APPENDIX 11J – EMPLOYERS’ HANDBOOK *(Remove comments in red before issuing and insert details for individual employee in areas highlighted in grey.)*

**SAMPLE LETTER - POOR PERFORMANCE - FINAL WRITTEN WARNING**

Date \_\_\_\_\_\_\_\_\_\_\_\_\_

Dear \_\_\_\_\_\_\_\_\_\_\_\_\_

**POOR PERFORMANCE - FINAL WRITTEN WARNING**

I refer to our meeting on (date) which was held under stage 3 of the Company’s Performance Improvement Procedure, a copy of which has been supplied to you. You were accompanied at the meeting by (name), your union representative/work colleague\*. The following areas of under-performance, which were originally brought to your attention on (date of first formal meeting), were discussed:

*(Specify the performance problem/problems identified)*

This letter is a formal final written warning that your performance does not reach the required standard, as defined in the attached action plan.

*(Detail the improvement needed, a reasonable time scale for improving, a review date and any support that you will provide to help the employee to meet required standard/s)*

This final written warning will be placed on your personal file for a period of twelve months during which your performance will be monitored. If your performance reaches the required standard, this warning will be removed from your personal file.

Should there be no improvement, I will have no alternative but to proceed to stage 4 of the Procedure, which may result in your dismissal from your employment with the Company.

If you wish to appeal against this decision you should inform me within 5 working days. I will invite you to a further hearing to discuss the appeal. You have the right to be accompanied at the meeting by (name), your union representative/work colleague\*. The final decision will be communicated to you in writing within 5 working days of the hearing.

Yours sincerely

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**\*** (delete as necessary)