



SAMPLE COUNSELING MEMORANDUM

(This Counseling Memorandum is separate and distinct from the sample Documented Oral Reprimand form, and is typically used, if at all, as a prior step to the Documented Oral Reprimand.)

(Supervisors, this is to be used to document/clarify oral discussions or agreements and possible behavior changes between you and your direct report. The language in parentheses is provided as guidance to the supervisor drafting the memo and should not be included in the final version of the memo provided to the employee.)

DATE: [Date]  
TO: [Employee Name]  
FROM: [Supervisor Name]  
SUBJECT: Conference of [Date]

This is to summarize our Oral Counseling conference of the above date. Those attending the conference were: [list these individuals].

- A. During the conference, the following items were discussed.  
(Use the shortest possible description. Be specific and complete. These may later become grounds for further disciplinary action. Remember to follow the FRISK Model to identify here the **Facts** of what you observed, the **Rule** or performance standard the employee violated, and the **Impact** it has on business operations and/or others. The **Suggestion** of how to improve and the **Knowledge** or other resources the employee should know about comes under items below, specifically: Suggestion is described in Item B.1, and Knowledge in Item B.2.)
- B. During the conference, I offered you the following suggestions or instructions to improve, as well as the described assistance and guidance:
  - 1. (Be specific. State helpful control techniques. Avoid generalizations.)
  - 2. (Include the names of the specific resources given to the employee, opportunities to observe the work of others, and names of individuals who may assist the employee.)
- C. During the conference I provided the following expectations of your conduct/performance going forward:

If you do not believe this memorandum to be an accurate summary of our conference, please notify me in writing by [date] so we can clarify any misunderstandings. (Be sure to give seven working days deadline for a response.)

(If it is minor misconduct): This is not discipline, however should your conduct not immediately improve in this area, this Counseling Memorandum may be used to support future disciplinary action.

(If it is performance based): This is not discipline, however should your performance not immediately improve in this area, this Counseling Memorandum may be used to support a Performance Improvement Plan and/or future action.

A copy of this Counseling Memorandum will be retained in the supervisory file I maintain for you. If the (performance or conduct) is not repeated within one year, I will remove this document from the supervisory file and destroy it.

(Supervisors should not hesitate to contact staff in Human Resources & Risk to request advice or review of Counseling Memorandums prior to being issued.)

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Supervisor's Signature / Date

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\*Employee's Signature / Date

\*The employee's signature does not affirm that the employee is in agreement with the content of this Counseling Memorandum but confirms acknowledgement of receipt & discussion of this Counseling Memorandum.