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The public agency provides Skelly hearings to employees because they have to. It is a form of due process the California Supreme Court created to avoid any wrongful deprivation of an employee ' s civil service right to his or her position. As the Supreme Court provides, the Skelly hearing must be conducted by an unbiased officer.

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Given the limited role of the Skelly review officer, a formal representative of management is typically not required. If the employee is accompanied by representation, the Review Officer should make clear that the primary purpose of the meeting is to hear the employee ' s response to the disciplinary charges.

## GUIDELINES FOR

The Skelly saga... The State Personnel Board upheld Dr. Skelly ' s termination and he appealed this decision to the California State Supreme Court. The California State Supreme Court ruled that Skelly had a property right to his job and could not be deprived of it without due process.

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