Final written warning

[Company name]

[Date]

PERSONAL AND CONFIDENTIAL

To: [Employee name], [Job title]
From: [Manager name], [Title]
Subject: Final written warning

This is a final written warning about [issue].

History
- [Date]: verbal warning for [issue]
- [Date]: written warning for [issue]
- [Date of latest incident]: [what happened, facts only]

Despite these warnings and the support we offered ([training, check-ins, schedule change]), the issue has continued.

What must change, starting immediately
- [Specific, measurable expectation]
- [Second expectation]

This is the last step before termination. If [the issue] happens again within [___ days / months], or you do not meet the expectations above, your employment may be terminated. This warning does not change the at-will nature of your employment, and the company may skip steps for serious misconduct.

We want you to succeed. If something is making it hard to meet these expectations, including a health issue or a need for leave or an accommodation, please tell me or HR.

You may add a written response, which will be kept in your file with this letter.

[Manager name]
[Title]

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By signing, I confirm that I received this warning and that it was discussed with me. My signature does not mean I agree. I may add a written response, which will be kept with this notice.

Employee signature	Date
Manager signature	Date
Witness (if employee declines to sign)	Date

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