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# Alcohol & Drug Program The Supervisor/Manager

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# Why the Alcohol & Drug Program?

- Protect employee's health and safety
  - Tackling problems that may arise from alcohol and drug use at work
- Improve productivity of your staff

# What do you do?

A 15-year employee comes into work at his expected time. He walks past you and you immediately notice he smells strongly of liquor.

**What would you do?**

# What do you do?

**This guide should make your job easier**

# Introduction

- It may be scary and tough to think about addressing alcohol & drug use with people you work with:
  - You don't need to be scared
  - You don't have to be tough
- First and foremost – alcohol & drug use in the workplace is a behaviour and conduct issue that affects performance.

# Introduction

- Clear description of your role.
- Steps you can take to making the program successful.
- What may help you be the best supervisor or manager possible when handling alcohol and/or drug issues.

# Your Responsibilities

1. Know the Strathcona County Alcohol and Drug Program.
2. Be prepared to explain the program to your staff.
3. Know your role.

# 1. Know the Strathcona County Alcohol and Drug Program

- Review the program.
- Become familiar with what the program allows and what happens if the program is violated.



# A supervisor is responsible for:

- Ensuring safe operations, follow-through and effectiveness of the program,
- Guiding staff who seek assistance to appropriate resources – EFAP, etc,
- Being aware of and recognizing signs and symptoms of alcohol/drug use,
- Investigating any violation of the standards set in the program.

# A supervisor is responsible for:

- Taking action on reported or suspected A&D use,
- Arranging referrals for A&D testing when required,
- Supporting rehabilitation and return to work.

## 2. Be prepared to explain the program to your staff

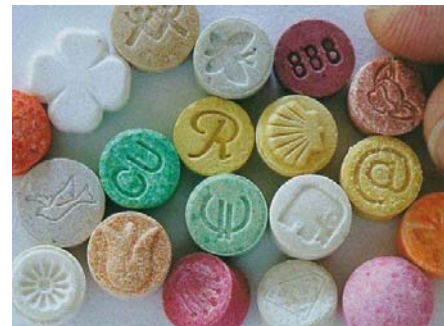
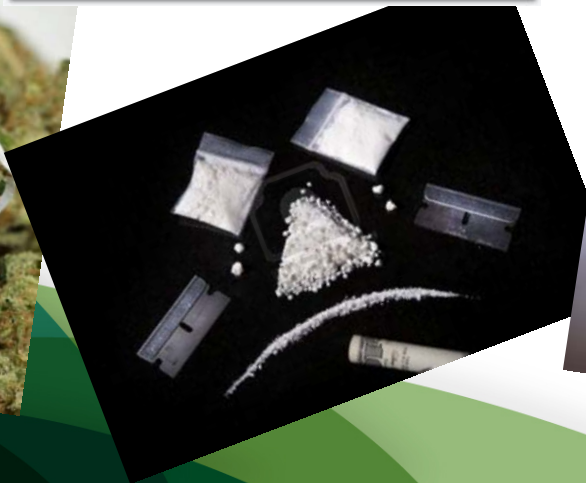
- Be ready with answers to questions such as:
  - What drugs are not allowed?
  - Is alcohol allowed?
  - What happens if someone violates the program?
  - Are we going to be tested?
  - What happens if I refuse to take the test?
  - What happens if someone tests positive?

# What drugs are not allowed?

Use, possession, distribution, offering or sale of *illicit drugs* or *illicit drug* paraphernalia:

Examples –

cannabis, cocaine, amphetamines (incl. meth), MDMA (ecstasy), opiates (morphine, heroin, codeine, methadone) inhaled solvents, LSD



July 16, 2013

12

# What drugs are not allowed?

Prescription *medication* use that may cause impairment (see warnings attached to Rx. Bottle) must be reported to the supervisor before starting work



THIS MEDICINE MAY AFFECT MENTAL ALERTNESS AND/OR COORDINATION. IF AFFECTED, DO NOT DRIVE A MOTOR VEHICLE OR OPERATE MACHINERY.

May cause DROWSINESS. ALCOHOL may intensify this effect. USE CARE when operating a car or dangerous machinery.

THIS MEDICINE MAY CAUSE DROWSINESS AND MAY INCREASE THE EFFECTS OF ALCOHOL. IF AFFECTED DO NOT DRIVE A MOTOR VEHICLE OR OPERATE MACHINERY.

# Chronic use of medications

An employee may have been using prescription medications over a period of time. If medications may cause impairment:

- The supervisor does not need to know what medication is taken or why – medical confidentiality.
- Employee notifies Disability Management Supervisor or Occupational Health Nurse
  - Must obtain written clearance for work by physician, based on critical work/tasks

# Is alcohol allowed?

## **NO:**

- Reporting for duty under the influence of alcohol
- Use of alcohol during the work day, incl. meals and breaks
- Possession, distribution, offering or sale of beverage alcohol unless required to do so as part of job duties

# Is alcohol allowed?

**YES:**

## **WHEN NOT WORKING, SUCH AS:**

- After hours while attending conferences, training, etc. (for example, excluding 8:00AM – 5:00PM schedule)
- Golf tournaments, invitational events, etc.
- Business networking
- **Still expected to make responsible choices**



# “What I do on my time is my business!”

- Be observant for lingering effects

Even if a person drinks alcohol or uses drugs outside of working hours, it can still impair judgment, coordination, concentration and alertness needed at work.



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## 3. Know Your Role

- You are *not* expected to diagnose alcohol or other drug abuse or to provide treatment or counseling services to employees with job performance problems.

Rather, your role is to:

- Lead a safe work site
- Evaluate job performance, correct problems
- Know what resources can be accessed for a troubled employee

## 3. Know Your Role

- **Observe**

- Employee performance, i.e. changes in behaviours, signs and symptoms, performance problems that may stem from alcohol/drug use

- **Effectively implement Alcohol & Drug Program**

- Not expected to diagnose alcohol or drug abuse or provide treatment or counseling

- Refer to the Supervisor Procedures

# Be Attentive

- The sooner you can recognize alcohol and drug use, the sooner it can be corrected.
- Remain alert to job performance problems,
  - Rising accident rates or patterns of accidents
  - Increasing absenteeism or tardiness
  - Decreased productivity or attentiveness
  - Deteriorating co-worker relationships
- These *May* be signs of alcohol/drug use.
- Trust your instincts.

# Observe

- Changes in behaviour may be related to alcohol or drugs OR may be something else,
  - Medical problem like high blood pressure, diabetes, heart problems.
- Slurred speech or dizzy spells can be a sign of someone high, in need of insulin or has had a stroke.

# Observe

- Keep in mind that medical issues do not exclude the possibility of alcohol and drug abuse.
- If a serious medical problem is suspected call 9-1-1 and your manager.

# Document

- Job performance problems or conduct
  - Person, place, time, what did you see, who else saw it?
- Reasonable suspicion
  - Use the *Reasonable Suspicion Checklist* as a reference and to help you document your observations – facts, not opinions.
  - Have another supervisor confirm your suspicions
- Unsure?
  - Contact your manager and/or HR Advisor

# Before confronting

- Review the Alcohol and Drug Program's guidelines & Supervisor's Procedures
- Complete the Reasonable Suspicion Checklist
- Contact your Manager
- **Must be done in very timely manner for testing**



5-minute  
**Stretch**



# Reasonable Suspicion

## “Reasonable Suspicion Checklist”

- **Cause for suspicion**

- What happened or what did the employee do that got your attention/raised your suspicion?

- **Unusual Behaviour**

- What behaviour(s) made you suspicious?

- **Physical signs or symptoms**

- What is the employee’s body telling you that causes suspicion?

# How do I recognize “reasonable suspicion”?

## Physical symptoms

- Altered or slurred speech
- Repeated incoherent statements
- Dilated or constricted pupils
- Flushed skin
- Excessive sweating
- Excessive drowsiness or loss of consciousness without reasonable explanation

## Unexplained, abrupt or radical changes in behaviour

- Violent outbursts
- Hyperactivity
- Extreme suspiciousness
- Frequent and/or extreme fluctuations of mood swings without reasonable explanation

**\*\*\* list is not all inclusive \*\*\***

# How do I recognize “reasonable suspicion”?

## Inability to

- Walk steadily or in straight line
- Perform manual functions essential to employee’s job without reasonable explanation
- Unexplained, prolonged or frequent disappearances from the work area

# How do I recognize “reasonable suspicion”?

- Accidents or near-misses that appear related to unexplained sensory or motor skill impairment
- Smell of alcohol beverages or drugs on the employee when expected to be working
- Direct observation of alcohol or drug use while at work
- Report of reasonable suspicion by reliable and credible source

# Recognizing Signs & Symptoms of Drugs and Alcohol

To assist the Supervisor/Manager in recognizing signs and symptoms of alcohol and drugs for determining if an employee may be under the influence.

The following information is from multiple sources for **information purposes only**.

Not intended for you to become a drug recognition expert – not to be used in place of recommendations or advice from qualified professionals.

If you have specific questions, concerns or need assistance with persons under the influence of a controlled substance or abusing alcohol, seek advice from your manager and/or Human Resources Advisor.

# Recognizing Signs & Symptoms of Drugs and Alcohol

## **WARNING:**

The images in this part of the presentation may be disturbing to some. They are also in your handout.

As a supervisor you need to be aware of how drugs may affect your staff and what signs to watch out for.

**If the images are overwhelming, feel free to step out.  
Someone will call you back in when this portion is  
done.**

# Methamphetamines

**Street names:** Crank, Crystal, Speed

**Looks Like:** White powder, Pills, Rock resembling a block of paraffin

**How is it taken:** Orally, injected, smoked (inhaled)



**Three Months of Meth Use**

"Faces of Meth" Photos Courtesy of  
Multnomah County Sheriff's Office



# Methamphetamines

- Manufactured in bathtubs, barns, motels, cars, out of backpacks
- Highly explosive and contains materials with a base of ephedrine (what Sudafed is made of)
- Also contains many of these ingredients:
- Red Phosphorous, Lighter fluid, Drano, Acetone, Ether, Freon

# Methamphetamines

## Signs of Symptoms:

- Edginess
- Nervous
- Restless
- Hard to sit still
- Twitching, jerking movements (loss of motor skills)
- Itching, scratching (feel like bugs are crawling on them)
- Act very paranoid – feel people are out to get them & can make the individual very aggressive and violent
- Sweat a lot – even when it's cold

# Methamphetamines

## Signs of Symptoms:

- Rapid, irrational & slurred speech
- Grinding their teeth
- Runny nose
- Sometimes bloody nose for no reason
- Sudden weight loss
- Sickly looking
- Skin sores on the arms and face
- Rotten teeth and gums
- Poor personal hygiene
- Extreme/bizarre behaviour



# MDMA - Ecstasy

**Street names:** Adam, Cadillac, Beans, California Sunrise, Clarity, Essence, Hug, Hug drug, Love drug, Lover's speed, Roll, Scooby snacks, Snowball, X, XE, XTC

**Looks Like:** often pressed into different coloured tablets with "fun" images, capsules, powder, liquid

**How is it taken:** Orally, inhaled (snorted), injected



# MDMA - Ecstasy

Ecstasy is modified methamphetamine

## Effects

- Similar to meth
- Increase in body temperature, working in warm environments can cause temperature to reach **deadly** levels
- Initially heightened sensory perception – tactile sense may be exaggerated
- Nausea, chills
- Involuntary teeth clenching, muscle cramps
- Blurred/disturbed vision

- Dry mouth
- Dilated pupils
- Person may seem overly alert for the circumstances

## Heavy use

- Anxiety, depression, confusion
- Poor performance – memory or cognitive ability
- Paranoia
- Aggression
- Lose good judgment and take more risks than usual

# Cocaine

**Street names:** Coke, Snow, Nose Candy, Flake, Blow, Big C, Lady, White, Snowbirds

**Looks Like:** White crystalline powder

**How is it taken:** Inhaled (snorted), injected



# Cocaine

## Effects

- Brief but intense feelings of euphoria
- Stimulates the central nervous system
- Increases pulse, blood pressure, body temperature and respiratory rate
- Extreme excitability and anxiety
- Sleeplessness and chronic fatigue

## Dangers

- Bleeding and damage to nasal passages
- Paranoid psychosis, hallucinations and mental abnormalities
- Impaired driving ability
- Death caused by heart or respiratory failure

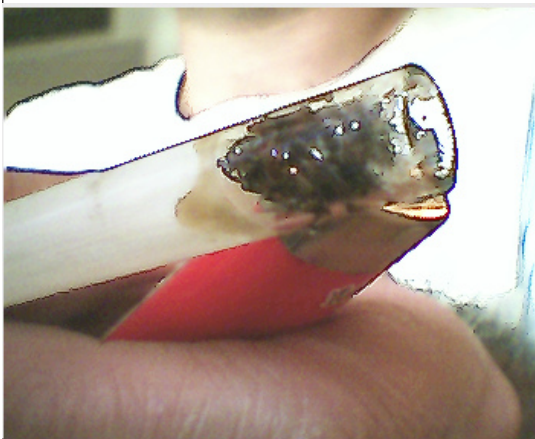


# Crack Cocaine

**Street names:** Crack, Rock, Freebase

**Looks Like:** Crystalline rocks that look like soap

**How is it taken:** Smoked



# Crack Cocaine

- The high from the first hit is so intense that the user will do almost anything to try and get that feeling again.
- This may become a mission and everything else in life becomes secondary.
- Will have no interest in work and may become violent for any reason.

# Marijuana

**Street names:** Pot, Reefer, Grass, Weed, Dope, Ganji, Mary Jane

**Looks Like:** Parsley, with stems and/or seeds, loose or rolled into cigarettes or cigars

**How is it taken:** Smoked or eaten in brownies, stews and other goodies



# Marijuana

## Signs

- Rapid heart rate
- Increased blood pressure
- Increased rate of breathing
- Red eyes
- Dry mouth
- Increased appetite, or “the munchies”
- Slowed reaction time

## Psychological effects

- Euphoria
- Calmness
- Anxiety
- Paranoia
- “Random” thinking
- Short term memory loss
- Residual effects can last for days

# Marijuana

***“I was at a concert next to some people who were smoking marijuana and I inhaled enough of the smoke that made me test positive”.***

Possible to produce levels of marijuana in a urine sample, cutoff levels were established to disallow a claim of passive inhalation.

- To exceed the cutoff levels, the individual would have to use marijuana in some manner (e.g. smoke, eat in food, etc.)
- See Alcohol and Drug Program, Table 1

# Alcohol



## **Prolonged heavy use can lead to:**

- Isolation from family and friends
- Difficulty handling daily problems
- Learning and memory problems (users may remember less than those who don't use alcohol)
- Depression
- "Blackouts"

# Alcohol

## One drink can affect the...

### Body

- Alcohol enters the bloodstream almost instantly
- Travels to the brain and all of the body organs
- Depresses the central nervous system and impairs
  - Thinking and reflexes
  - Balance and coordination
  - Vision

### Mind

- Small doses – can impair judgment, leading to risk choices such as driving under the influence
- Larger doses – may feel confused and moody. Strong feelings such as anger, jealousy and depression, can quickly lead to loss of self control
- Increasing the dose even more can cause alcohol poisoning, unconsciousness, coma and death

# Heroin

**Street names:** Smack, Horse, Mud, Brown Sugar, Junk, Black tar, Big H

**Looks Like:** White or dark-brown powder or tar like substance

**How is it taken:** Injected, smoked or inhaled



July 16, 2013

48



# Heroin (Opiates)

Physical effects depend on the opiate used, the dose and how it is taken. Effects may include:

- Short-lived euphoria followed by drowsiness
- Slowed heart rate, breathing and brain activity
- Depressed appetite, thirst, reflexes and sexual desire

## Dangers

- Disease from drug infection and use of unsterilized shared needles
- Death from injecting impure heroin or high purity of drug
- Convulsions, coma, death from overdose

# Heroin (Opiates)

***“I had poppy seed muffins at breakfast before I went to take the drug test and the next thing I know, I was informed I failed the test”.***

- Like marijuana, eating poppy seeds may produce a positive test in the urine sample. However the cutoff levels are set at a level designed to eliminate this claim.
- An individual would not be able to consume enough muffins to exceed the cutoff levels.
- See Alcohol and Drug Program, Table 1

# PCP

**Street names:** Angel dust, Ozone, Whack, Rocket fuel, Love boat, Hog

**Looks Like:** Liquid, white crystalline powder, pills, capsules

**How is it taken:** Orally, injected, smoked (sprayed on joints or cigarettes)



# PCP

## Effects

- Altered states of consciousness
- Disorientation, confusion and memory loss
- Highly unpredictable and bizarre or violent behaviour
- Extreme agitation
- Impaired driving ability
- Increased tolerance for pain

# PCP

**Even short term use can be dangerous causing mental changes resembling**

- Schizophrenia
- Severe depression
- Loss of learning abilities
- Violent and other “intoxicated” behaviours resulting in harm or death

**Physical dependence may be accompanied by**

- Memory loss
- Violence
- Weight loss
- Paranoia



# Meeting with the Employee

- Take employee to suitable location – private with no distractions
- Advise the employee of the observed behaviours which warrant testing
- Ask the employee to explain their behaviour
- Take notes
- Ask as many questions as necessary to get facts

# While interviewing

- Note behaviour and appearance.
- If employee refuses to cooperate, advise that under Alcohol & Drug Program, failure to cooperate with investigation or testing may result in disciplinary action up to and including termination of employment (you will not be giving this discipline).



# Refer the Employee for testing

- Call Gerico Drug Testing at 780-720-7010
- Take the employee to the lab or request on-site testing

**REMEMBER: Keep employee privacy and dignity**

# Random Drug Testing

**Strathcona County employees are not  
subject to random drug testing**

July 16, 2013

58

# Employee REFUSES to test

- May not return to work - Immediately placed on leave with pay (not disciplinary action).
- Do not allow employee to drive – do not restrain or use force to prevent.
- Provide safe means of transportation to residence.
- If refuses transportation, advise that you are obligated to report if he/she is driving – call the police.
- Contact your manager and HR Advisor.

# While interviewing

- If you do not have sufficient basis/reasonable grounds to believe a violation exists:
  - Re-educate the employee on the County's firm stance on its Alcohol and Drug Program,
  - Continue to monitor the employee if needed,
  - Complete Reasonable Suspicion Checklist and other documentation.
- Mark all documentation "CONFIDENTIAL" and send to your HR Advisor within 24 hours.

**DO NOT keep a copy.**

# Things to Know

- Reasonable suspicion of alcohol and drug use is highly confidential – like a medical condition. Tell ONLY those who NEED to know.
- Do not allow an employee to talk you out of a test once you have decided you have reasonable suspicion. They may be taking a new medication or have a medical condition – best to rule out alcohol or drug use.

# Things to Know

- While making your determination
  - Keep employee engaged in non-safety sensitive activity,
  - Have someone keep an eye on him/her,
  - Do not allow the person to leave or disappear.

# Having that difficult conversation

## **DENIAL**

The employee denies the problem exists and insists that the supervisor or someone else in the County is out to get him/her.

### *HOW TO RESPOND*

*Stay calm. Have your performance and/or conduct documentation at hand, e.g. Reasonable Suspicion. Keep the conversation focused on these issues.*

# Having that difficult conversation

## THREATS

The employee threatens you or the County.

*"If you push me, I'll go to an attorney...make a scene...quit here and now..."*

## HOW TO RESPOND

*Remind the employee that he/she may do whatever he/she chooses, however as a supervisor your responsibility is to uphold the County's program and find a solution that will help the employee and the County. If you think you are losing your objectivity or need help to resolve a conflict with a defensive employee, seek the help of another supervisor or manager.*



# Having that difficult conversation

## **RATIONALIZATION**

The employee tries to avoid the issue by making excuses.

*"If this job wasn't so stressful, I wouldn't be making so many mistakes and wouldn't be late so often."*

## *HOW TO RESPOND*

*Stay focused on your observed signs, behaviours and conduct. Avoid being distracted by excuses; let the employee know that help is available.*

# Having that difficult conversation

## **ANGRY OUTBURST**

The employee becomes angry. He or she may cry, yell or scream. This emotional outburst is intended to scare off the supervisor and cause him or her to drop the whole matter.

(In a shouting voice with arms raised) "How dare you accuse me of drinking at work and not getting my work done on time."

### *HOW TO RESPOND*

*Do not react. Wait until the employee runs out of steam and then continue where you left off; keep the focus on the issue at hand.*

# Be Consistent

- Regardless of your personal relationship with the employee, treat each person the same when addressing these complex issues. Not easy to do!
- Follow procedures – you must avoid playing favorites.
  - Protects you from being accused of discrimination.
  - Helps your relationship with people you supervise.

# Preserve Dignity and Confidentiality

- ALL discussions of an employee's problems are held in private.
- No one else should hear the conversation.
- You may be told something "just between you and me". You may be obligated to report the conversation. Be up front and tell them that you may have to tell someone.
- RESPECT confidentiality – it's critical for building trust with the people you supervise.

# Reporting Unfit for Duty

- Document the *reasonable suspicion* observations as soon as practical.
- Confirm your observations – have another supervisor observe and verify your suspicions.
- Arrange for alcohol and drug testing.
- If time constraints allow, consult with your manager and/or HR Advisor.

# Alcohol or Drug Abuse of a Boss or Supervisor

- Problems with alcohol or drug abuse are serious and may have a negative impact on your worksite – especially touchy when it is your boss.
- This requires careful thought and is not advisable to confront on your own. Contact another manager and/or your HR Advisor.

# What if you find illegal drugs at work?

- Use caution.
- Do not handle, discard or transport the drugs yourself.
- Seek the guidance of another supervisor or manager.
- Notify your HR Advisor.
- Police may be required to deal with the drugs.

# In summary, you as a supervisor should...

- Have a good working knowledge of the Alcohol and Drug Program,
- Be sufficiently prepared to talk with your workers about the A&D Program, and
- Know your role in applying the A&D Program.



# Questions??

July 16, 2013

73