

PRE-DISCIPLINARY PROCESS: BASICS FOR SKELLY  
SUPPLEMENTAL MATERIALS

**SCENARIO – GIBRAN SMITH**

Gibran Smith, a General Laborer in the Department of Public Works, has been a troublesome employee for several years. He is often late for work, and has been suspended on two prior occasions for tardiness. He claims to have a disability for stress, and has previously presented doctor's certifications showing him as intermittently disabled. Gibran is suspected of smoking marijuana on the job for years, but has never been caught.

At 8:20 a.m. on the day in question, Gibran came out of the locker room to start his 8 a.m. shift. His supervisor observed him walking with a slow and somewhat unsteady gait, looking tired. Passing by him on the way to the warehouse, he returns his irritated gaze with one rudely expressed word: "What?"

Supervisor: You're late again.

Gibran: So? Who cares? It's only a couple minutes. It's not like it matters. We never do anything in the first five minutes anyway. People just drink coffee and eat donuts.

Supervisor steps forward, gets in Gibran's personal space, and sniffs loudly.

Gibran: Hey, what are you doing, back up, jerk. You're invading my personal space and making me uncomfortable.

Supervisor continues to sniff, and examines his face/eyes.

Gibran: (Yelling) Knock it off!

Supervisor: (Upset and accusatory) You smell like pot – have you been smoking? Your eyes are red. Are you high? You can't come to work high!

Gibran: Drug test me then, you pervert. Get away from me. You're always harassing me. I don't have to take this anymore.

Gibran storms out.

No investigation was conducted by the employer. He was simply served with a Notice of Intent to Terminate for the following policy violations: (1) being under the influence of marijuana at work; (2) Insubordination; and (3) being AWOL.