1. Based on the information above, what are your recommendations regarding what should happen next to address this standoff between Smith and Banks?
   * I would try to have a more open dialogue to understand his perspective and concerns with the new policy and then review the drug testing policy, taking account of the feedback provided from employees like Sam. In addition, consult with legal counsel to ensure the company is following all laws and regulations.
2. Would you feel differently if Banks worked as a nurse versus an accountant?  Explain.
   * I would feel differently. Accountants, while having a crucial role, don’t pose an immediate risk on another person’s well-being like a nurse would. You wouldn’t want a nurse that has an ethical duty to provide safe and effective care to be blazing up before work, which a positive drug test does not prove. It only proves that they may be doing that on the job, but, at least in my experience, is used more recreationally outside of work rather than on the job. However, a positive test is enough for the employer to assume the former and fire the person, which is understandable as you cannot take that risk.
3. Some additional information: Banks drug test indicated the presents of Tetrahydrocannabinol-the chemical in marijuana.  Does this change your opinion on how the situation should be handled, why or why not?
   * Yes, it does if it is definitively marijuana. Company policy can still be to fire them regardless of if marijuana is legal in their state, but if it’s my opinion, I don’t care at all if you choose to use marijuana in your spare time. I think you should assess whether there have been any performance issues with Sam that could be linked to the usage, and if not, let it be. Another consideration is that it may be for medicinal use.
4. (Disregard the information in question three in answering this question) Banks drug test indicated the presents of Oxycodone-a narcotic pain reliever similar to morphine.   Banks took the drug test on Monday, the morning before he was outside shoving snow and pulled some lower back muscles.  After spending a few hours in pain and taking ibuprofen, he remembered that his wife had some Oxycodone leftover from a recent surgery.  He goes to the medicine cabinet finds it and takes one.  Do you feel differently about the situation based on this information, why or why not?

* I think the situation requires a nuanced approach. If Sam took Oxy because he was in pain, and had access through his wife’s prescription, it suggests a legitimate medical reason for the presence of the drug in his system. You could request medical documentation from Sam to confirm legitimate use of Oxy for pain management. The company can also educate employees about the drug policy and more explicitly state to report their prescription usage.