

JOB PERFORMANCE "WARNING SIGNS" INDICATING POSSIBLE ALCOHOL OR DRUG/CONTROLLED SUBSTANCE INFLUENCE

It certainly is not the purpose of this checklist to cast the supervisor in the role of intervener or diagnostician, psychological expert or physician. It is, however, hoped that with the observation of several of the following items, "coupled with inexplicable job performance deficiency," supervisors will consider that the employee's problems may be complicated by the influence of alcohol or drugs/controlled substances.

If there is a job performance deficiency that can be readily attributed to a specific training need, a job performance counseling need, or a corrective action or disciplinary action need then the supervisor should apply the tools and techniques of MARC training consistent with the philosophy of "don't ask how tough can I get?" but instead "ask, how gentle can I stay and achieve the desired performance improvement?"

If normally effective corrective measures do not produce improvement, and if there is some seemingly inexplicable reason for continued below standard or required job performance, the supervisor should be alert to "warning signs," such as those listed below, which may indicate an alcohol or drug/controlled substance influence. This is especially true if there has been an inexplicable change in the employee's performance from acceptable to unacceptable.

It is emphatically pointed out, however, that many job performance deficiencies and many of the signs identified below may be attributable to physical, health, or medical problems, other than alcohol or drug/controlled substance abuse. Some illnesses which may produce some of these signs include diabetes, heart disease, high blood pressure, thyroid disease, psychiatric disorder, emotional problems, digestive disorders, and narcolepsy.

The supervisor's role is to recognize and document these signs and changes in employee behavior and performance in conjunction with otherwise inexplicable job performance deficiency or aberrant behavior. Once these signs are recognized in employees, the supervisor should seek advice from Employee Assistance Professionals or from the Company Medical Department or other managers to determine appropriate action, if any, to be undertaken.

The supervisor should maintain confidentiality and respect privacy of employees at all times while working on these difficult and perplexing performance problems. In situations where these signs indicate the employee may be unable or unfit to safely perform the job, the supervisor may relieve the employee from duty and follow Company Policy and take appropriate steps to protect the employee and others from danger and to seek professional/ diagnostic assistance.

It is not the purpose of this list to encourage the supervisor to attempt to make either medical or moral judgment. The purpose of this checklist is to assist the supervisor in working with other supervisors and employees to encourage a safe workplace and to achieve proper performance by solving difficult and otherwise inexplicable job performance problems.

The purpose of this checklist is to bring the supervisor's attention to a particular situation only. The presence of some or several of the warning signs do not confirm or prove that alcohol or drugs/controlled substances are involved in the situation. The supervisor should rely upon judgment, knowledge of all of the known circumstances, knowledge of the employee, and assistance from co-supervisors and professionals in deciding what action, if any, is appropriate.

It is highly recommended that a second supervisory witness be involved in so far as possible in observation and documentation of conditions described above or listed below.

The supervisor is referred to Company Policies in areas of fitness-for-duty, alcohol/drug controlled substances, chemical testing, and relief from duty pending investigation, etc.

**CHECKLIST OF WARNING SIGNS AND JOB PERFORMANCE
DIFFICULTIES WHICH MAY BE ATTRIBUTABLE TO ALCOHOL OR
DRUG/CONTROLLED SUBSTANCE INFLUENCE**

The supervisor is urged to note and document supervisory "sensory facts" regarding the following and to seek assistance from other Management Representatives, Employee Assistance Professionals, and the Company Medical Department in attempting to solve otherwise inexplicable job performance problems.

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NOTE: This Checklist is intended as a guideline to assist and to alert the supervisor to possible problems and the need to seek assistance and is not intended as a diagnostic tool. Formal corrective action should not be taken solely based upon the use of this checklist.

OUTWARD PHYSICAL SIGNS/APPEARANCE/ACTIONS

- tires easily/weariness/sleepiness
- periodic "spurts" of energy
- shortness of breath/yawning/wheezing
- slurred speech/incoherent sentences
- unsteady walk
- behavioral changes (marked) after break or lunch periods
- blank stares/dreamlike state
- avoidance of looking directly into eyes when conversing with another/use of sun glasses at inappropriate times
- excessive telephone usage
- violent behavior
- carries a continual cold or allergy
- high susceptibility to infections
- very poor memory/poor recall
- short term memory/recall problems
- change in eating patterns/misses meals
- inexplicable odor resembling alcohol on employee's breath

WORK HABITS/PATTERNS

- difficulty maintaining concentration on ongoing job or duties
- difficulty with multiple tasks or complicated activity
- attempts to avoid job-related discussions with supervisor
- inability to do "connected" or "critical path" type tasks/poor "sequencing of tasks"
- poor judgment regarding "sequencing of events or time, (especially over long period of time)
- difficulty with making proper alternate choice decisions in response to production changes
- difficulty in reacting quickly and safely
- poor quality work/poor quantity of work (especially if in the past work was acceptable)
- high waste production/defects/damage/incomplete work
- very poor judgment
- high/low production pattern
- failure to meet deadlines

ATTENDANCE/TARDINESS/PERFORMANCE

- often seeks "leave" permission from someone other than immediate supervisor/failure to follow "report-off" procedure
- patterned absence/tardiness
- absences following holidays and scheduled days-off
- high frequency of emergency type absences
- high occurrence of nagging illnesses such as colds, flu, cough, etc.
- high frequency use of unscheduled vacations
- inexplicable high frequency absence or disappearance from work area
- difficulty in locating employee
- high frequency bathroom privileges
- late starts/requests for early leave

ACCIDENTS

- large number of minor accidents (often unreported)
- taking unnecessary short cuts or risks
- nonchalance toward safety of others
- high incidence of off-the-job injuries

MOOD ATTITUDE

- overreaction to criticism or direction
- suspicious and sensitive and "takes things personally," which are not so intended
- defensive/overly aggressive
- avoids interaction with others/withdraws
- generates complaints from co-workers as being "difficult to work with"
- irritable/argumentative
- chronic complainer
- loss of ambition or drive/difficulty to focus on goal-directed behavior
- borrows money from co-workers
- complains of domestic problems
- finds job boring
- transfers from job to job
- may have "highs" and "lows" in mood or attitude
- often depressed or sad/morose
- unprovoked "crying"
- lack of any concern for "goals for tomorrow"
- change in attitude from a person who was at one time goal oriented but who is now totally "today-pleasure oriented"
- no longer seems to enjoy pleasurable activities which were important at some time in the past (the employee no longer talks about off-work recreation)
- inattention to personal appearance and failure to maintain personal hygiene

The supervisor is encouraged to observe the video tape *Workshop for Supervisors and Managers* featuring Dr. David Ohlms available through the Gary Whiteaker Company, Inc.

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