Date: [Insert Date]

To: [Employee Name]

From: [Manager Name]

Subject: Formal Counseling Regarding Repeated Tardiness

Dear [Employee Name],

This letter serves as formal counseling regarding your recent attendance record and repeated tardiness. Punctuality is an essential requirement of your position at [Company Name].

Summary of Issue:
Records indicate that you have been late to work on the following dates: [List Dates and Arrival Times]. These instances exceed the acceptable limits defined in our employee handbook.

Impact:
Your late arrivals disrupt the workflow of the team and affect our ability to meet [mention specific goal or service].

Expectations:
Moving forward, you are expected to be at your workstation and ready to work by [Insert Start Time] every day. We discussed the following steps to improve your attendance: [List any agreed-upon solutions].

Next Steps:
Your attendance will be monitored closely for the next [Number] days. Failure to show immediate and sustained improvement may result in further disciplinary action, up to and including termination of employment.

Please sign below to acknowledge that we have discussed this matter and that you understand the expectations set forth.

_____
Employee Signature

_____
Date

_____
Manager Signature