

Manager-Employee Scenario: Highly nicotine-addicted employee

1. A manager informs her staff of the new tobacco-free policy that goes into effect July 1, 2020, and shares information about support resources for those who want to quit. She also explains that the policy also covers the use of non-combustible tobacco use, such as e-cigarettes, chewing tobacco, etc.
2. After the policy goes into effect, the manager is informed that one of her employees continues to smoke/vape outside the building on campus.
3. The manager asks to meet with the employee in her office.
 - She lets him know that someone has reported seeing him smoking/vaping on campus.
 - She reminds him of the tobacco-free policy and the resources available for tobacco cessation.
 - She also expresses her understanding that nicotine addiction can be difficult and encourages him to consider cessation options since use of tobacco on campus is not allowed.
 - She asks him if he has any questions or needs any other information that might be of help.
4. Afterward, the manager documents the conversation.

If the employee continues to smoke cigarettes/vape on campus ...

1. The manager asks to meet with the employee in her office.
 - She lets the employee know that she has seen him continuing to smoke/vape on campus.
 - She reminds the employee of their earlier conversation and the options for smoking/vaping cessation.
 - She lets him know that if he continues to smoke/vape on campus, he will receive a written warning for failure to comply with Duke's policies and procedures.
2. The manager documents the conversation and cites the history of the previous conversation.

If the employee continues to smoke cigarettes on campus ...

1. The manager asks to meet with the employee in her office.
 - She lets the employee know that she has seen him continuing to smoke/vape on campus.
 - She reminds the employee of their earlier conversations, and informs him that she will have to issue him a written warning for failure to comply with Duke's policies and procedures.
 - She describes the progressive discipline process. If he continues not to comply with the policy, he will receive a final written warning next, and then if the behavior continues, he could be terminated for failing to comply with Duke's policies and procedures.
2. The manager drafts a "Written Warning" citing the previous discussions and continued behavior, sends it to the department head and HR representative for approval, then sends it to the employee.

If the employee continues to smoke/vape on campus ...

1. Same process as above for "Final Written Warning" and "Termination."