

# Substance Abuse Prevention in the Workplace

## AN EMPLOYER'S GUIDE



Developed to accompany

**MOYERS ON ADDICTION**



Premieres on PBS stations  
March 29, 30, 31, 1998  
*(check local listings)*

Funding for MOYERS ON ADDICTION: CLOSE TO HOME has been provided by  
The Robert Wood Johnson Foundation and Mutual of America Life Insurance Company.

**ACKNOWLEDGMENTS**

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Funding for MOYERS ON ADDICTION:  
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## The High Cost of Doing Nothing

by Fred D. Hafer

Chairman, President, and CEO of General Public Utilities Corporation

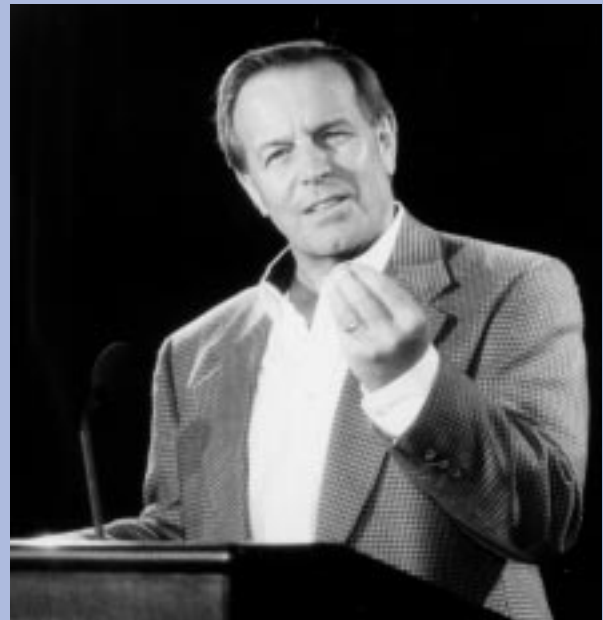
Substance abuse and addiction are problems that are not only close to home but close to the workplace. The abuse of alcohol and other drugs has a huge negative impact on our nation's businesses, large and small.

Just over a decade ago, I assumed the presidency of Metropolitan Edison, a Pennsylvania regional electric utility and one of GPU's subsidiaries. Shortly thereafter, I became a trustee for an addiction rehabilitation facility, the Caron Foundation. These experiences, coupled with much reading on the subject of substance abuse and addiction, gave me a new awareness of the problem and its effects in the workplace.

Among the things I learned was that the sheer financial cost to American businesses is staggering. There are many good humanitarian reasons for addressing the problem. There are also compelling business reasons. The National Institute on Drug Abuse and the National Institute on Alcohol Abuse and Alcoholism estimate that a full 10 percent of the American work force has a chemical dependency problem. A study by the U.S. Chamber of Commerce concluded that these workers function at about two-thirds of what is considered normal productivity. Stated another way, in those cases, one third of the productivity that companies are paying for and are entitled to is lost!

If you're still not convinced that substance abuse and dependence are costing you and your company money, consider that studies have shown that substance-abusing workers, compared to their nonabusing colleagues:

- are five times more likely to file a workers' compensation claim;
- have unexcused absences from work twice as often;
- are late for work three times as often;
- request early dismissal twice as often; and
- are more likely to steal company property and be involved in workplace accidents.



Courtesy of GPU, Inc.

Fred D. Hafer

When I applied the statistics to Metropolitan Edison and later to GPU, even conservatively, I was stunned. They told me that the direct results of substance abuse and dependence could be costing GPU and its subsidiaries more than \$10 million a year. Do the math for your own company.

When you consider that the people close to employees with substance abuse problems, whether family members or co-workers or friends, are frequently adversely affected as well, you can begin to understand, as I did, what a huge impact this phenomenon has on our economy and our society. The cost to human lives and personal dignity as well as business is enormous.

But the news is not all bad. Once we have acknowledged the problem, we can fight it. Businesses can implement policies to both help prevent substance abuse by employees in the first instance and to help those who already have a problem.

Throughout GPU, we have a strong drug and alcohol policy that includes an absolute ban on the use or possession of drugs or alcohol on company property or on any company business. We also provide an Employee Assistance Program (EAP) to give those in need of help a confidential, free avenue to receive it.

Even an employee with an active addiction to a substance, who has lost some or all control over his or her use, can be treated and can recover, returning to full productivity and a good life. Addiction is a disease—it has been recognized as one by the American Medical Association for the past 40 years—and it is treatable.

More good news: Treatment of substance abuse is very cost-effective for businesses, especially as an alternative to discharging the employee. Estimates of the money saved range from \$2.00 to \$10.00 for every \$1.00 spent on treatment. It is obvious to me that it is far more expensive to ignore the problem of substance abuse and addiction than it is to address it.

What's more, the improved quality of life enjoyed by the recovering chemically dependent person produces not only a more productive employee, but a more loyal one as well.

It's tempting for a business manager to conclude that dealing with substance abuse or the problems of an addicted employee is too complex and time-consuming

to take on. But substance abuse manifests itself in the workplace as performance problems, and can and should be approached as such. After all, we're hired to manage performance; dealing with the issue is therefore part of our responsibility. Supervisors don't need to—indeed, cannot be expected to—“diagnose” substance abuse problems. If they address the workplace performance problems that substance abuse causes, and if companies provide employees with prevention and education programs, clear policies, EAPs, and health benefits that pay for substance abuse treatment, the negative effects can be eliminated.

As concerned citizens, we all have an obligation to contribute to the betterment of society. As business people, we must face the stark reality that the cost of ignoring the problems of substance abuse and addiction is intolerable. It is a very poor business decision and a dereliction of corporate duties.

Doing something about substance abuse and addiction in the workplace will admittedly require effort, understanding, and probably some initial investment of money—although the latter will almost certainly be recouped severalfold. But the victory is well worth both the effort and the initial costs we may have to pay, because what none of us can afford is the cost of doing nothing.

**Substance abuse costs America's businesses billions of dollars each year in lost productivity, increased health care costs, accidents, theft, and other drains on profits.**

## Why Fight Substance Abuse and Addiction in the Workplace?

By taking steps to combat substance abuse and addiction among employees, a company can increase productivity; reduce workers' compensation claims, absenteeism, employee thefts, accidents, legal liability, and turnover; lower medical and health benefit costs; and improve morale and employee health. And because Americans spend so much time in the workplace, businesses are in an excellent position to help employees, their families, and their communities combat the nation's number-one health problem.



## Who Can Benefit from a Program?

Any company can benefit from a workplace program to combat substance abuse and addiction. Although some industries, occupations, and demographic groups are more statistically prone to substance abuse and addiction, no one is immune—problems with alcohol, illicit drugs, and tobacco are found in all walks of life and at all levels of employment. Research has shown that employees who receive information about alcohol and other drugs, who work for companies with written policies in these areas, and who have access to Employee Assistance Programs (EAPs) definitely have lower rates of illicit drug use and alcohol abuse.

And companies of all sizes and budgets can make a program work for them, since options for action exist at different levels of cost.

### THINK IT CAN'T HAPPEN HERE? THINK AGAIN!

Do you believe substance abuse couldn't affect your employees, or that you know your workers, and they're not "that kind of people"? Consider these statistics:

- About 8 percent of full-time workers—or one out of every 12—between the ages of 18 and 49 report abusing alcohol. About the same number report using illicit drugs.
- More than two thirds of illicit drug abusers have full-time jobs.
- 6 percent of alcohol abusers and 15 percent of illegal drug abusers admit to being drunk or high on the job in the past year. 40 percent of them work that way at least once each week.
- 57 percent of employees who abuse illegal drugs work in small businesses (under 25 employees) and 30 percent work in medium-sized businesses (25–499 employees).

Workers need not have serious problems with alcohol or other drugs to show impaired performance and pose safety risks; a study of corporate drinking in America found that activities such as drinking alcohol at lunch or working with a hangover can substantially increase the risk of workplace accidents.

*Sources: "An Analysis of Worker Drug Use and Workplace Policies and Programs," US Substance Abuse and Mental Health Services Administration, 1997; "1991 National Household Survey on Drug Abuse," National Institute on Drug Abuse; "Corporate Drinking in America," Harvard University School of Public Health, 1997.*



## Assessing Your Needs

As with any other management task, you'll want to do a careful assessment of your own organization's substance abuse issues and needs. Some kinds of data you may want to collect and analyze are:

### Employee and Business Profiles

Develop a demographic profile of your company. You may want to categorize workers by occupation, tasks performed, and circumstances to identify particular concerns and areas of focus. Jobs where people work alone or away from company premises, for instance, can encourage substance abuse or allow it to continue undetected. Jobs that involve handling dangerous materials, operating equipment or vehicles, or public safety will probably require strict rules concerning substance use, some of them mandated by law (the U.S. Department of Transportation regulates many of these jobs). Different industries and occupations also have different profiles for substance abuse, research has shown. The construction, hospitality, warehousing, and sales industries rank highest in substance abuse; according to a study funded by the National Institute on Alcohol Abuse and Addiction, alcohol abuse ranges from a low of 1.5 percent among female librarians to 50.5 percent among male bartenders. Employees between the ages of 18 and 25 are, statistically, the most likely to use illicit drugs. (This is also the age group from which most companies hire entry-level workers.) However, again, be aware that no one is immune to the risk of substance abuse and addiction. Stereotypes about who's a problem and who's at risk often do not hold up.

### Health Records

You can analyze workers' compensation, accident, and medical claims to understand basic patterns and gain a baseline for evaluating program success.

### Employee Survey

You may want to survey your employees about patterns of alcohol, tobacco, and other drug use and abuse at your workplace. Research has shown that workers are concerned about substance abuse problems in the workplace and may be a good source of information. Surveys should be anonymous to be most effective. Account for underreporting of problems.

In assessing your needs, remember that your company will probably benefit most if all employees are aware of drug, alcohol, and tobacco risks, know what you permit and don't permit, have

access to counseling and treatment, are encouraged to make healthy choices, and feel the company will support them if they admit to a problem.

For instance, a recent study of corporate drinking in America conducted through the Harvard University School of Public Health found that it's not employees with serious alcohol problems who actually cost companies most of the money, productivity, and safety lost to drinking. Moderate drinkers, the study found, account for more problems than alcoholics (they are much more numerous). Many workplace accidents and performance problems are caused by such things as drinking at lunch or working with hangovers from off-hours drinking, as well as by more obviously problematic behaviors such as drinking or using drugs on the job.

## Identifying Resources

Identify in-house and external resources available to your company. You may have staff in health-related areas whose expertise will be valuable. Community resources exist to provide assistance, often free of charge. Outside vendors and consultants can provide some or all aspects of a substance abuse program—for instance, you can contract with a provider of an Employee Assistance Program (EAP) to assess your needs, provide education, make referrals to treatment, and follow up with employees. Other sources of information and assistance include:

- federal, state, and local health departments
- nonprofit organizations
- community-based substance abuse prevention groups
- hospitals
- HMOs and other health-benefit providers
- unions
- chambers of commerce
- industry and business organizations
- addiction mutual-help groups, such as Alcoholics Anonymous

Please also see the Resources list at the end of the guide.

### **BUILDING A BETTER WORKPLACE**

**Quaker Furniture is a North Carolina furniture manufacturer that has grown from a one-man operation to a firm employing 130. Skilled workers play a major role in the company's success, so Quaker tries hard to keep its employees, and to keep them healthy. One of the key staff is an industrial nurse who works 20 hours a week. In a single year, the nurse cut workers' compensation claims in half, in part by instituting a formal substance abuse program that promises workers they can return to their jobs after a leave of absence for substance abuse treatment, and administers drug tests to monitor employee use.**



### PAVING THE WAY TO SAFETY

As office manager of McCormick Asphalt Paving, her family's 17-person firm in Ozark, Arkansas, Martha Collins worried that some of the workers were taking the company's heavy paving equipment out on the highways after "they had had a rough night." Using free advice and materials from the federal Center for Substance Abuse Prevention (see details in the Resources list), she put together a formal substance abuse policy that includes testing of drivers and referral to local resources for help with problems. She gave a copy of the policy to each employee, held a meeting to explain it, obtained a signed acknowledgment from each employee, put up posters she got free from CSAP, and gave out free CSAP educational literature. Results were immediate. At least two people began coming to work "in better condition than they've been in years," Collins reports. Requests for midweek advances on pay also stopped. After almost six months, the company has not had to intervene with any employee or refer anyone for help.

## Designing the Program

You have many options for effective action against substance abuse and addiction in your organization. Effective programs generally involve some combination of the specific components described below. If you wish, you can start small, with low-cost options, and build up from there.

### A Formal Written Policy

The best way to signal that substance abuse prevention and employee health are an important company priority is to have an official, written company policy. If you don't have a policy in place and need help designing one, you can borrow elements or even an entire plan from those used by other firms or printed in books or guides such as those published by the Center for Substance Abuse Prevention (see Resources list). Since your policy may have legal ramifications, you should have it reviewed by a lawyer who is an expert in substance abuse issues in your state. Involve employee groups or unions early in the process of developing your policy.

Experience shows that an effective policy includes:

- a rationale that explains the policy's justification, purpose, and goals
- a clear statement of exactly what behaviors you expect from employees (e.g., doing their work free from any negative effects of substance use) and what behaviors you prohibit (e.g., drinking, smoking, or drug use at work, or in ways that negatively affect work)
- explicitly stated consequences for violating the policy, including procedures for determining if a violation has occurred, and methods by which an employee can appeal
- assurances that you will protect confidentiality; administer the policy fairly, impartially, and consistently; and try to help employees gain access to resources that provide needed help. Such efforts can range from offering information about locally available organizations to providing an EAP or a health plan that covers counseling and treatment programs.

Make sure your employees know about and understand the policy. Ways of publicizing it might include informational meetings (on company time), e-mail messages, newsletters, posters, and payroll inserts. Each employee should receive a personal copy of the policy. Many employers find it useful to have each individual sign a statement acknowledging that the policy has been read and understood, and that any questions have been answered.



A cooperative, positive approach and tone usually work best to gain employees' support. Most people want a safe, productive workplace and will accept steps to secure one. Make it clear that your company's basic goal in formulating and enforcing the policy is helping valued employees continue to do their jobs well. Emphasize that anyone who seeks help with a problem will have your support and understanding.

## A Corporate Culture with a Focus on Wellness

Substance abuse that affects the workplace doesn't happen in a vacuum. The way your employees behave in regard to alcohol, tobacco, and other drugs is part of both their personal way of life and your organization's corporate culture. Examine your corporate culture to see whether it currently encourages or discourages use of alcohol, illicit drugs, or tobacco, even tacitly. Remember that the examples set by management often have a major impact on the choices made by other members of the organization.

## Awareness and Education Programs

A key part of your focus on the health and well-being of your employees and a safe, productive workplace is to provide drug, alcohol, and smoking awareness information to all employees. Besides reducing substance use, abuse, and addiction that affect the workplace, such prevention efforts improve morale and benefit employees' families and the broader community.

Make sure all employees are informed about:

- the company's policy on drugs, alcohol, and smoking
- the health risks and other problems caused by substance abuse and addiction
- some ways to assess whether they or others may have problems with alcohol or drugs (you can reproduce and distribute the assessment quizzes on page 13)
- where to go for help, including information on using the company's Employee Assistance Program, if one exists (see below for guidance on setting up an EAP)

Encourage employees to share the information with family members.

EAP and other outside vendors can provide employee education as part of their services. Or you can use educational materials from sources such as the National Clearinghouse for Alcohol and Drug Information of the Center for Substance Abuse Prevention (see Resources section).

### FUNCTIONING ALCOHOL-FREE

At work-related celebrations and social events such as holiday parties, company picnics, business lunches, or retirement dinners, consider the following:

- Make such functions alcohol- and smoking-free.
- If you do decide to serve alcohol, make sure to provide nonalcoholic beverages and food.
- Make sure that those in charge of catering or serving stop serving alcohol well before the party ends, and clear all remaining drinks.
- Arrange transportation alternatives to driving in advance for those who may need them. Companies have been held liable for vehicular accidents following company functions at which alcohol was served.
- Publicize your guidelines well in advance of the party by e-mail, paycheck stuffers, flyers, and so on.



## **INTERVENING WITH AN EMPLOYEE WITH A SUSPECTED PROBLEM**

**A supervisor dealing with an employee who is having or causing workplace difficulties, including those that may be related to alcohol or drug use, should observe, document, and address the specific problems with work performance and on-the-job behavior. He or she should cite specific incidents to the employee, use a businesslike tone, and make specific requests for improvements with clearly stated consequences for failure. If the supervisor suspects a substance problem, he or she can encourage the employee to consult the Employee Assistance Program or other sources of advice and help.**

**Some performance and behavioral problems that may also be signs of substance abuse are:**

- **Inconsistent or declining productivity or work quality**
- **Trouble concentrating**
- **Increasing absences, illnesses, accidents, or injuries**
- **Bad judgment, risky behavior, improbable excuses**
- **Increasing problems with supervisors, colleagues, and friends**
- **Deteriorating grooming or personal appearance**

**(Important note—since these problems have many other possible causes besides drug or alcohol abuse, the supervisor should not try to diagnose such a problem or act as a counselor. Evaluation should be left to trained experts, such as EAP personnel.)**

**If the employee becomes angry or hostile, the supervisor should end the conversation immediately and reschedule it for another time.**

## **Smoking Cessation Programs**

Smoking generally doesn't impair employees' performance the way alcohol and illicit drugs may, but it can adversely affect health and cost employers money in higher health insurance prices and time lost to illness. An overall emphasis on wellness in your company should pay considerable attention to smoking. You can help employees quit by such steps as: banning or limiting smoking on company grounds, including smoking in your educational program on substance abuse and addiction, including smoking cessation programs in your health insurance or Employee Assistance Program, encouraging a lunchtime or after-work smoking cessation club, or giving employees cash incentives to quit. You can plan efforts to coincide with widely promoted events like the American Cancer Society's Great American Smokeout.

## **Supervisory Training**

It is important for employers to provide the training supervisors may need to support the company's policy on alcohol, smoking, and other drugs; to recognize employees who may have difficulties with these substances, through observation of specific performance and/or behavioral problems; to intervene; and to refer employees for assistance. (Inadequate supervisor training and awareness is one of the major culprits when policies and programs fail to get results.)

Supervisors should know and understand your company's policy—what you prohibit, what you permit, what sanctions you impose for violations, and how the policy will work—and be able to answer questions.

They should know how to evaluate and document job performance, inform workers of any work-related problems, and help them make improvements where necessary. Supervisors should not be expected to act as drug or alcohol counselors or to diagnose employees; but they can refer an employee to sources of help and information for possible problems that are tied to specific performance-related observations. For instance, a supervisor can quite properly suggest that an employee consult the Employee Assistance Program "if" he or she is having personal problems.

It may be useful to provide a standard form for documenting job problems such as lateness or accidents.

## Employee Assistance Programs

Employee Assistance Programs (EAPs) provide help to workers facing a range of personal difficulties, including alcohol and other drug abuse and also financial, marital, or legal trouble (these are sometimes related to substance abuse, and an employee with a drug or alcohol problem may seek initial help for other personal issues more readily than for the substance problem).

Research shows that establishing an EAP usually saves a company money, through savings via lower rates of accidents, health plan use, and workers' compensation costs that more than offset the cost of the EAP.

EAPs provide a variety of services to both employers and employees. In fact, a comprehensive EAP can provide most of the components of your company's substance abuse program. EAPs may do any or all of the following:

- educate supervisors or union management about effective ways of identifying and dealing with troubled employees based on observation of job performance difficulties
- administer drug, alcohol, and smoking awareness programs
- provide assessment, referral, and follow-up services to employees who consult them
- provide assistance with problems that may be related to substance abuse, such as financial or legal trouble
- Consult with management, when appropriate, to ensure that the gains made by an employee in counseling or treatment translate into improved work performance

About 80 percent of EAPs involve contracts with outside providers. These can be on a fixed-fee or a fee-for-service basis. (See page 15 for typical costs.) A good option for small companies may be to join a consortium of companies contracting with a single service provider on a per capita basis. Consortia may comprise companies in the same industry, the same town or industrial park, the same chamber of commerce, and so on. Consortia can be found through the National Drugs Don't Work Partnership at (703) 706-0578.

Other EAP options include:

- in-house assessment, intervention, and counseling services
- peer programs that use networks of co-workers or fellow union members to provide education, assistance, and referrals (found most often in unionized workforces and some professions, such as medicine)

### PICKING AN EAP PROVIDER

If you decide to contract for EAP services, be sure to ask potential providers:

- What are the staff members' education, experience, and credentials?
- Who are their clients? Can they provide references?
- Precisely what educational, training, assessment, referral, and counseling services will they provide, and what will they cost?
- How, when, and how often can employees use the EAP?
- What information will the EAP release to the employer?
- Do they refer employees to other organizations, programs, and services? When, why, and to whom?
- How will they assess your work site's needs and evaluate the effectiveness of your program once it is underway?





The Employee Assistance Professionals Association (EAPA) awards the Certified Employee Assistance Professional (CEAP) credential to EAP professionals who qualify according to recognized criteria and pass examinations. The Employee Assistance Society of North America (EASNA) accredits EAP programs that meet established standards. No national licensure of professionals or programs currently exists, although some states have taken steps to establish their own.

Experts also recommend that the person directing the EAP staff have a master's degree in social work, a Ph.D., or an M.D.

### Helping the Employee with a Problem Recover

If an employee can't reduce or eliminate use of alcohol or drugs that is causing workplace problems, he or she may need counseling or other treatment. Addiction has been medically recognized as a disease for some time, and effective treatment is available.

**It is normally much more cost-effective to help addicted employees deal with their problem than to terminate and replace them.** The threat of losing a job is a strong motivator for an addicted person to take treatment and recovery seriously, so chances are good that a treated employee will return to being a valued and loyal member of your organization. And helping an employee recover and keep a job demonstrates commitment and concern and benefits morale.

Employers can help employees who need it get treatment by doing any or all of the following:

- providing an EAP that can refer employees to treatment
- making treatment and recovery an alternative to or parallel to disciplinary action if the employee violates the company's drug and alcohol policy or has job performance problems related to substance abuse
- providing health benefits with good coverage for substance abuse treatment and aftercare (be aware that many HMOs offer substance abuse treatment only for those employees whose problem is serious)
- making information about community resources for help available to employees

Employers should also remember that addiction is a chronic disease and recovery from addiction is an ongoing process.

Therefore:

- It is important to select a treatment process with a strong after-care component, which often involves multiple counseling sessions weekly for the first 4 to 6 months and monthly for 6 to 18 months after that.

- Many recovering people find it helpful to attend meetings of support groups such as Alcoholics Anonymous or Narcotics Anonymous frequently, often once or more a day in the early weeks or months of recovery; so flexibility in their work schedules can be very useful.
- A brief relapse is not necessarily a sign of treatment failure and, if caught quickly, need not prevent recovery.
- Employees who are already in recovery from addiction can help encourage and support the newly recovering.

## Alcohol and Other Drug Testing

Probably no aspect of establishing a workplace program raises as many questions and emotions as drug testing. Like all other aspects of your program, whether you decide to use testing and under what circumstances should reflect your particular needs and the federal and state laws that pertain to your company. (If you are considering a testing program, be sure to consult with legal counsel, as there are many federal and state mandates concerning testing.)

Some of the following information may be helpful:

- Testing is generally used in one or more of five different ways:
  - pre-employment screening (the most common use)
  - after accidents or for cause
  - as a scheduled part of routine physicals
  - randomly (especially in jobs affecting public safety or security)
  - after treatment (to assure that a worker remains substance-free)
- It is recommended that testing be done by laboratories certified by the U.S. Department of Health and Human Services, which meet exacting scientific and legal standards; specific legal safeguards involving test methods and evidence handling must be observed in cases that involve the possibility of punitive actions.
- Employees should be given advance warning that a drug testing program will be implemented. (However, as in the case of random testing, employees do not necessarily need to be warned about each occasion of testing.)
- An employer's right to test unionized workers may be a collective bargaining issue.
- 44 percent of workers ages 18 to 49 work for organizations that test for drugs.
- The majority of workers support testing after accidents and before hiring, studies show. Slightly under half support random testing. Support is strongest among people whose jobs involve manufacturing or expose them to workplace hazards.

### TESTING AT A SMALL COMPANY

**A wave of thefts and high turnover among its drivers and stockers plagued One Source Warehouse, a family-owned wholesale auto-parts supplier in Houston. In the four years since One Source established a drug-testing program covering all employees (including owners and managers), however, it has not had a major theft. Drivers' accident rates and the company's insurance and workers' compensation rates have dropped sharply.**



### A TESTING PROGRAM THAT MAKES A CHANGE

**Kwik King, a chain of convenience stores in Ocala, Florida, has relatively high employee turnover, hiring about 20 people each year. In order to discourage substance abusers from applying, the company has established a well-publicized drug testing policy. Testing every job applicant, at an average cost of \$25 each, appeared too expensive for a company that does so much hiring. So it decided to test in cases of accident or high absenteeism, which entails only about 20 tests, or \$500, per year. The company's overall safety program, of which the testing program is a part, saved \$70,000 in workers' compensation costs in the first year alone.**



- It is recommended that you employ a Medical Review Officer (MRO) for your testing program. MROs, who must be licensed physicians with a knowledge of substance abuse disorders, primarily function as safeguards against wrongful accusation by carefully investigating positive tests for explanations other than drug use. (Testing programs regulated by the Department of Transportation and other federal programs are required to use MROs.)

## Evaluating and Troubleshooting Your Program

Evaluating your program's success will help you modify it if needed and justify its continuation and possible expansion.

- Based on your objectives, determine if you achieved measurable results, such as decreased workers' compensation costs and increased productivity.
- Survey employees about specific programs and activities and/or the program as a whole.
- Keep key decision-makers informed about results and planned changes, and everyone informed about actual changes.

Knowing the problems likely to confront your program will give you a head start in avoiding or resolving them. The major barriers to successful interventions with problem employees, for instance, according to the corporate drinking study, fall into three categories:

- organizational issues that involve weaknesses in company policies and procedures
- inadequate supervisory training and awareness
- interpersonal difficulties involving resistance or "enabling" by abusers' co-workers

You can address these problems by making the company policy and procedures more clear, explicit, and forthright, improving supervisory training, and seeking the support and input of top management, supervisors, unions, and all employees.

## Conclusion

A program to combat substance abuse and addiction can work for companies of any size and budget. The payoff will be in greater productivity, lower costs, healthier and more loyal employees, and a contribution to society at large. Please use the resources that follow to help you get started.

**Alcohol and other drug abuse causes accidents, lost time, and poor performance, whether the abuser is a co-worker — or you, yourself.**

## Do I or Does Someone I Know Have A Problem?

The following quizzes may help you assess whether you, someone you work with, or a family member or friend has a problem with alcohol or other drugs.

### ***Have you:***

- Had someone question your drinking or other drug use?
- Missed work or performed poorly at work because of drinking or other drug use?
- Had money or legal troubles because of drinking or other drugs?
- Needed alcohol or other drugs to feel “okay”?
- Taken a drink or other drugs first thing in the morning?
- Used alcohol or other drugs at work?

“YES” responses indicate a problem with alcohol or other drugs.

### ***Has someone you know been:***

- Using alcohol or drugs at work (or school)?
- Arriving late to work (or school), taking a lot of sick time, or getting into accidents?
- Having unusual trouble paying attention or remembering things?
- Asking others to cover up for lateness or mistakes?
- Trying to get others to do part of his or her work?
- Unusually depressed, irritable, argumentative, or isolated?

“YES” answers may indicate a problem with drugs or alcohol. However, most of these signs could also be due to other causes. Unless you observe drug use or excessive or inappropriate drinking (or ask the person), it is hard to determine the exact cause of these problems.

A qualified professional in the substance abuse area may need to make the final determination if alcohol or other drugs are involved.

## What to Do

### ***If you think you have a problem with alcohol or other drugs:***

- DON'T wait to get help. If your company has an Employee Assistance Program, it can be an excellent source of help with drug and alcohol problems. EAPs are confidential. Other resources are also available (see below).
- DO educate yourself about the health-related and other risks of substance abuse and about your company's policy regarding smoking, drinking, and other drug use.
- DO try to make an honest assessment of your substance use. Ask your doctor, family, and friends to share what they have observed.
- DO consider quitting or cutting down if you smoke.
- DO remember that countless people have successfully cut down or stopped problematic use of alcohol and other drugs and/or recovered from addictions.

### ***If you think someone else may have a problem:***

- DON'T "enable" substance abuse by doing the person's work; covering up or excusing accidents, lateness, or poor performance; or tolerating inappropriate behavior.
- DON'T forget that "protecting" someone with an alcohol or other drug problem only lets the problem continue and may put the person, you, and others at risk. (And remember that a family member's problem can have a negative effect on everyone else in the family.)
- DO express concern and suggest that the person seek help.
- DO tell your supervisor immediately if you see unsafe behavior, accidents, or drinking or other drug use at work.

#### **WHERE TO LEARN MORE AND GET HELP**

- Your employer's educational program, the Internet, a library or bookstore
- The employee assistance program, if available
- Your doctor or a mental health professional
- The Yellow Pages
- Telephone helplines, such as the Drug Information, Treatment and Referral Hotline maintained by the Center for Substance Abuse Treatment (1-800-662-HELP)
- Local support groups, such as Alcoholics or Narcotics Anonymous and Al-Anon, listed in your local phone book
- Treatment centers (referrals available from 1-800-662-HELP)
- Other resources listed at the end of this guide

## Sample Costs

The mix of services and interventions you can offer ranges from the very simple and inexpensive to more elaborate programs. Here are some options, with sample costs.

### Low and No-Cost Options

Some employers get results by doing nothing more than writing up, distributing, and explaining a drug, alcohol, and smoking policy, perhaps using materials available free from 1-800-WORKPLACE (legal review of your policy is recommended); putting up posters and distributing educational handouts, also available from 1-800-WORKPLACE; checking to see what type of substance abuse coverage the company health policy offers; and getting together and making available a list of covered treatment resources and free resources for help, such as local substance abuse and addiction support groups. This approach can work particularly well in small organizations where management has considerable contact with workers at all levels.

**Cost** is minimal.

### Hiring Consultants

You may wish to contract for someone to develop or critique your policy or program; review legal aspects; write educational materials or documentation forms; brief employees; train supervisors; help you select an EAP, a testing laboratory, or a medical review officer for lab work; or mediate in negotiations with unions. (Note: Many of these services can be provided by your EAP—see below.)

**Cost:** Consultants and legal counsel generally charge from \$30 to \$100+ an hour. If you choose to hire outside help, remember to specify what tasks will be done on what schedule, to check credentials, licenses, and references, and to get several bids.

### Using an EAP

EAPs can provide many services, including education and supervisor training, as well as assessment, referral, and follow-up of employees with drug or alcohol problems. **Cost:** Research shows that establishing an EAP usually saves a company money through lower rates of accidents, health plan use, workers' compensation costs, and so on that more than offset the cost of the EAP. EAPs vary in cost, depending on factors such as the number of people covered, the level of services provided, the range of issues covered (e.g., just alcohol and drug problems, or other personal difficulties as well), location (urban vs. suburban or rural), expertise of the staff, and quality of service. Typically, cost per employee goes down as the number of employees covered by the EAP goes up. A company providing an EAP for more than 5,000 employees, for example, generally pays between \$15 and \$30 per covered employee per year; one trying to do the same for fewer than 50 employees could pay \$30 to \$100 per person. Small companies that secure EAP services through consortia, however, generally pay only \$10 to \$25 per person per year. In 1994, for example, the approximately 60 firms belonging to Employee Assistance of Central Virginia, a consortium serving 19,000 employees, paid \$700 per year to cover 50 or fewer workers and \$16.50 per worker to cover 51 or more. You may have to pay more for more comprehensive services.

### Testing

**Cost:** Can range from \$10 to \$35 per person for an initial drug screen to \$25 to \$75 for a confirmatory test. (Employing a Medical Review Officer is additional.)



# RESOURCES

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## National Helplines

A number of organizations run information lines that provide information, guidance, consultation, and referrals on a variety of issues related to substance abuse.

### **The Workplace Helpline of the Center for Substance Abuse Prevention (CSAP),**

an agency of the U.S. Department of Health and Human Services

1-800-WORKPLACE

Manned by trained information specialists, this free consultation and advisory service for employers and union representatives provides information and advice on all aspects of setting up and running a workplace substance abuse program, including policy and program development, training and education, and testing. It offers sample policies, lists of certified laboratories, and other materials, including a free kit for employers, "Making Your Workplace Drug Free," that contains detailed information on costs, education and training, program design, testing, etc.

### **National Clearinghouse for Alcohol and Drug Information**

1-800-729-6686 (English and Spanish)

1-800-487-4889 (TDD)

This clearinghouse offers free of charge or at very low cost more than 10,000 educational and informational items on alcohol and other drug abuse, including pamphlets, books, posters, videotapes for both employers and employees, and a computer disk version of the U.S. Department of Labor's Substance Abuse Information Data Base, giving information on workplace programs.

### **Drug Information, Treatment and Referral Hotline of the Center for Substance Abuse Treatment (CSAT)**

of the U.S. Department of Health and Human Services

1-800-662-HELP

This hotline provides free information, advice, and local referrals for substance abuse treatment nationwide.

### **Focus on Recovery National Helpline**

1-800-234-0420

This line provides recovering addicts support and refers them to local helplines where they can speak with other recovering addicts.

## Organizations

The following organizations may offer programs, materials, and staff expertise to help you set up or expand a workplace substance abuse program. Some provide services and materials free of charge, while others charge fees. Being listed here does not constitute an endorsement.

### **Information on Workplace Programs**

#### **Employee Assistance Professionals Association**

101 Wilson Boulevard, Suite 500  
Arlington, Va. 22201

703-522-6272

Can provide referrals to employee assistance professionals and information on EAPs and substance abuse.

#### **National Association of State Alcohol and Drug Abuse Directors**

808 17th Street, NW, Suite 410  
Washington, D.C. 20006

202-293-0090

Provides information on substance abuse programs and contacts within your state.

### **National Drugs Don't Work Partnership/Community Anti-Drug Coalitions of America**

901 North Pitt Street, Suite 300  
Alexandria, Va. 22314

703-706-0560

This public-private coalition of business, labor, and national, state and local prevention groups helps businesses seeking EAP and drug-testing consortia and provides other services.

### **Regional Drug Initiative**

522 SW 5th, Suite 1310  
Portland, Ore. 97204

503-294-7074

Offers a free guidebook on labor management issues.

### **U.S. Department of Transportation**

Office of the Secretary

Drug Enforcement Program and  
Program Compliance

400 Seventh Street, SW, Room 10200  
Washington, D.C. 20590

1-800-225-DRUG or 202-366-DRUG

Provides information about Department of Transportation regulations on drug abuse.

### **Education and Training Materials**

#### **American Cancer Society**

19 West 5th Street  
New York, N.Y. 10009

212-586-8700

Provides information on smoking cessation, materials for health fairs and newsletters, and a speakers' bureau.

#### **American Council for Drug Education**

164 West 74th Street  
New York, N.Y. 10023

1-800-488-DRUG

Provides educational material on substance abuse for employees and employers.

**American Lung Association**

1740 Broadway  
New York, N.Y. 10019  
212-315-8700

Provides information on smoking cessation.

**National Council on Alcoholism and Drug Dependence, Inc.**

12 West 21st Street  
New York, N.Y. 10010  
212-206-6770

Provides information and educational programs.

**Partnership for a Drug-Free America**

405 Lexington Avenue, 16th Floor  
New York, N.Y. 10174  
212-973-3500

Offers tapes, posters, ads, and other educational materials for employees and supervisors. Also produces public service announcements.

**Mutual Help Organizations****Alcoholics Anonymous**

Thousands of free AA meetings occur throughout the nation and around the world each day. Look up "Alcoholics Anonymous" in your local phone book for referrals to groups in your area.

**Al-Anon**

World Service Line 1-800-356-9996  
This service provides information on alcohol abuse and also refers callers to local meetings of Al-Anon and Alateen, support groups for adult and teenaged family members and friends of alcoholics.

**Moderation Management Network**

P.O. Box 27558  
Golden Valley, Minn. 55427  
612-512-1484

Provides help for those who want to reduce their level of alcohol consumption.

**Narcotics Anonymous**

818-773-9999

Help for people seeking to recover from drug problems. Refers callers to local meetings.

**National Self-Help Clearinghouse**

25 W. 43rd St., Room 620  
New York, N.Y. 10036  
212-354-8525

Information on a variety of self-help programs.

## Online Sources

For information on many aspects of workplace substance abuse and links to other, related sources, visit these sites on the World Wide Web.

**Employee Assistance Professionals Association**

<http://www.eap-association.com>

**Join Together**

A national resource center on responses to substance abuse  
<http://www.jointogether.org>

**National Clearinghouse for Alcohol and Drug Information**

<http://www.health.org/workpl.htm>

**National Drugs Don't Work Partnership/Community Anti-Drug Coalitions of America**

<http://www.cadca.org>

**Partnership for a Drug-Free America**

<http://www.drugfreeamerica.com>

**U.S. Department of Labor Workplace Substance Abuse Programs**

<http://www.dol.gov/dol/asp/public/programs/drugs/main.htm>

This public-private coalition of business, labor, and national, state and local prevention groups helps businesses seeking EAP and drug-testing consortia and provides other services.

## Research Studies

The 1997 study on corporate drinking in America carried out through the Harvard University School of Public Health can be obtained by contacting: Marianne Lee or Tom Mangione  
JSI Research and Training Institute  
44 Farnsworth Street  
Boston, MA 02210-1211  
617-482-9485

## CLOSE TO HOME Web Site

For more information on addiction and recovery, visit the CLOSE TO HOME Web site at [www.pbs.org/closetohome](http://www.pbs.org/closetohome) or [www.wnet.org/closetohome](http://www.wnet.org/closetohome). CLOSE TO HOME ONLINE will feature a Web soap comic book for teens plus an informational piece with:

- Animated illustrations of the brain and the mechanism of drugs in the body
- Real-life stories of people who talk about their struggles with the disease of addiction and their lives in recovery
- Editorials debating controversial policy issues
- Up-to-date articles with information about the latest advances in the science of understanding and treating addiction
- An extensive, user-friendly resources section, and
- A bulletin board

**Thirteen** · wnet

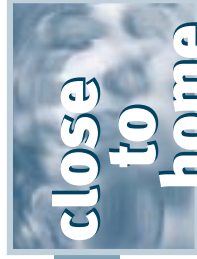
356 West 58th Street  
New York, NY 10019

# Substance Abuse Prevention in the Workplace

## AN EMPLOYER'S GUIDE

Developed to accompany

**MOYERS ON ADDICTION**



Premieres on PBS stations March 29, 30, 31, 1998  
*(check local listings)*

