

# Supervisor Drug and Alcohol Training



## Who Must be Included in a Testing Program and How Random Alcohol Testing is Different?

Employees who must be tested include any **assistant, helper, or individual who performs a safety-sensitive function** either directly or by contract (including by subcontract at any tier) for an employer that is required to test. Employees who are to be tested include **full-time, part-time, temporary, in training, and intermittent employees** regardless of the degree of supervision.

While drug abuse prohibitions are always in effect, and Random Drug testing is appropriate at any time during the work day, for the purposes of Random Alcohol testing, a covered employee may only be tested when he or she is considered to be **Performing** a safety-sensitive function i.e., during a period in which he or she is ready to perform, immediately available to perform, actually performing or has just finished performing such a function for a covered employer.



### Covered Employees

Employees who perform safety sensitive functions for Part 121, 135 and 145 Operators generally referred to as "covered" employees or workers who work in "covered" positions include:

- Flight Crew members
- Fight Attendants
- Flight Instructors under Part 121 and 135
- Aircraft Dispatchers
- Aircraft Maintenance & Preventive Maintenance
- Ground Security Coordinators
- Aviation Screeners
- Air Traffic Controllers



## USE FOLLOWING AN ACCIDENT

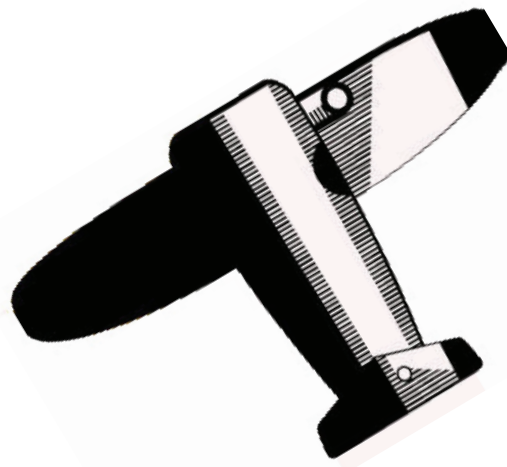
### Alcohol

No covered employee who has actual knowledge of an accident involving an aircraft for which he/she performed a safety-sensitive function, at or near the time of the accident, shall use alcohol for 8 hours following the accident, unless he/she has been given a Post-Accident test or the employer has determined that the employee's performance could not have contributed to the accident.

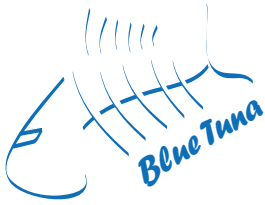
No covered employee shall refuse to submit to a required test and no employer shall permit an employee who refuses to submit to such a test to perform or continue to perform safety-sensitive functions.

### Drugs

Drug rules prohibit any unauthorized use of controlled substances at any time. Illicit use of drugs by safety-sensitive covered employees is prohibited on or off duty. This includes the misuse of otherwise legally prescribed controlled substances procured or used illegally.



# Supervisor Drug and Alcohol Training



## Prohibited Conduct

Performance of a Safety Sensitive Duty is prohibited under the following circumstances:

### Alcohol

**Report for Duty.** No covered employee shall report for duty or remain on duty requiring the performance of safety-sensitive functions while having an alcohol concentration of 0.02 which indicates approximately one drink.

### On Duty Use.

1. No covered employee shall perform flight crewmember or air traffic control duties within 8 hours after using alcohol.
2. No covered employee shall perform other duties such as aircraft dispatcher or aircraft maintenance.

**Use Following an Accident.** No covered employee who has actual knowledge of an accident involving an aircraft for which he/she performed a safety-sensitive function, at or near the time of the accident, shall use alcohol for 8 hours following the accident, unless he/she has been given a Post-Accident test or the employer has determined that the employee's performance could not have contributed to the accident.

**Refusal to Submit to a Required Alcohol Test.** No covered employee shall refuse to submit to such a test to perform or continue to perform safety-sensitive functions.

### Drugs

Drug rules prohibit any unauthorized use of controlled substances at any time. Illicit use of drugs by safety-sensitive covered employees is prohibited on or off duty. This includes the misuse of otherwise legally prescribed controlled substances procured or used illegally.

## MRO and Employer Requirements to Notify the Federal Air Surgeon

In addition to notifying the employer about a positive **drug** test, in accordance with 49CFR part 40, the MRO must forward to the Federal Air Surgeon the name of the individual, along with identifying information and supporting documentation, within 2 working days, to: Federal Aviation Administration, Office of Aerospace Medicine, Drug Abatement Division (AMM-800) 800 Independence Avenue, SW, Washington, DC. 20591 or by fax to (202) 267-5200. If the employee returns a positive **alcohol** test, the employer bears the responsibility to notify the Federal Air Surgeon.

# Supervisor's Drug & Alcohol Consequences



**CAUGHT IN THE ACT** drinking on the job.  
A pigeon just snagging a drink where it can!



## THE PERMANENT BAR

The Permanent Bar is not funny, not a joke, it is real.

Any covered employee who has two confirmed violations of alcohol misuse or substance abuse, or one such violation while on duty - actually caught in the act of drinking or taking drugs is permanently precluded or barred from ever performing the safety-sensitive duties that they were performing prior to the confirmed positive test for their current or any subsequent employer.

**0.02 to .039** Breath Alcohol = the person must be removed from safety-sensitive functions. The person cannot return to performing safety sensitive duties until at least one of the following conditions is met.

An alcohol test is administered and the employee's alcohol concentration measures less than 0.02% - or the start of the employee's next regularly scheduled duty period but not less than 8 hours following the test that registered between 0.02 and 0.39 %

**0.04 or higher**, the person must be removed from safety-sensitive functions. The person cannot return to safety sensitive duties until they have accomplished the following:

- Been evaluated by a Substance Abuse Professional (SAP)
- Complied with any treatment recommendations.
- Tested negative on a Return to Duty Test

## Formula

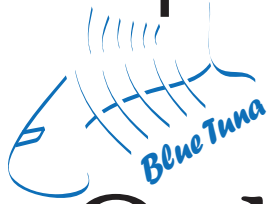
***2 Confirmed violations of alcohol misuse or substance abuse equals permanent bar.***

***Caught in the act of drinking or using on the job equals Permanent Bar.***

A covered employee who test positive for drugs must be removed from safety sensitive duties. The removal cannot take place until a Medical Review Officer (MRO) interviews the employee to determine use of a controlled substance. RETURN - the person cannot return to safety sensitive duties until they have been evaluated by a SAP, have met any rehab requirements and have had a negative Return to Work test.

# Supervisor Drug and Alcohol Training

Enablers, what they are and how to avoid becoming one!



## Codependency

Codependency is a term which has been defined variously. In general, the codependent is understood to be a person who perpetuates the alcohol or drug dependence of someone close to them in a way that hampers recovery. This can be done through direct control over the dependent, by making excuses for their dysfunctional behavior or relieving them of the consequences of the dependence. In an act called enabling, this can have negative social and health consequences for both parties.

### Symptoms

To enable the individual with the addiction, the mutually dependent person makes excuses and lies for the addict, which enables the addiction to continue. Codependency is reinforced by a person's need to be needed. The enabler thinks unreasonably by believing he can maintain healthy relationships through manipulation and control. He believes he can do this by avoiding conflict and nurturing dependency.

Is it normal for someone to think that he can maintain a healthy relationship when he does not address problems and he lies to protect others from their responsibilities? The way a codependent person can continue to foster this dependency from others is by controlling situations and the people around them. The ongoing matter in a codependent home, are to avoid conflicts and problems and to make excuses for destructive or hurtful behavior.

Like an addict or alcoholic an enabler engages in unhealthy behavior that has dire consequences.

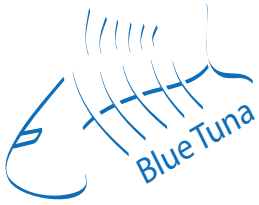
Supervisors who are also enablers have a particular problem when dealing with subordinates. The need to rescue an employee struggling with addiction or alcoholism may lead them to "look the other way", excuse inappropriate behavior or even completely ignore the issue, which may endanger the lives of an untold number of people.

Here are some helpful tips for the supervisor who may struggle with codependency:

1. Determine up front before you are ever faced with the problem that you will follow the rules and regulations pertaining to documenting, reporting and confronting alcohol or drug use in the workplace.
2. Resolve within yourself as a supervisor that your responsibilities extend to co-workers and even end users of your services or products. How you respond to these issues will have a direct impact on the lives of others you may never meet or interact with.....!
3. Know your limits. As a supervisor these rules on documenting and engaging employees who are using or drinking on the job are very specific and will function as a guideline to ensure the safety of everyone directly or indirectly involved. Don't overstep your boundaries or make up new rules just to fit your situation.



# Supervisor Drug and Alcohol Training



## Supervisors: The Most Important Drug-Free Workplace Ingredient

Managers and Supervisors: From the CEO to the front-line supervisor, all levels of management are responsible for supervising one or more employees. They delegate work, monitor the work/progress and are generally responsible for ensuring that the mission of the organization is accomplished. Front-line supervisors are, however, especially important in that they are the ones closest to the employees directly responsible for producing the organization's goods and services. Depending on the organization, their responsibilities can include hiring and training, encouraging and disciplining, effectively communicating policies and directives handling grievances, and enforcing safety issues.

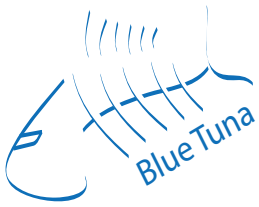
Nowhere else, at any level, is more expected or performance more critical. Now, more than ever, the role of the supervisor is critical in ensuring the efficiency, productivity and "satisfaction" of each employee. Unlike in days past, when foreman/supervisor was an "expert in his area and responsible for overseeing the production of a team focused on a narrow range of tasks, new technology and the introduction of computers has increased productivity and removed many of these labor intensive tasks. Now, supervisors manage "people" who may perform many diverse tasks. At the same time, the motivating forces for employees see to have taken rather sharp turns. The "gold watch" retirement and "job for life" career path have disappeared, and younger workers have less loyalty and typically believe they will change careers /employers three to five times over their working lives.

What has also changed is the pace of change itself! While a supervisor's job may have once been a relatively simple oversight process because little of the work changed from day-to-day, the supervisor must now include the ability to manage changing tasks and procedures in a more diverse area of responsibility. Perhaps this is one single requirement, often driven by technology, separates today's supervisors from those of two decades ago. On top of those changes, all of this has occurred in an ever-more competitive environment where organizations are no longer just concerned with competitors in the U.S. but must also be concerned with those from dozens of foreign countries where labor is "cheap" and plentiful.

For all of these reasons, and many more, the pressure on supervisors and organizations to provide the best, most cost-effective product/service possible has never been greater. One way to help accomplish this task is to do everything possible to provide efficiencies and savings by ensuring a drug-free workplace. Without informed, committed managers and supervisors, this can never be accomplished.



# Supervisor Drug and Alcohol Training



## Substance Abuse: Why You Should Care

### SUBSTANCE ABUSE IS A THIEF! (CONT.)

- FACT:** Substance abusers are 2.5 times more likely to be absent eight or more days a year.
- QUESTION:** Who does their work? Are part-time workers brought in or do existing employees have to work longer or harder? Is the work simply left undone?
- FACT:** Substance abusers are generally “short timers” and change jobs as frequently as three times per year.
- QUESTION:** Who pays the estimated \$7,000.00 it costs to hire and train a new employee?

#### ADDITIONAL FACTS:

- 50 percent of all workers’ compensation claims involve alcohol drugs.
- Substance abusers are the cause of 49 percent of industrial accidents and fatalities.
- Substance abusers are 5 times more likely to injure themselves.
- Substance abusers account for more than 40 percent of all employee theft.

Each of these costs directly impacts an organization’s effectiveness, its cost of doing business, its competitiveness and, ultimately, every employee’s pay and benefits.

## The Six Reasons To Have A Test Performed And Refusal To Test

### An Overview

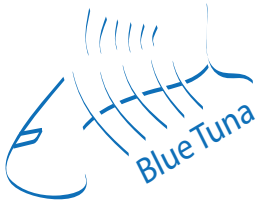
Drug-Free Workplace Policies generally state six reasons or circumstances that may cause drug testing, and five reasons or circumstances to test for alcohol. These reasons can be traced back to the start of testing under Department of Transportation (DOT) requirements in the 1990s. For Federally mandated programs, the merits of these reasons to test have been argued and supported by judges all the way up to the Supreme Court. For non-government mandated testing, state and local law may require different types or conditions for testing. These programs should be reviewed by appropriate local legal counsel.

The six reasons to test for drugs that are listed here are currently required by all six of the DOT Operating Administrations (OAs). These OAs are the governmental agencies that regulate testing in interstate transportation delivered by trucks, public transportation, aviation, railroads, oil and gas pipelines, and shipping on the water-ways. Five of the six reasons are also required for alcohol tests under the same six OAs.

### THE SPECIFIC TESTS

In no particular order, here are the six reasons to test for drugs generally considered for workplace programs. With the exception of Pre-employment testing, the same reasons to test apply to **alcohol** misuse.

# Supervisor Drug and Alcohol Training



## The Six Reasons To Have A Test Performed And Refusal To Test

### THE SPECIFIC TESTS

#### 1. Pre-Employment Testing

Usually this test takes place either before the hiring process, as a condition of being hired, or prior to the performance of what would be defined as a safety-sensitive duty at a company. The aim of the test is simple. It is administered to weed out, to the extent possible, the employees who might bring their habits of substance abuse and alcohol misuse into the workplace and endanger other employees. Although considered an “intelligence test” by many, Pre-employment testing has proven to be very effective in workplace programs. It continues to be a way to help control the costs substance abusers bring to their jobs.

#### 2. Post-Accident Testing

This test is called for when an accident, usually of a certain type or magnitude, takes place either in the workplace or in a company vehicle. The exact requirements that necessitate a Post-Accident Test differ from organization to organization but normally fall into general categories that are similar. These categories include: injury; the severity of injury and, perhaps, where the injury was treated; death of an accident victim; and damage to property, usually determined by the dollar amount of damage. In most Post-Accident situations, the employee involved is suspended from his position until the results of the alcohol and drug test are reported and certified.

#### 3. Random Testing

Random testing is normally put in place as a deterrent to encourage employees not to use illegal drugs or misuse alcohol. The testing is conducted at a pre-selected rate on an unannounced basis. Random testing is clearly the strongest deterrent to substance abuse in the workplace.



#### 4. Reasonable Suspicion Testing

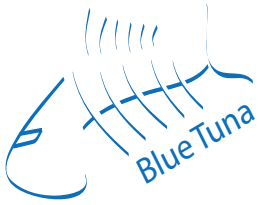
This test is called for when an individual employee is suspected of having a drug or alcohol problem that is affecting safety and/or performance in the workplace. Some of the situations that might result in a Reasonable Suspicion Test include: accidents, deteriorating performance, tardiness on the job, behavioral problems, and unexplained absences from the workplace. There are others mentioned later on.

In any case, Reasonable Suspicion is the most complicated of the reasons to test and requires that the decision maker be trained to recognize the signs and symptoms of drug abuse and/or alcohol misuse. Thorough documentation and justification are required.

#### 5. Return-to-duty Testing

The Return-to duty Test is performed when a company's policy allows for rehabilitation and/or rehire after a positive test result. This is a single test that is performed prior to the employee's actual return to duties.

# Supervisor Drug and Alcohol Training



## The Six Reasons To Have A Test Performed And Refusal To Test

### 6. Follow-Up Testing

Follow-up testing is a series of tests performed after the employee has tested negative on the Return-to-duty Test and has returned to the workplace. While the number of Follow-up tests may vary in a Federally regulated program, the employee is required to take at least six unannounced tests within the first 12 months after a Return-to-duty negative. Thereafter, the testing may be continued for up to 60 months/5 years. Follow-up tests may be comprised of either drug and alcohol testing or both, depending upon policy requirements.

## Common Characteristics Of An Effective Drug-Free Workplace Program

### Characteristics of an Effective Written Substance Abuse Policy

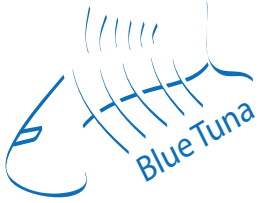
Every organization must have a policy that spells out what the program is, how it will be implemented and managed, and the consequences of a positive drug or alcohol test. The employer should publish the policy, set a future implementation date and ensure employees have an adequate opportunity to review and understand the policy's implications. Once this has taken place, an employee selected for testing, regardless of the reason for the test, should have no legitimate reason to question his selection.

In the world of DOT testing, there are some specifics that are required to be included in a substance abuse policy. While employers who manage their own testing programs have no such requirements, it is worth considering the inclusion of this information:

1. The purpose of the program - to establish a drug-free workplace, prevent accidents, improve productivity, and meet any regulatory requirements.
2. The identity of the person designated by the employer to answer questions about available educational materials and the program
3. The categories of employees who are subject to the provisions of the program.
4. Sufficient information about the functions performed by covered employees so they will clearly know during what period of the work day they are required to be in compliance with the program.
5. Specific information concerning employees' conduct that is prohibited by the policy.
6. A list of the types and circumstances/reasons that will cause a test to be performed, i.e., drug and/or alcohol Pre-employment, Random, Post-Accident, Reasonable Suspicion Testing, etc.
7. Define how those who will be tested will be educated on the program, the drugs, and the consequences of drug/alcohol abuse.



# Supervisor Drug and Alcohol Training



## Common Characteristics Of An Effective Drug- Free Workplace Program

### Characteristics of an Effective Written Substance Abuse Policy

8. Identify available assistance for a contractor or employee who has such a problem.
9. Define Self-Identification - what happens when an employee admits to drug use prior to actual testing.
10. Define refusal to test - what happens when an employee refuses to take a test.
11. Spell out the requirement that a contractor or employee must submit to testing as a condition of employment and the consequences of a refusal to test.
12. Publish the consequences for employees or contractors who are found to have violated the program's requirements and who have had verified, certified positive drug and/or alcohol test results.

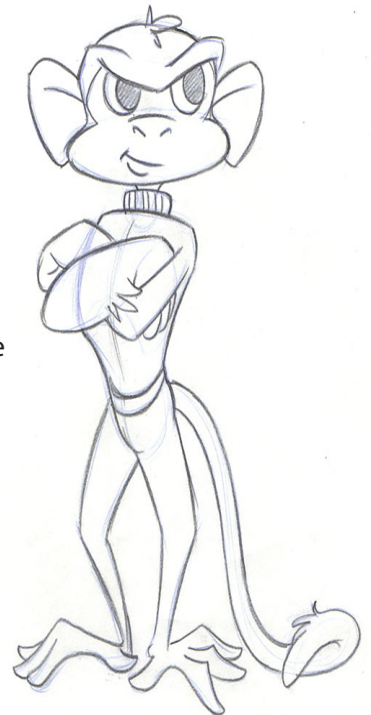
Note that the prior list is not intended to be all-inclusive and that each organization must "customize" its policy to fit its specific situation.

### REFUSAL TO TEST

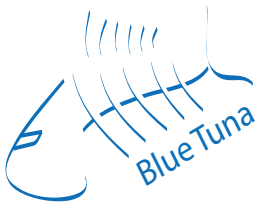
Refusal to test is a situation in which an employee either fails to provide a specimen as directed, or submits a specimen that fails to meet laboratory specifications for one reason or another as defined below. These situations are almost always defined in the company's testing program policy document. With few exceptions, employees who refuse to test are treated exactly as if they had tested positive.

A company normally interprets the following situations as Refusal to Test:

1. The employee fails to show up at the specimen collection site.
2. The employee fails to remain at the site long enough to provide a sample.
3. The employee provides a urine specimen that is outside of the human body's normal temperature range.
4. The employee is not able to provide enough sample to perform either/or the alcohol or drug test. That would include failure to provide the volume of urine required or, in the case of alcohol testing, fails to provide a large enough volume of breath. A failure to provide the required sample volume is a judgment normally required to be made by a medical doctor.
5. The employee fails to allow a properly required monitored collection.
6. The employee fails to take a second test as required.
7. The MRO reports the urine specimen as either adulterated or substituted.



# Supervisor Drug and Alcohol Training



## Alcohol the misused Drug

### Recognizing the Signs and Symptoms of Alcohol Abuse/ Misuse

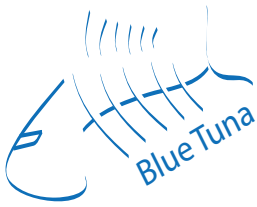
According to government reports, 120 million of us are current users of alcohol. Over 14 million of the 120 million—1 in every 13 adults—abuse alcohol or are alcoholic. Several million more adults engage in risky drinking that could lead to alcohol problems. From another viewpoint, 53 percent of men and women in the U.S. report that one or more of their close relatives has a drinking problem. It should also be noted that there are many individuals who should not consume alcoholic beverages in any quantity: women who are pregnant or trying to conceive; people who plan to drive or engage in other activities that require attention or skill; people taking medication, including over-the-counter medications; recovering alcoholics; persons under the age of 21; and people with certain medical conditions, such as peptic ulcer.

In general, moderate drinking—defined as two drinks per day for men and one drink per day for women and older people—is not considered to be harmful for most people. Indeed, there may be some beneficial effects. Moderate drinking may be defined as drinking that does not generally cause problems, either for the drinker or for society. A standard drink is generally considered to be 12 ounces of beer, 5 ounces of wine, or 1.5 ounces of 80-proof distilled spirits. Each of these drinks contains roughly the same amount of absolute alcohol—approximately 0.5 ounce or 12 grams. The existence of separate guidelines for men and women reflects the fact that women become more intoxicated than men at an equivalent dose of alcohol. This results, in part, from the significant difference in the activity of an enzyme in the stomach tissue of males and females that breaks down alcohol before it reaches the bloodstream. The enzyme is four times more active in males than in females. Moreover, women have proportionately more fat and less body water than men. Because alcohol is more soluble in water than in fat, a given dose becomes more highly concentrated in a female's body water than in a male's. Since the proportion of body fat increases with age, a limit of one drink per day is recommended for the elderly as well. Obviously, overall body size is a significant factor.

In some cases, an individual's use of alcohol may lead to the disease of alcoholism. The craving that an alcoholic feels for alcohol can be as strong as the need for food or water. An alcoholic will continue to drink despite serious family, health, or legal problems. Like many other diseases, alcoholism is chronic, meaning that it lasts a person's lifetime; it usually follows a predictable course; and it has symptoms. There is no cure for alcoholism at this time. Even if an alcoholic has not been drinking for a long time, he can still suffer a relapse. To guard against a relapse, an alcoholic must continue to avoid all alcohol.

Alcoholism is influenced both by a person's genes and by his lifestyle. Research shows that the risk for developing alcoholism does indeed run in families. Some research shows it skips male generations. So, while the genes a person inherits partially explain this pattern, lifestyle is also a factor. One's choice of friends, the level of stress, and the availability of alcohol are also factors that may increase the risk for alcoholism. However, it should be noted that just because alcoholism tends to run in families, it does not mean that a child of an alcoholic parent will automatically become an alcoholic. Some people develop alcoholism even though no one in their family has a drinking problem. It is important, however, to know when one may be at risk so that steps can be taken to protect oneself from developing problems with alcohol.

# Supervisor Drug and Alcohol Training



## Alcohol the misused Drug

### Short-Term Effects of Alcohol Abuse

The short-term effect of alcohol use on an individual depends on numerous factors, including: how much an individual drinks; how fast they drink; how full the individual's stomach is; and their percent of body fat. Regardless of these factors, the following will be experienced to one degree or another after an individual has two or more drinks:

- Blurred vision,
- Slurred speech,
- Slowed reaction times,
- Difficulty walking,
- Impaired memory.

These short-term effects on an individual who drinks only moderately or infrequently will resolve within a few hours after he stops drinking. The reason is simply that the body rids itself of approximately one "drink" per hour. From the opposite viewpoint, if a person has had four drinks in the last hour, and the body only rids itself of the alcohol from one drink approximately every 60 minutes, the body is under the influence of the remaining alcohol as it passes from the system over the next few hours.

### Long-Term Effects of Alcohol Abuse

- Cirrhosis (hardening) of the liver,
- Inability to resist infection/disease,
- Increased risk for certain cancers—liver, esophagus, throat and larynx (voice box) ,
- Harm to the fetus during pregnancy,
- Increased risk of death from automobile or other accidents,
- Brain damage (this may be permanent),
- Alcoholism, the disease.

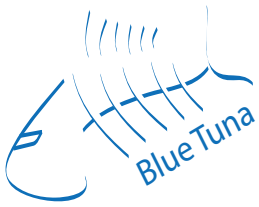
### Alcoholism is characterized by the following:

- Craving—a strong need, or urge, to drink.
- Loss of control—not being able to stop drinking once drinking has begun.
- Physical dependence.
- Withdrawal symptoms, such as nausea, sweating, shakiness and anxiety after stopping drinking.
- Tolerance—the need to drink greater amounts of alcohol to get "high."

### Long-term effects are influenced by a number of factors, including:

- How much and how often a person drinks.
- The age at which the person first began drinking, and how long he has been drinking.
- The person's age, level of education, gender, genetic background, and the family history of alcoholism.
- Whether he is at risk as a result of prenatal alcohol exposure.
- Overall general health status.

# Supervisor Drug and Alcohol Training



## Alcohol the misused Drug

### Impact on the Workplace

The impact of alcohol on the workplace is not unlike that of many other drugs. Effects include:

- Inconsistent work quality,
- Poor concentration,
- Lowered productivity,
- Increased absenteeism,
- Unexplained disappearances from the jobsite,
- Carelessness, mistakes,
- Errors in judgment,
- Needless risk taking,
- Disregard for safety,
- Extended lunch periods and early depart u res,
- Frequent financial problems,
- Avoidance of friends and colleagues,
- Blaming others for one's problems and short c o m i n g s ,
- Complaints about problems at home,
- Deterioration in personal appearance,
- Complaints and excuses of vaguely defined illnesses.

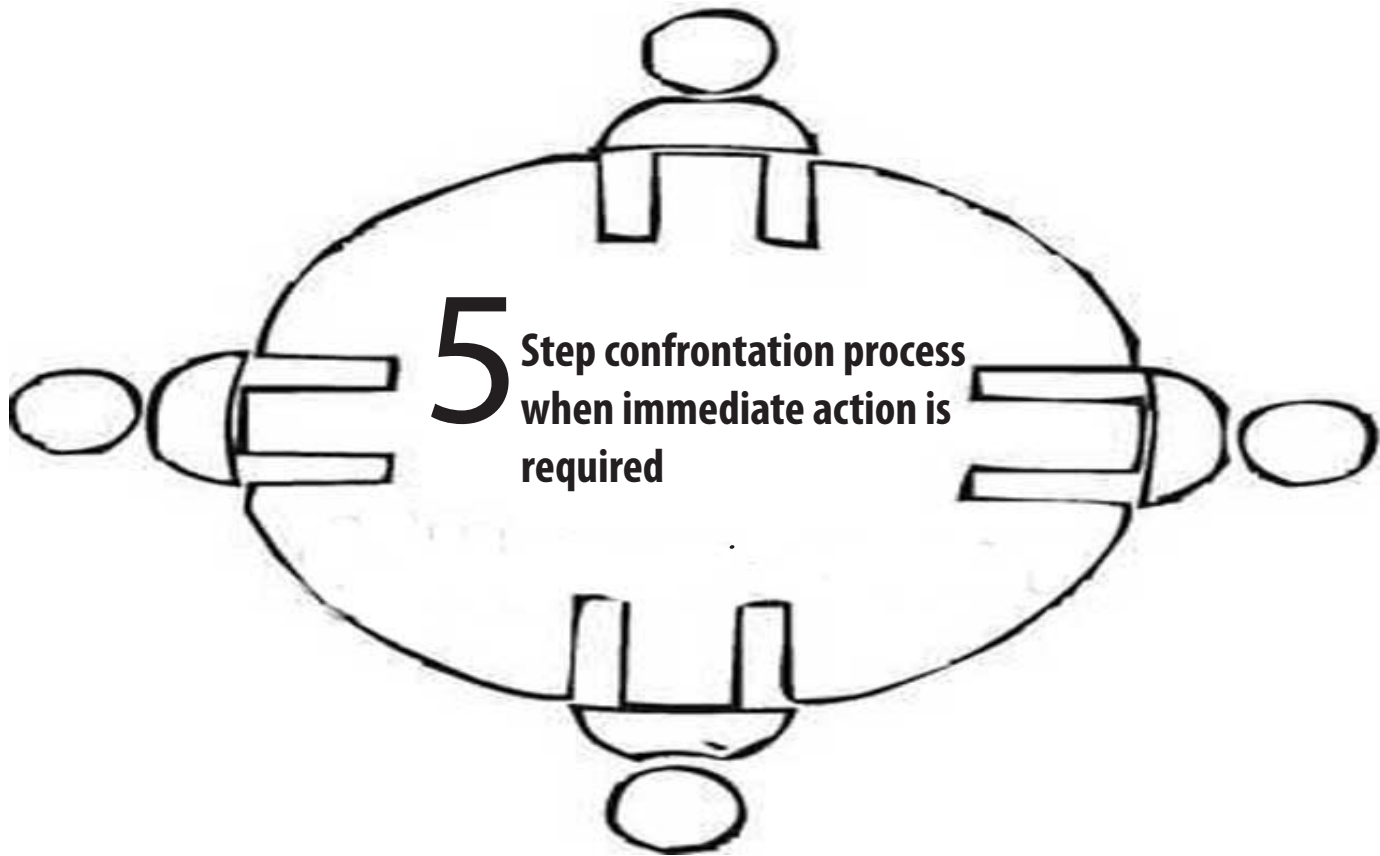
### Driving Impaired

Statistics demonstrate that there is a significant correlation between fatal traffic accidents and the use of alcohol. The following facts were published by the U.S. Department of Labor:

- Alcohol was involved in 40 percent of fatal crashes in 2003—an average of one alcohol related fatality every 31 minutes.
- An estimated 275,000 people suffered injuries in crashes in which police reported that alcohol was present—an average of one person injured every two minutes.
- Approximately 1.5 million arrests were made in 2002 for driving under the influence of alcohol or narcotics. This is a rate of one for every 130 licensed drivers in the United States.
- About 22 percent of the driving age public has driven a motor vehicle within two hours of consuming alcoholic beverages in the past year—males are more than twice as likely to have driven in this condition as are females.
- Overall, about 11 percent of the drinking public over age 16 can be classified as “problem drinkers.”
- The rate of alcohol involvement in fatal crashes is more than three times higher at night (61 percent) than during the day (18 percent). For all crashes, the rate of alcohol involvement is five times higher at night (16 percent) than during the day (3 percent).
- In 2003, more than half (53 percent) of all fatal crashes that occurred on weekends were alcohol-related, compared to 30 percent during the week.



# Supervisor Drug & Alcohol



**First:** Ask the employee to accompany you to a place of privacy. If he refuses, stay with him and have someone call management or the authorities. Consult your policy for "refusal to test" procedures and consequences.

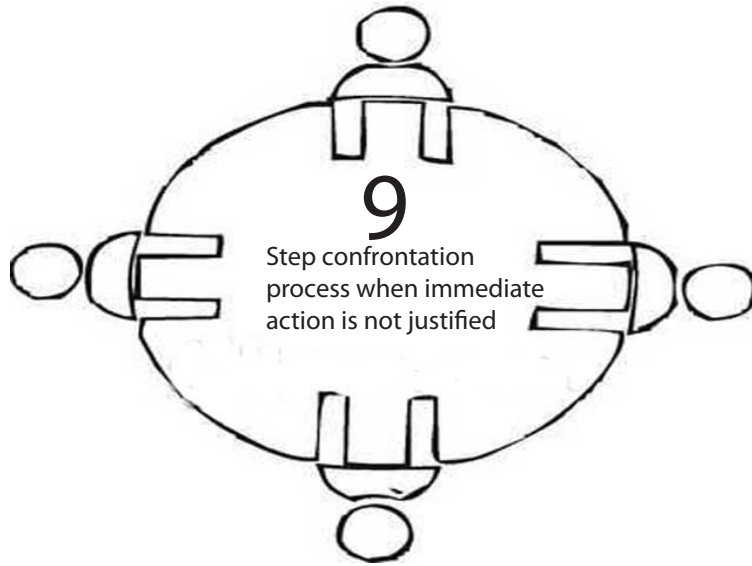
**Second :** Inform the employee that you are concerned about his safety or behavior and tell him that, based on the company policy requirements , you are going to have him driven to a collection site so that the company can conduct a drug or alcohol test. Also, inform the employee that someone will accompany him to the collection site and then drive him home after the collection. If necessary, inform the worker of the consequences of refusal to test.

**Third :** Call ahead whenever possible so the collection and breath alcohol test can take place as expeditiously as possible. Have the employee driven to the collection site and someone stay with him.

**Fourth:** Have the employee driven to his home.

**Fifth:** Make certain that the situation and particulars are documented in writing that day.

# Supervisor Drug & Alcohol



**First :** Observe employee actions and attendance . This should be done over a period that provides you with sufficient evidence of problems. In this instance, a rule of thumb is: Two days is too short and two months is too long. We recommend you consult with HR or your superior as soon as possible . Also determine if you will want someone else present in the actual meeting.

**Second:** As soon as possible after your personal observations, document your findings in writing being sure to note dates, times, and any other specific particulars. Keep any other documentation that you may have gathered on attendance and promptness, for instance, in a secure location.

**Third:** Prepare to confront the employee by deciding what steps the interview will cover. Review your documentation so that you are able to quote situations and incidents by day and date. Nothing will hurt a supervisor more than being unprepared for this meeting.

**Fourth:** Set the meeting with the employee. While time is of the essence, be calm and professional when asking them to join you for the meeting.

**Fifth:** Remind yourself that the reason for the meeting is to discuss workplace production and/or demeanor.(If there is cause for an immediate test , you would have already taken those steps) **In addition, remind yourself that you are not expected to diagnose substance abuse nor are you present to discuss personal issues.** That is left to a Human Resources representative or an Employee Assistance Program (EAP), if one is available. This meeting will be strictly about work and/or workplace demeanor.

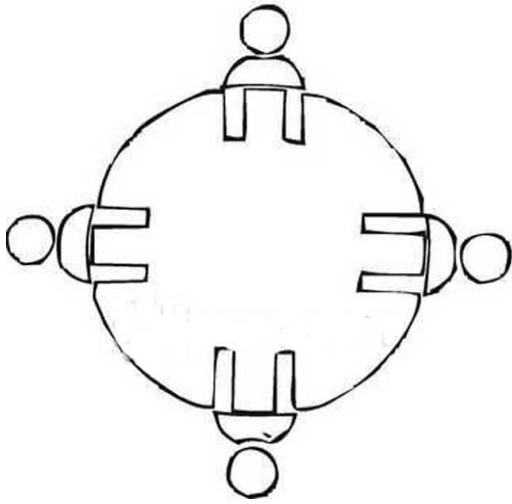
**Sixth:** After being seated, tell the employee about your concerns regarding his failure to meet job standards. This should not be a long meeting , so while it is wise to let your employee talk , you must also be prepared to keep the discussion on track and moving forward. Your intention is to be sure the employee understands your concerns and the issues that pertain to the situation . Be sure to take/keep accurate notes during the conversation.

**Seventh:** Get agreement from the employee that he understands the situation completely. (Check with your company to see if the situation will require a signed statement of understanding from the employee.) At this point , let the employee know that you will be scheduling a follow-up meeting within a reasonable time period and go over exactly what you expect during this time period.

**Eighth:** Monitor the employee's progress or indicators of continued problems. Set up the follow-up meeting go over your findings. If necessary or required, set another follow-up meeting or give the employee a written warning.

**Ninth:** If sufficient improvement isn't made within a reasonable period of time, based on company policy, request Reasonable Suspicion substance abuse testing. You may have to remind the worker of the consequences of refusal to test at this point.

# Supervisor Drug & Alcohol



**F**requently

**A**sked

**Q**uestions

**Q:** Isn't testing an illegal invasion of privacy?

**A:** Within legal guidelines, courts have ruled it is not.

**Q:** Do employers have the right to demand testing as a condition of employment?

**A:** Yes, within legal guidelines.

**Q:** Are donors required to remove their clothing?

**A:** With the exception of heavy outside garments, No.

**Q:** What kind of drugs can be included in an employer's test "panel"?

**A:** Most test for illegal drugs or prescription medications that are being abused illegally, although employers can test for other drugs as long as they are within the laws.

**Q:** What is a Medical Review officer(MRO)?

**A:** An MRO is a specially trained medical professional who reviews test results and advocates for the donor whenever appropriate.

**Q:** How long will drugs show up in a urine sample?

**A:** It depends on the drug, but 2-5 days is a fair estimate.

**Q:** May an employee quit rather than submit to testing?

**A:** Yes, no one can be forced to test by civil law.

**Q:** Are testing records confidential?

**A:** Yes, normally a signed release is required from the donor before an employer can release any records.

**Q:** What is a cut-off level?

**A:** That is the amount of the drug that must be present in the specimen in order to rule the test positive?

**Q:** Can a person refuse to be tested?

**A:** Yes, but according to most company policies, they will be released from the company.

**Q:** Should a supervisor call the police if an employee refuses a Reasonable Suspicion Test and leaves the workplace?

**A:** If the supervisor sees that the employee is going to take action that will endanger someone else's safety, Yes.

**Q:** Is a breath alcohol test as reliable as a blood alcohol test?

**A:** Yes, they are virtually identical.

