

Progressive Disciplinary Policy

The purpose of this policy is to state Challenge's position on administering equitable and consistent discipline when conduct in the workplace is unsatisfactory. The best disciplinary measure is the one that does not have to be enforced and comes from good leadership and fair supervision at all employment levels.

Challenge's own best interest lies in ensuring fair treatment of all employees and in making certain that disciplinary actions are prompt, uniform, and impartial. The major purpose of any disciplinary action is to correct the problem, prevent recurrence, and prepare the employee for satisfactory service in the future.

Although employment with Challenge is based on mutual consent and both the employee and Challenge have the right to terminate employment at will, with or without cause or advance notice, Challenge may use progressive discipline at its discretion.

Disciplinary action may call for any of four steps – verbal warning, written warning, suspension with or without pay, or termination of employment. The severity of the problem and the number of occurrences will be considerations in determining the level of discipline administered. There may be circumstances when one or more steps are bypassed.

Progressive discipline means that, with respect to most disciplinary problems, these steps will normally be followed: a first offense may call for a verbal warning; a next offense may be followed by a written warning; another offense may lead to a suspension; and, still another offense may then lead to termination of employment.

Challenge recognizes that there are certain employee problems that are serious enough to justify either a suspension or termination of employment without going through the usual progressive discipline steps. Or justify going directly to a written warning, particularly if the offense is something that is an obvious violation of policies and procedures.

By using progressive discipline, we hope that most employee problems can be corrected at an early stage, benefiting both the employee and Challenge.

The seriousness of the case and the previous record of the employee will determine which type of disciplinary action is appropriate. When disciplinary action is being taken, the supervisor must be certain that the employee clearly understands the violation and consequences. The supervisor must provide follow up on all warnings within the period specified.

The Executive Director and Director of Human Resources are available for consultation with the supervisor or the employee at any stage of the disciplinary process. In cases involving a suspension or discharge, the supervisor will review the matter with the Director of Human Resources. The Executive Director and/or Director of Human Resources may meet with the employee before a final decision is made.

Under normal circumstances, the written record of disciplinary action may be removed from the employee's personnel file if no additional disciplinary actions have been recorded in the three (3) years following the incident.

If the employee objects to any disciplinary action, he/she should follow the problem solving procedure outlined in the Problem Resolution—Formal Procedure section.