



Human Resources & Payroll
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MEMORANDUM

To: (Name, Job Title)
From: (Name, Job Title)
Subj: Counseling Memo
Date:

You are receiving this Counseling Memo as a result of several performance issues that have occurred between (date) and (date).

(Summarize performance problems and your expectations that are not being met. Be as specific as possible. Describe the issues, the timing, and the frequency if applicable. Describe any attempts to re-train, initiatives on the employee's part to seek further help or training.)

This has created a real problem for (department). (Describe consequences such as – other staff needing to cover, customers not receiving timely answers, etc.)

In the future, I expect you to (describe what good performance looks like and what actions the employee should take to fix the situation). It is very important that you turn these performance problems around. Failure to do so may lead to disciplinary action.