



Up in the Air:  
When is Termination the Right Option?

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## Situation 1

- You are the HR representative for a school district. One of the teachers in the school district has recently gone on leave to have a medical procedure. While the teacher is on leave, one of the students in the district reports that the following incident occurred on school property before the teacher took leave:
- [https://www.youtube.com/watch?v=pNcoeZ9\\_sFw](https://www.youtube.com/watch?v=pNcoeZ9_sFw)



## Situation 1

- The school district has a policy that prohibits all drug and alcohol use on school property, including by employees. When the teacher returns from leave, you question the teacher about the incident and she says that the marijuana helped ease the pain of her medical condition. The school district wants to terminate her – would you recommend termination? What should you consider before making your recommendation?



## Situation 2

- You are the HR representative for an auto manufacturing plant. The company operates seven days a week, and employees are often scheduled for shifts on Saturdays and Sundays. One employee approaches you and informs you that he has recently become a member of a new religion and that his new religion prohibits all alcohol and drug use and working on the weekends, among other things. He tells you that he can no longer work his shifts on Saturdays and Sundays and requests an accommodation, which you grant. A month later, at the company holiday party, the following incident occurs:
  - <https://www.youtube.com/watch?v=uG2Lp-iEejk>



## Situation 2

- Following the accident, the company learns that the employee was extremely intoxicated. The company wants to terminate the employee for his behavior at the holiday party and for lying about his religious beliefs to receive an accommodation. What should you do?



## Situation 3

- You are the HR representative for a lighter company. One of the company's employees has recently informed you that he has been diagnosed with bipolar disorder, but did not request any accommodations. The next week, the employee has the following interaction with his supervisor:
- <https://www.youtube.com/watch?v=imPVFLF0r8c>



### Situation 3

- A coworker overhears the employee's comment and immediately reports it to you. In the past, you have terminated employees for making threats in the workplace. Should you terminate this employee? If you do terminate the employee, how should the situation be handled?



### Situation 4

- You are the HR representative for a dentist's office. One of the office's employees comes to you to report the following incident:
- <https://www.youtube.com/watch?v=ZstAbObOf0Q>



## Situation 4

- However, the employee does not have any proof that the incident occurred and the accused employee denies any wrongdoing. The accused employee also reports that many of her male co-workers engage in similar behavior without any consequences and that she too has been sexually harassed. Should you terminate the accused employee?



## Situation 5

- You are the HR representative for a chain of video stores. The owner of the company visits one of the stores and witnesses the following exchange between a customer and one of his employees, who has recently told the owner that he is gay:
- [https://www.youtube.com/watch?v=7e\\_XQ86-Ni4](https://www.youtube.com/watch?v=7e_XQ86-Ni4)



## Situation 5

- This employee also has a long history of attitude issues in the workplace. The owner calls you and wants to fire the employee immediately, but you strongly suspect that the owner has witnessed other employees engage in similar behavior and has only given them a verbal warning. Should you discourage the owner from terminating the employee?



## Situation 6

- You are the HR representative for a marketing consulting group. One of the company's employees has been granted intermittent FMLA leave for chronic migraines, which render her unable to look at bright lights or tolerate any loud noises. The employee calls in one morning stating that she is staying home and is using her FMLA leave that day. Later that same day, the following occurs:
  - <https://www.youtube.com/watch?v=x2vzGwJZ2rE>



## Situation 6

- One of the employee's co-workers sees the Facebook exchange and shows it to their supervisor, who immediately reports it to you. The supervisor tells you that he thinks the employee used her FMLA leave to stay home because of her breakup, and that she must not have a migraine because she was using her computer. The supervisor wants to terminate the employee for FMLA abuse. Will you allow the supervisor to terminate the employee?



## Situation 7

- You are the HR representative for a large tech company. The company has recently hired a large group of new employees; most of the employees are younger, but the company has also hired a few employees who are over the age of 40. Some of the employees have been tasked with developing new apps for the company, and one of the company's executives overhears a few exchanges involving the older employees that are similar to the following:
  - [https://www.youtube.com/watch?v=JfhV\\_ezOxgA](https://www.youtube.com/watch?v=JfhV_ezOxgA)



## Situation 7

- The executive tells you that he would like to let some of the older employees go due to their lack of knowledge about the industry. However, one of the older employees has recently mentioned to you in passing that he thinks the company favors younger employees. Would you recommend terminating the employees to the executive?

Frost  
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## Questions?



**"I had a miraculous dream in which  
our list of questions all had answers."**

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## THANK YOU!

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