



Quality Assurance Work Instruction

CP-00-2000-03

Approved:

Date: 24 June 2004

Title: Disciplinary Actions

Rev
NC

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1.0 PURPOSE

As a matter of policy, Santa Barbara Applied Research (SBAR), Inc., seeks to resolve conduct and performance problems in the most positive manner possible, through counseling, additional training or supervision, and/or verbal or written cautions. The intent of this work instruction is to openly communicate SBAR's standards of conduct and to address disciplinary actions, including termination, when undesirable situations arise.

2.0 SCOPE

This operating procedure applies to all Santa Barbara Applied Research (SBAR) employees.

3.0 REFERENCES AND DEFINITIONS

3.1 References

Not applicable.

3.2 Definitions

Unacceptable Workplace Conduct:

It is not possible to list all the forms of behavior that are considered unacceptable in the workplace. The following are examples of infractions of rules of conduct that may result in disciplinary action, up to and including termination of employment:

- Theft or inappropriate removal or possession of SBAR or customer property, including records;
- Falsification of employment application materials or other SBAR materials, including personnel documents and timekeeping records;
- Working under the influence of alcohol or illegal drugs;
- Sleeping on company time or during a time during which you are supposed to be working;
- Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace, while on duty, or while operating employer-owned vehicles or equipment;
- Fighting or threatening violence in the workplace and/or fighting or threatening violence away from work that is based upon SBAR employment;
- Violating the law while on SBAR property, while on the property of a client who provides work space for SBAR employees, or in the course of employment;



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- Insubordination, other disrespectful conduct, lack of cooperation, failure or refusal to perform assigned functions of your position;
- Making or receiving excessive personal phone calls on company time;
- Smoking, eating, or drinking in prohibited areas;
- Abusing, wasting, or stealing SBAR property or the property of any SBAR employee, client, or visitor;
- Sexual or other unlawful or unwelcome harassment of co-workers, clients, or visitors;
- Using profanity towards others;
- Failure to cooperate fully in any company investigation;
- Possession of dangerous or unauthorized materials, such as explosives or firearms, in the workplace;
- Excessive absenteeism, tardiness, or any absence without notice;
- Unauthorized disclosure of SBAR or customer proprietary information;
- Acting in conflict with the interests of SBAR;
- Providing or authorizing the use of one's resume to another company for the purpose of competing against SBAR in a proposal;
- Discussing/comparing one's salary with other SBAR employees and/or divulging salary information to potential SBAR competitors.
- Blatant disregard for security procedures and/or involvement in instances of security infractions, which result in the loss, compromise, or suspected compromise of classified information.
- Blatant disregard for environmental and safety rules and regulations.

The foregoing list is not intended to present all the types of behavior that may lead to disciplinary action. It is merely a general guide of unacceptable conduct. SBAR expects all employees to use good judgment and show respect for the company and fellow employees before engaging in any conduct within the workplace or during the course of employment.



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4.0 RESPONSIBILITIES

4.1 Human Resources

Human Resources is responsible for this work instruction (WI). Further, Human Resources is responsible for the proper administration of disciplinary actions and for ensuring that all actions taken are equitable, the rights of the employee are protected, and that appropriate action is taken when circumstance warrant.

4.2 Functional Area Managers (FAMs) / Program Managers

In conjunction with Human Resources, FAMs / Program Managers review and approve all disciplinary actions initiated by supervisory personnel under their responsibility to ensure compliance with the requirements of the procedure before disciplinary action is taken.

4.3 Supervisors

Supervisory personnel consult with Human Resources prior to the implementation of disciplinary actions IAW this WI.

4.4 Employees

Employees are expected to fully comply with established SBAR policies and refrain from unsatisfactory conduct, examples of which are defined in paragraph 3.2 above.



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5.0 REQUIREMENTS/PROCEDURES

5.1 Initiating Discipline: Considerations and Notice

Supervisory and management personnel are guided in their consideration of disciplinary matters by the following illustrative, but not exclusive, conditions.

- The degree of severity of the offense.
- The number, nature, and circumstances of similar past offenses.
- Employee's length of service and performance history.
- Provocation, if any, contributing to the offense.
- Previous warnings related to the offense.
- Consistency of penalty application.
- Equity and relationship of penalty to offense.

As a rule, disciplinary actions are to be handled at the lowest level, starting initially with a verbal reprimand. However, the severity of the infraction may dictate more severe and immediate action. In all cases, supervisors and managers are required to seek the concurrence of Human Resources before initiating an adverse action against an employee.

5.2 Verbal Reprimand

A verbal statement by the supervisor to the employee, usually pointing out an unsatisfactory element of job performance, is intended to be corrective or cautionary. A verbal reprimand informally defines the area of needed improvement, sets up goals to achieve improvement, and informs the employee that failure to improve may result in a more serious action. Supervisors document verbal reprimands, including the substance of the infraction and date of the reprimand. Such documentation is held at the supervisory level and retained as a means of proof and basis if the offense warrants an escalated form of discipline at a later time.

5.3 Written Reprimand

Disciplinary notices to employees, as a general rule, contain the following information:

- A statement of the reason for imposing the discipline and the nature of the violation.
- A statement of the disciplinary action to be taken and its effective date.
- A statement of any corrective actions that must be undertaken by the employee.
- The date by which corrective actions/improvements must be made.



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- Attachment of any supporting material or evidence where appropriate.

Service of a disciplinary notice is deemed to have been made upon personal presentation or by depositing the notice in the U.S. Mail (certified), addressed to the employee's last known mailing address on file. Further, a written reprimand is issued by the supervisor only after approval by the FAM or Program Manager and Human Resources. A copy of the reprimand is then placed in the employee's personnel file. (**NOTE:** Whenever possible, written reprimands are given in the presence of a witness.)

5.4 Discharge

Employees should be aware that their employment relationship with SBAR is based on the condition of mutual consent. Therefore, the employee or SBAR is free to terminate the employment relationship at will, with or without cause. Recommendations to discharge an employee are made to, and authorized by, the Program Manager, who will coordinate the action with Human Resources and the Executive Vice President/President/CEO, as appropriate. (**NOTE:** In no case is an employee discharged without approval from Human Resources.)

5.4 Administrative Review Policy

SBAR treats employees in a fair and impartial manner. SBAR is firmly committed to the belief that undisclosed problems will remain unresolved, and eventually may cause a decline in operational efficiency. SBAR has therefore established an administrative review system with the intent to solve problems as quickly, fairly, and informally as possible. Accordingly, employees who seek resolutions of employment situations by using established procedures are assured that they will not be subjected to discrimination or retaliation, or be penalized in any way.

5.4.1 Matters Covered by Administrative Review System

An employee who has complaints, problems, concerns, or disputes with another employee, the nature of which causes a direct adverse effect upon the employee, may initiate an administrative review according to established procedures. Such matters must relate to specific working conditions, safety, unfair treatment, disciplinary actions, compensation, job classification, reassignment, or any form of alleged discrimination.

5.4.2 Informal Administrative Review Procedures

An employee having a problem, complaint, or dispute as defined above, is expected to make every effort to resolve the matter through informal discussion with the immediate supervisor as soon as possible following the occurrence or cause of such matter. The supervisor then takes the matter under consideration and attempts resolution within five working days, unless additional time is needed to gather adequate information.



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5.4.3 Formal Administrative Review Procedures

If the employee's matter is unresolved, or not resolved to the employee's satisfaction through informal procedures, the aggrieved employee may file a written Administrative Review Request with Human Resources within five working days following the supervisor's informal response. Within five working days of receiving the employee's written request, Human Resources arranges a meeting with the employee at which time the matter is taken under consideration. Human Resources performs any necessary investigation or evaluation of the facts related to the situation and renders a written decision, response, or explanation as expeditiously as possible, but not to exceed 15 working days.

If an employee is not satisfied with the response of the FAM / Program Manager or Human Resources, the employee may file a copy of the same written request to the President of SBAR. The President of SBAR, or a designee, discusses the matter with the employee and investigates the basis of the problem within 15 working days after receipt of the request. Thereafter, the President or designee provides the employee with a written response, in the presence of a witness, within an additional 10 working days. Such a decision or response is considered final and conclusive.

5.4.4 Exceptions to Procedural Steps

SBAR recognizes that there may arise circumstances in which it may be inappropriate for employees to pursue the resolution of a problem in the prescribed sequence. Employees who are uncertain as to the proper authority or the method to be followed should discuss the matter confidentially with Human Resources. The following exceptions are instances where an employee may bypass steps to seek resolution of a situation by the next higher authority:

- If the complaint or problem involves a known or suspected violation of the law.
- If the complaint or problem is clearly not within the authority of the employee's superior to resolve.
- If the employee and supervisor mutually agree to bypass the supervisor's step.
- If the nature of the complaint, problem, or dispute involves or has been caused by the employee's supervisor, and the employee has reason to believe the supervisor may be less than impartial.



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