action up to and including dismissal.

**Section 4: Inform the employee of her/his right to request review. (See UC Policy and UCD Procedure 70 - Complaint Resolution)**

You have the right to request review of this action under Personnel Policies for Staff Members 70 - Complaint Resolution. If you wish to request review of this action, you must do so in writing, using the appropriate complaint form. A written request must be received in the Employee & Labor Relations Office no later than thirty (30) calendar days from the date of the letter.

**Section 5: All materials that were relied upon in considering this action must be listed and attached to the letter. Document examples include attendance records, time cards, employee development worksheets, memos, performance evaluations, schedules, department rules or university policies, etc. If there are many documents, you should number them sequentially. A Proof of Service shall be attached.**

**Individuals receiving copies of the letter should also be listed.**

[Signature of Supervisor]  
[Supervisor's Title]

Attachments: Department's Attendance Standards (1)  
June 1, 2002 Performance Evaluation (2)  
Attendance Record – June through November 2003 (3)  
Proof of Service (4)

cc: [Department Head]  
[Department File]  
[Employee & Labor Relations Consultant]  
[Personnel File (via Employee & Labor Relations)]