



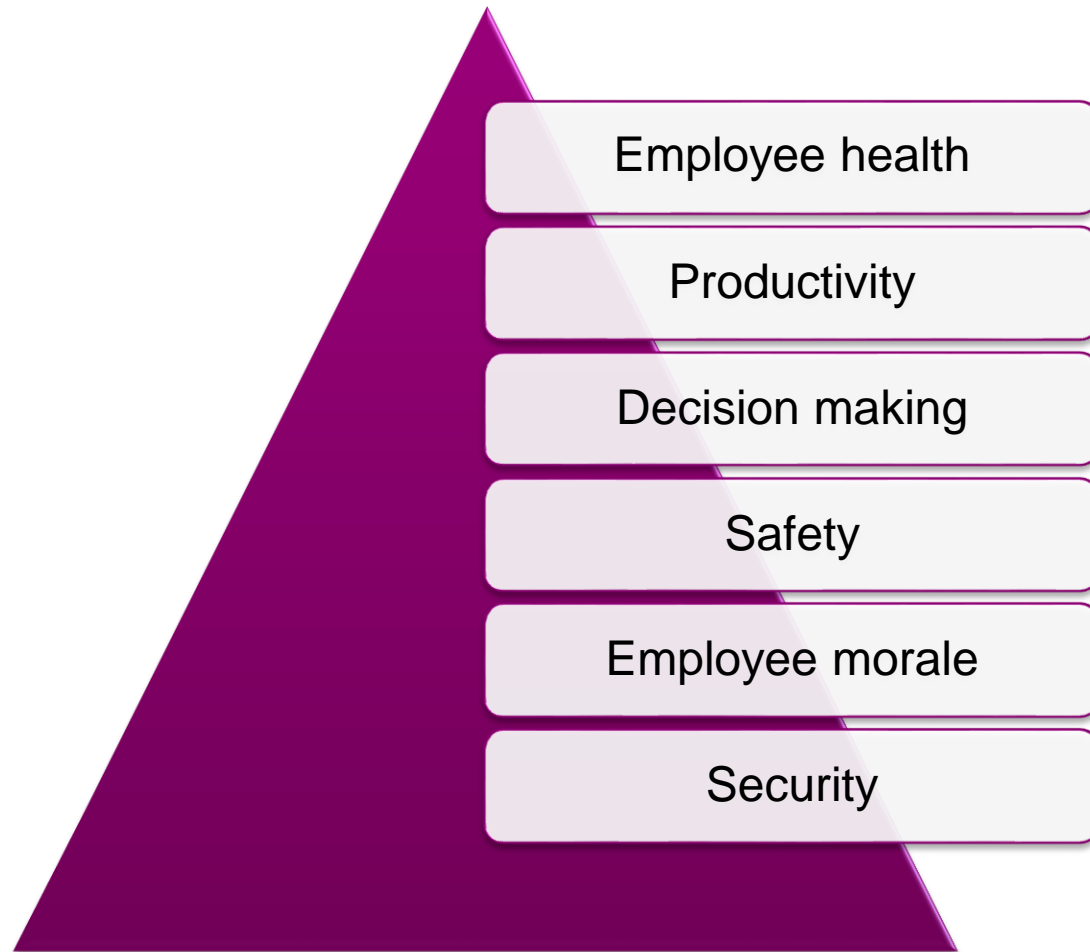
*A Leader's Guide to a
Drug-Free Workplace*



Learning Objectives

1. Understand the impact of substance abuse on the workplace.
2. Describe the emotional, behavioral and physical signs and symptoms of substance abuse.
3. Recognize the link between poor performance and substance abuse.
4. Understand your responsibilities for maintaining a drug-free workplace and what help is available.

Impact of Substance Abuse in the Workplace



*From: the Office of the Assistant Secretary for Policy U.S. Department of Labor; www.dol.gov

Signs and Symptoms of Substance Abuse

Abuse of alcohol and other drugs can affect people:

- Emotionally
- Behaviorally
- Physically

Signs and Symptoms of Substance Abuse

Abuse of alcohol and other drugs can affect people:

Emotionally

Behaviorally

Physically

EMOTIONAL EFFECTS:

Aggression

Burnout

Anxiety

Depression

Paranoia

Denial

Signs and Symptoms of Substance Abuse

Abuse of alcohol and other drugs can affect people:

Emotionally

Behaviorally

Physically

BEHAVIORAL EFFECTS:

Slow reaction time

Impaired coordination

Slowed or slurred speech

Irritability

Excessive talking

Inability to sit still

Limited attention span

Poor motivation or lack of energy

Signs and Symptoms of Substance Abuse

Abuse of alcohol and other drugs can affect people:

Emotionally

Behaviorally

Physically

PHYSICAL EFFECTS:

Weight loss

Sweating

Chills

Smell of alcohol

Drugs

Marijuana

Cocaine

Opiates

Amphetamines

Prescription
drugs

Alcohol

Synthetic drugs

Recognizing Problems

Examples of common performance problems that may be indicators of underlying addiction include:

- Poor attendance - tardiness, unexplained
- Absences, long lunches
- Co-workers or customer complaints
- Mistakes and missed deadlines

Your Responsibilities

Identify and handle employee job performance problems



Documentation



Refer to EAP if appropriate



Provide continued supervision

Handling Employee Job Performance Problems

- ✓ Start with something positive.
- ✓ Emphasize that problems need to be corrected.
- ✓ Refer to specific document to support your claims.
- ✓ State specifics of corrective action plan.
- ✓ State what will happen if employee does not follow through.
- ✓ Stress your confidence in employee to take care of the issue.

Common Barriers When Addressing Employee Problems



Denial

Stay calm. Have documentation ready and keep the conversation focused on performance issues.

Threats

Remind employee they may do as they choose, but your responsibility is to uphold the organization's policy and find a solution that will help both the organization and the employee.

Rationalization

Stay focused on work performance. Avoid being distracted by excuses; remind employee help is available.

Angry outburst

Do not react. Focus on job performance and if the employee continues to carry on, reschedule the meeting.

Documentation

- ✓ Be specific and focus on performance.
- ✓ Provide actual observations and facts, not opinions or conclusions.
- ✓ Include examples of satisfactory and excellent work as well as what is below par.
- ✓ Keep records confidential and update them on a regular basis.
- ✓ Be objective, fair and consistent.



Refer to EAP

- Confidential
- Professional counselors
- Assessment, treatment, and referral when appropriate
- Early intervention and prevention

Provide Continued Supervision

- Maintain confidentiality.
- Don't "walk on eggshells".
- Continue to monitor work performance and document improvement or decline.
- Make yourself available to provide guidance or discuss concerns the employee may have.
- Support and reinforce positive behavior changes.
- Follow through with normal disciplinary procedures, if necessary.



Scenario #1

John has worked for your company for 10 years and has been a good employee with a clean record. Although, within the past 3 months he has been late 6 times and called in sick twice. He is often late on Mondays and sometimes his wife calls in for him to report that he will be late or missing. In addition, he often comes to work looking unusually unkempt and fatigued. Today John's wife calls in to report that he overslept and he will be in shortly. Soon after John arrives you go over to talk to him. He appears unkempt and has bloodshot eyes. You notice a faint odor of alcohol and he looks the other direction as he talks to you. John fumbles around in his pocket and pulls out a stick of gum and puts it in his mouth.

Scenario #2

A group of your employees are working on a large project that requires some long hours. You overhear a few employees from that group talking about how Jane seems to have endless energy because she is putting in more time than anyone else and has been “pulling some all-nighters.” Lately, you have noticed that Jane has been talking fast and seems fidgety. You see Jane come out of the bathroom and head to her desk. A few minutes later you approach her to ask her for a file. You notice that her eyes are watery, pupils are dilated and she has the sniffles. Jane is fidgety and looks around on her desk while she talks rapidly to herself about where she put the file. Finally, she pulls open a desk drawer and pulls out the file and abruptly closes the drawer. However, you were able to see that Jane’s purse was wide open in the drawer and she has what appears to be a small bag with a white substance. You also notice that her hands are trembling as she hands you the file.

Your Employee Assistance Program

Call toll-free or visit us on the web

24 hours a day/7 days a week

Thank you!

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