

Case Study #1

You have an employee, Mr. Jones, who has been with the department's Solid Waste Removal Unit for over 15 years. He has always been a well meaning, productive, employee . . . up until six months ago! Since that time he has been consistently late to work, calls in sick at the last minute (which leaves the Unit short-handed) and, on occasion, has not called in at all. When he is at work he seems nervous and tense, short tempered and aloof. About a month ago Mr. Jones did not call in and has not showed up for work. Attempts to contact him have been futile. People have seen him out and about but no one seems to know where he is living to how to contact him so the supervisor can discuss the situation with him.

The supervisor along with the assistance of the department's Personnel Office, decides to notify him officially (certified mail, return receipt required) that his employment will be terminated "voluntarily" if he does not respond in writing or in person within five days. The five day period has passed, consequently Mr. Jones employment is officially terminated by the department.

However, two weeks later Mr. Jones appears at the department's Personnel Office pleading for his job. He says that he has some personal problems and had gotten into drugs, specifically using cocaine. He says he is desperate to get his job back, that he needs our help, and is committed to stopping his drug use id he could only get his job back.

What should management do?