



CITY OF CLARKSVILLE SUBSTANCE ABUSE POLICY 17-1

It has been estimated that American companies spend over one hundred billion dollars each year on the consequences of substance abuse in the workplace. This considerable amount of money covers the costs of absenteeism, accidents and equipment damage, as well as the increased medical costs and insurance premiums that accompany such events.

We know for example, that health insurance costs for employees with alcohol problems are about twice those of other employees. It has also been estimated that employees who abuse alcohol or drugs have two times as many accidents, three times as many vehicular accidents, and use three times as much sick time as those who do not.

The financial cost of substance abuse is substantial; however, the emotional impact of losing a friend, co-worker, or family member to drugs or alcohol is even greater. In fact, there is no way to calculate the enormity of this kind of loss.

Each of us reacts differently to drugs and alcohol, but one thing is clear -- these substances affect our judgment and our ability to perform. The danger of abusing these substances becomes especially clear when you add a motor vehicle or any type of power actuated tool or equipment to this picture.

To maintain a drug-free work force and to eliminate the safety risks, lost time and reduced productivity that results from the use and the influence of alcohol and/or drugs in the workplace, City of Clarksville has adopted a substance abuse policy. The intention of this policy is to make the City a safer and better place to work.

1. Policy.

The use, possession, purchase, sale or manufacture of alcohol, illegal drugs, or non-prescribed drugs, or being under the influence of alcohol, illegal drugs, or non-prescribed drugs while acting in the course and scope of employment on City property, operating City vehicles, or engaging in City business is strictly prohibited. This Policy will be effective beginning July 1, 2016.

2. Purpose:

This Policy abolishes the previous City of Clarksville Drug and Alcohol Policies, specifically Policy 92-1 and 97-1. This Policy sets forth the required procedures for drug and alcohol use and testing for all City of Clarksville employees and employee applicants.

3. Scope.

- (a) This policy sets forth the required procedures for Drug and Alcohol use and testing for all City employees and potential employee applicants.
- (b) If specific City employees are performing job functions that are regulated by the Department of Transportation (DOT) or the Pipeline & Hazardous Materials Safety Administration (PHMSA) guidelines, regulations, or statutes, then those respective guidelines, regulations, or statutes will govern the administration of drug and alcohol testing for those employees under its purview.
- (c) This Policy is not intended to infringe on, or replace any requirements or conditions as promulgated by the federal government for the United States of America or its agencies. In cases where there may be a conflict between the policies of the City of Clarksville and those federal regulations issued regarding drugs and/or alcohol in the workplace, the federal regulations shall prevail and supersede those of the City. If the City's policies are more stringent than those required by the federal government, it is not considered to be a conflict, and the City's policies shall be enforced.

4. Employees Subject to Testing.

All City employees and employee applicants are subject to testing under this Policy.

5. Mandatory Drug and/or Alcohol Screening Circumstances.

The City shall require drug and/or alcohol screening tests to be performed in the following situations:

- (a) As part of the pre-employment or pre-assignment process. Any individual who is offered a full time position must undergo a drug and/or alcohol screening test. For individuals offered a part time position from July 1, 2016, through June 30, 2017, that specific City Departments may require a drug and alcohol test for those applicants who are offered employment with the City. From July 1, 2017, and from that time forward, all part time employee applicants who are offered employment must undergo a drug and alcohol screening test in accordance with this policy. Once an individual begins

- employment, whether part time or full time, the employee is subject to the terms of this policy;
- (b) For commercial drivers, in compliance with DOT drug use and alcohol misuse prevention rules;
 - (c) For employees governed by the standards of the PHMSA drug use and alcohol misuse prevention rules;
 - (d) Upon reasonable suspicion that an employee is either in possession of or under the influence of drugs and/or alcohol; and
 - 1. Documentation shall be detailed in writing concerning the circumstances which form the basis of the determination that suspicion existed to warrant the drug and/or alcohol testing;
 - 2. Observations which constitute “reasonable suspicion” should be objectively based upon specific facts which are stated clearly stated;
 - 3. A copy of this documentation shall be given to the employee upon request.
 - (e) Employees performing public safety sensitive positions in the City Police Department and City Fire Department, such as police officers, firefighters, and emergency dispatchers. These public safety employees shall be subject to random testing for drugs and/or alcohol in accordance with this policy; and
 - (f) Any other employees subject to testing as prescribed under any other federal government regulations, guidelines, or statutes.

6. Definitions.

- (a) *Alcohol* means the intoxicating agent in beverage alcohol, ethyl alcohol, or other low molecular weight alcohol including methyl and isopropyl alcohol.
- (b) *Drug* or *controlled substance* means any medication (prescription or over-the-counter medication) or illegal drug that could affect the employee’s mental state or ability to safely and effectively perform a job related assignment, duty, or function.

7. Prohibited Conduct.

The City prohibits any drug and/or alcohol use that may adversely affect the employee’s ability to safely perform his or her work function.

8. Alcohol – Acts Prohibited.

- (a) All employees are prohibited from consuming alcohol during working hours.
- (b) No employee shall report for work or remain at work while having an alcohol concentration of 0.02 or greater. An employee found to have an alcohol concentration from 0.02 to 0.039 shall not perform safety-sensitive functions for at least twenty-four (24) hours and may be subject to discipline. Any employee with an alcohol concentration from 0.02 to 0.039 shall be escorted home by his or her department head, or his or her designee, and may be subject to discipline. Any employee with an alcohol test of 0.04 or greater will

be considered to have a positive alcohol test and shall be escorted home and will be subject to discipline consistent with this Policy.

- (c) No employee shall consume alcohol within four (4) hours of the time he or she is scheduled to report to work.
- (d) No employee shall possess personal alcoholic beverages at a work site. It is not considered personal possession of alcoholic beverages if an employee is transporting or storing alcoholic beverages for an approved City related function or event.
- (e) No employee shall operate a City vehicle or a commercial vehicle while the driver possesses alcohol, unless the alcohol is manifested and transported as part of a shipment.
- (f) Refusal to take a required alcohol test shall be interpreted as a positive test result.

9. Drugs/Controlled Substances – Acts Prohibited.

- (a) No employee shall report for work or remain at work while under the influence of any controlled substance, except when the use is pursuant to the instructions of a physician who has advised the employee that the substance does not adversely affect the employee's ability to safely perform his or her work function. The employee shall advise his or her supervisor of the use of any prescription medication, over the counter medication, or other substance which displays a warning advising the user of a danger of drowsiness or any possible impairment to mental ability or physical dexterity that would inhibit his or her ability to safely perform a work function.
- (b) No employee shall report for work or remain at work if the employee tests positive for controlled substances.
- (c) Refusal to take a required test shall be interpreted as a positive test result.

10. Positive Test Results – Discipline.

All employees who test positive for controlled substances and/or alcohol on any controlled substance and/or alcohol test shall be disciplined in accordance with Clarksville City Code Title 1.5, Chapter 15, Section 1504, and such discipline shall occur without the benefit of due process as provided for in Title 1.5, Chapter 10 (Disciplinary Action) of the Clarksville City Code.

11. Testing Circumstances.

- (a) Pre-Employment Testing
 - 1. All applicants for employment with the City shall be directed to submit to a controlled substance test which will be conducted during the pre-employment process. A negative test result must be received before employment may begin.
- (b) Post-Accident Testing

1. In the event that an employee governed by DOT standards is involved in an incident that requires Post-Accident Testing, then that employee's testing will be governed by DOT standards.
2. In the event that an employee governed by PHMSA standards is involved in an incident that requires Post-Accident Testing, then that employee's testing will be governed by PHMSA standards.
3. For all other employees involved in incidents who are not governed by DOT or PHMSA standards, alcohol and controlled substance tests shall be conducted after an accident involving any employee which results in the following:
 - i. A fatality that occurs as a result of an accident involving a City motor vehicle;
 - ii. An accident involving a City motor vehicle or equipment that produces bodily injury to a person that requires immediate medical treatment away from the scene of the accident, and that accident is the fault of the employee and that fault can readily and discernibly be determined. If fault cannot be clearly and readily determined, the department head or his or her designee can use his or her discretion to order the testing of the employee;
 - iii. An accident involving a City vehicle or equipment where one or more vehicles or pieces of equipment incurs or causes property damage and that accident is the fault of the employee and that fault can readily and discernibly be determined. If fault cannot be clearly and readily determined, the department head or his or her designee can use his or her discretion to order the testing of the employee;
 - iv. An accident caused by the employee that produces a bodily injury to another person or another employee and that accident is the fault of the employee and that fault can readily and discernibly be determined. If fault cannot be clearly and readily determined, the department head or his or her designee can use his or her discretion to order the testing of the employee;
 - v. An accident producing an On-the-Job Injury for which the employee receives medical treatment from a licensed healthcare provider pursuant to the City's On-the-Job Injury Policy.
2. The Post-Accident Alcohol Test shall be administered within two (2) hours following the accident. In no case, shall the Post-Accident Alcohol Test be administered later than eight (8) hours following the accident.
 - i. The employee shall refrain from using alcohol for eight (8) hours following the accident, or until he or she submits to an alcohol test, whichever comes first.

- ii. If it is not possible to administer an alcohol test within the eight (8) hour time limit, the employer must document the reason and place the documentation in the employee's personnel file. It is the employee's responsibility to notify the City immediately to ensure actions are taken to meet the testing requirements.
3. The Post-Accident Controlled Substance Test shall be administered no later than thirty-two (32) hours or as soon as medically possible following the accident. Nothing in this requirement shall be construed as to require the delay of necessary medical attention for those who may be injured at the scene of the accident.

(c) Random Testing.

1. A selection of employees for random testing shall be made by a computer based random number generator that is matched with employee's Social Security numbers or other unique identifying number like an Employee Identification Number. Each time a random selection is made, each employee shall have an equal chance of being selected.
2. Random tests shall be unannounced and spread reasonably throughout the year. Employee shall be notified that they have been selected for random testing and shall proceed immediately to the collection site.
3. If an employee who is subject to random testing under this policy is selected to be tested and is currently off-duty at the time of selection, that employee will be tested upon his or her return to work and will not be required to complete a drug and alcohol random test during off duty hours.
4. In the event any employee is off-duty from his or her job for a period longer than thirty days (for activities including, but not limited to, family medical leave, military service, vacation, substance abuse rehabilitation/treatment, or administrative leave), the employee may be subject to a drug and alcohol test upon return to duty.

(d) Reasonable Suspicion Testing.

1. All City employees are subject to Reasonable Suspicion Controlled Substance and/or Alcohol Testing.
2. Any employee while on City property in the course and scope of his or her employment, operating a City vehicle, or engaging in City business who acts in a manner sufficient to cause reasonable suspicion that he or she has violated this Policy shall be required to submit to a Reasonable Suspicion Controlled Substance and/or Alcohol test upon the direction of his or her department head, or his or her designee.
3. If a City employee suffers a workplace accident or is injured on the job then the employee shall be subject to a Reasonable Suspicion Controlled Substance and/or Alcohol Test.

4. If an employee is directed to undergo a Reasonable Suspicion Controlled Substance and/or Alcohol Test, he or she will be escorted to the testing site by the Department Head, or his or her designee. As a safety precaution, the employee shall not be permitted to drive himself or herself to the testing site. The employee's supervisor shall complete the Reasonable Suspicion Controlled Substance and/or Alcohol Form detailing the basis for the belief that the employee should be tested. If the test is a result from a workplace accident or on the job injury, the supervisor is not required to complete a Reasonable Suspicion Controlled Substance and/or Alcohol Form.

12. Alcohol Testing Methodology.

- (a) Breath Alcohol Technician - Alcohol testing shall only be performed by a certified Breath Alcohol Technician (BAT) who is trained and certified in the principles of Evidential Breath Testing Device (EBT) methodology, operation, and calibration checks, the fundamentals of breath analysis for alcohol content, the procedures required for obtaining a breath sample, and interpreting and recording EBT results.
- (b) Evidential Breath Testing Devices - Alcohol testing shall only be performed with Evidential Breath Testing Devices approved by the National Highway Traffic Safety Administration.
- (c) Location - All alcohol testing shall be performed at a location that affords visual and aural privacy to the individual being tested. Unauthorized persons shall not be permitted access to the testing location when a test is in progress.

13. Alcohol Testing Procedures.

(a) Procedure

1. The certified Breath Alcohol Technician shall attach an individually sealed mouthpiece to an EBT. The employee shall blow into the mouthpiece until an adequate amount of breath has been obtained.
2. The alcohol breath test result shall be printed and recorded on the Breath Testing Form and attached with tamper proof tape.
 - i. If the alcohol breath test result is *less than 0.02*, no further testing shall be authorized and the result shall be transmitted to the City's appropriate Drug and Alcohol Representative(s) (DAR) in a confidential manner and stored in a manner as to ensure that confidentiality is maintained.
 - ii. If the alcohol breath test result is *greater than 0.02 but less than 0.04*, a confirmation test shall be performed to verify the initial test. The confirmation test shall be conducted no less than fifteen (15) minutes and no more than twenty (20) minutes after the initial test. In the event that the initial test and confirmation test results differ, the confirmation test result

shall be deemed to be the final result upon which any action shall be based.

- iii. If the alcohol breath test result is *0.04 or greater*, that result shall be considered a positive test and a confirmation test will be given. The confirmation test shall be conducted no less than fifteen (15) minutes and no more than twenty (20) minutes after the initial test. In the event that the initial and confirmation test results are different, then the confirmation test result is deemed to be the final result upon which any action under the terms of this policy shall be based. If the confirmed breath alcohol test result is *0.02 or greater but less than 0.04*, that test will not be considered a positive test, but may result in disciplinary action or temporary removal from duty as stated in this policy.
3. Following the completion of the test, the BAT and the employee shall date and certify the Breath Testing Form.
4. The City shall be immediately notified of an employee's failure to provide an adequate amount of breath. The employee shall obtain an evaluation from a licensed physician, who is approved by the City, concerning the employee's medical ability to provide an adequate amount of breath. If the physician determines that there is a medical reason that prevents the employee from providing an adequate amount of breath, the physician shall provide a written statement to the City detailing the basis for his or her conclusion. If the physician determines that there is no medical reason to prevent the employee from providing an adequate amount of breath, he or she shall provide a written statement to the City detailing the basis for his or her conclusion, and the City shall regard it as the employee's refusal to take the test.

14. Controlled Substance Testing Procedures.

- (a) Urinalysis shall be the exclusive specimen collection and testing procedure for controlled substance testing. Other specimen collection and testing procedures, including hair follicle testing, are expressly excluded from this Policy for purposes of a controlled substance test.
- (b) In accordance with the Department of Health and Human Services (DHHS) guidelines, a clear and well-documented procedure for the collection, shipment and accession of urine specimens from the City to the laboratory have been established accounting for the integrity of each urine specimen by tracking the handling and storage from the point the specimen is collected until the final disposition of the specimen.
- (c) The City may choose to perform the urine specimen collections in-house or utilize the services of a third party administrator. Third party administrators

may include a doctor's office, clinic, hospital, or other facility that meets the security requirements as specified by the DHHS guidelines.

- (d) The collection site shall be a secure location which allows for maximum privacy and includes a toilet for urination and a source of water, excluded from the area provided for urination, for the employee to wash his or her hands.
- (e) When reporting to the collection site for specimen collection, each employee shall provide a photo I.D. Each employee shall remove all unnecessary outer garments and secure all personal belongings.
- (f) No persons other than the collection site administrator and the employee shall be present or gain access to the collection area during the collection process.
- (g) Employees will be allowed to provide his or her specimen in the privacy of a restroom.
- (h) If the collection administrator believes that tampering or adulteration has occurred, a second specimen shall be immediately collected under the direct observation of a same gender collection site administrator and both specimens shall be sent to the lab for testing.
- (i) All specimens shall remain in the direct control of the collection site administrator. The specimen shall remain in plain view of the employee and the collection site administrator at all times. The specimen shall be labeled with tamperproof seals and the employee shall sign the chain of custody and initial the seal on the bottle attesting to that the specimen is specific to him or her. No one other than the collection site administrator shall handle the specimens prior to them being placed securely in the mailing container.

15. Controlled Substance Testing Methodology.

- (a) Only laboratories certified by DHHS shall be used for controlled substance urinalysis.
- (b) Every specimen shall undergo an initial screening followed by a confirmation test of all positive screen results. The screen-confirmation process utilizes highly sophisticated techniques to detect minute levels of prohibited substances in urine.
- (c) The lab shall report the test results directly to the Medical Review Officer within five (5) business days. The report shall indicate the drug/metabolites tested for, whether the results were positive or negative, the specimen number assigned by the City, and the laboratory identification number.

16. Review of Results – Medical Review Officer.

- (a) The Medical Review Officer (MRO) is a licensed physician who possesses knowledge of drug abuse disorders. The MRO shall review and interpret positive results obtained from the laboratory. The MRO, through a verification process, will assess and determine whether alternate medical and/or prescription explanations could account for the positive test results. The MRO

- may conduct medical interviews of the employee, review the employee's medical history and review any other relevant bio-medical factors. Additionally, the MRO will examine all medical records and data made available by the tested individual, such as evidence of prescribed medications.
- (b) The MRO will give the individual testing positive an opportunity to discuss the test results prior to making a final decision. After the final decision is made, the MRO will notify the City, or the City's third party administrator, as prescribed below.
 - (c) If, during the course of the interview with an employee who has tested positive, the MRO learns of a medical condition, which could, in the MRO's reasonable medical judgment, pose a risk to safety, the MRO shall report the risk to the City or the City's third party administrator.
 - (d) The MRO shall notify each employee who has a confirmed positive test result that he or she has seventy-two (72) hours in which to request a test of the split specimen. Upon receipt of written request by the employee, the MRO shall direct the laboratory to provide the specimen to another certified laboratory for analysis. A request for retesting of the specimen and all associated costs are the responsibility of the employee making such request. If the analysis fails to confirm the presence of the controlled substance(s) or drug metabolite(s) found in the primary specimen, or if the specimen is either unavailable or inadequate for testing, the MRO will cancel the test and report such cancellation, and the reasons for it, to the City and the employee.
 - (e) If, after making and documenting all reasonable efforts, the MRO is unable to contact the employee, the MRO shall notify the City, or the City's third party administrator. The City, or the City's third party administrator, shall instruct the employee to contact the MRO to answer any questions or issues the MRO may have about the test results. The employee shall contact the MRO within 72 hours after a documented contact by the City or the City's third party administrator. Failure of the employee to contact the MRO within 72 hours shall result in the MRO verifying the positive test results and reporting them directly to the City or the City's third party administrator.

17. Record Maintenance.

- (a) The City shall maintain all controlled substance and alcohol test results in a secure and confidential manner. Employee information shall only be released in accordance with the law or as expressly authorized.
 - 1. An employee shall have access to any of his or her alcohol and drug testing records upon written request.
 - 2. Upon request, the City shall disclose post-accident testing information to the National Transportation Safety Board as part of the accident investigation.
 - 3. The City shall make the test result records available to a subsequent employer upon receipt of a written request from the employee.

4. The City may disclose information to the decision-maker in a lawsuit, grievance, or other proceeding initiated by or on behalf of the employee in circumstances including, but not limited to, workers' compensation, unemployment compensation, or other proceedings relating to a benefit sought by the employee.

18. Discipline and Consequences.

- (a) Refusal to Submit to a Controlled Substance and/or Alcohol Test.
 1. Refusal to submit to a controlled substance and/or alcohol test or any attempt to tamper with a test will be treated as a positive test result for controlled substances and/or alcohol. Refusal to submit to a test includes, but not limited to, failure to provide an adequate breath or urine sample for testing, unless medical reasons are confirmed by a physician who is acceptable to the City.
- (b) Pre-Employment or Pre-Duty Applicants.
 1. An applicant for City employment with a verified positive controlled substance and/or alcohol test result shall be denied employment.
- (c) Current Employee Controlled Substance and/or Alcohol Testing.
 1. Any City employee subject to the terms of this Policy, as a result of Reasonable Suspicion Testing, Return to Duty Testing, Post-Accident Testing, or Random Testing, who has a verified positive controlled substance test result and/or an alcohol breath test with a confirmed test result of 0.04 or greater shall be relieved of duty and terminated from employment.
 2. Although not considered a positive test result, an employee with an alcohol test result of 0.02 to 0.039 shall be removed from performing a public safety function, a DOT function, a PHMSA function, or driving a City vehicle and the employee shall be escorted home by his or her Department Head, or his or her designee. Any employee with an alcohol test result of 0.02 to 0.039 is subject to disciplinary action including, but not limited to, a 24 hour suspension followed by a retest of the employee's breath alcohol content, and/or additional discipline for repeated incidences of alcohol testing results between 0.02 and 0.039.

19. Referral to the Employee Assistance Program.

- (a) If an employee should request assistance from the City for rehabilitation for controlled substance and/or alcohol abuse prior to a testing request by the City, and the employee completes the controlled substance and/or alcohol rehabilitation program, the City shall not take any adverse disciplinary action against the employee. This disciplinary protection shall only apply if the employee is currently enrolled in, or participating in, or has completed treatment in the rehabilitation program. If the employee enrolled or

participated in a rehabilitation treatment program but ceased participation in the program or failed to complete the program, this disciplinary protection shall not apply. Current participation or completion of a rehabilitative program is required.

- (b) The City offers resource information on various means of employee assistance programs in our community, including, but not limited to, controlled substance and/or alcohol abuse programs. Employees are encouraged to use the resource file, located in the Human Resources Department. In addition, this information shall be distributed to an employee upon request for his or her confidential use.

POLICY MAY BE REVISED WITHOUT NOTICE:

The City of Clarksville retains the sole right to change, amend, or modify any term or provision of this policy without notice.

CONSENT FORM

I have read and understand City of Clarksville's Substance Abuse Policy and agree to participate in this policy as a condition of employment with City of Clarksville. I understand that my failure to comply with this policy may result in my employment termination. I release the medical review officer from the confidentiality rule and allow him/her to discuss the results of any positive tests with authorized City officials.

Employee Signature

Date

APPROVED BY FINANCE COMMITTEE: May 24, 2016

City of Clarksville Drug and Alcohol Policy
Reasonable Suspicion Form

EMPLOYEE PERFORMANCE REPORT

Whenever you observe or become aware of a job performance problem or potential problem or potential problem or whenever you have any discussions with an employee about a problem or potential problem, use a copy of this form to document the incident.

Employee Name:
Date: Time:
Location:
Other people involved (including witnesses):
Nature of incident or observation: (e.g., accident, late/absent, discussion with employee)
Action taken:
Comments:

SUPERVISOR CHECKLIST FOR ALCOHOL/SUBSTANCE ABUSE

Employee Name: _____

Employee Job Title: _____ Date: _____ Time: _____ A.M./P.M.

Location: _____ Safety-Sensitive Duties: Yes / No

Purpose / Description: _____

OBSERVATIONS - Check ALL that apply

BEHAVIOR

- stumbling, unsteady gait
- drowsy, sleepy, lethargic
- agitated, anxious, restless
- hostile, belligerent
- irritable, moody
- depressed, withdrawn
- unresponsive, distracted
- clumsy, uncoordinated
- tremors, shakes
- flu-like illness complaints
- suspicious, paranoid
- hyperactive, fidgety
- frequent use of mints, mouthwash, breath sprays, eye drops
- Inappropriate, uninhibited behavior

APPEARANCE

- flushed complexion
- sweating
- cold, clammy, sweats
- bloodshot eyes
- tearing, watery eyes
- dilated (large) pupils
- constricted (pinpoint) pupils
- unfocused, blank stare
- disheveled clothing
- unkempt grooming

SPEECH

- slurred, thick
- incoherent
- exaggerated enunciation
- loud, boisterous
- rapid pressured
- excessively talkative
- nonsensical, silly
- cursing, inappropriate speech

OTHER OBSERVATIONS: _____

The observations, as documented, were made of the employee identified above.

Supervisor Name (print or type)

Signature

Date

Witness name (Optional)

Signature

Date

TEST DETERMINATION

- | | | |
|--|--|--|
| <input type="checkbox"/> Reasonable Suspicion Alcohol Test | <input type="checkbox"/> No Test Conducted | <input type="checkbox"/> Employee Refused Test |
| <input type="checkbox"/> Reasonable Suspicion Drug Test | <input type="checkbox"/> 8 hours elapsed | <input type="checkbox"/> Other (explain) _____ |
| <input type="checkbox"/> Transported for medical care/evaluation | <input type="checkbox"/> No test required | _____ |

Employee transported to collection site by : _____

Time transported: _____ am/pm

Collection Site: _____

REASONABLE SUSPCION DISCUSSION PREPARATION CHECKLIST

Getting Yourself Ready	Setting the Stage	Anticipating the Employee's Reaction
<ul style="list-style-type: none"> • What are your personal feelings about the employee and the problem? • Accept those feelings and then focus on being detached and objective. • Consult with someone who can give you professional advice or guidance. (e.g., Human Resources staff, EAP counselor) • What exactly are you trying to achieve? Focus on this goal. • Do you feel apprehensive or anxious about confronting the employee? If so, that's normal. • Make notes on what you are going to say. 	<ul style="list-style-type: none"> • Usually the meeting is between you and the employee. However, arrange to have a Human Resources representative or EAP counselor present if necessary. • Arrange for a private meeting place with no interruptions from telephone calls, visitors, or other employees. • Identify the best time of day for the meeting considering the employee's current work habits and behavior. • Allow sufficient time for the meeting and set a time limit. • Make an appointment with the employee "To discuss a matter of importance." • Don't make the appointment too far in advance. 	<ul style="list-style-type: none"> • Think about the situation from the employee's point of view. • What kind of reaction can you expect? Defensiveness, hostility? • Think about ways to get past these reactions to ensure that the employee actually hears and understands your message: • "Your job performance has deteriorated, and you face serious consequences if the problems are not resolved."

PERFORMANCE SYMPTOMS

The Key factor to performance issues is whether something is **repeated and continuing**.

- Absenteeism – excessive or increased absenteeism, especially Mondays after a weekend or on the day after Pay Day. Habitual two-day “sick leave.”
- Lateness – unlikely excuses for being late or absent, leaving work early, late from lunch.
- Unreliable Productivity – wide patterns of high and low performance.
- Forgetfulness – recalling prior instructions are difficult. Deadlines get missed.
- Accidents – decreased motor coordination causing bumps and falls.
- Sleeping - “nodding” on the job.
- Unusual flare-ups or outbreaks of temper – altercations with fellow employees, drivers, dispatchers or dock workers.

BEHAVIORAL SYMPTOMS

The following symptoms are useful in identifying possible drug users:

- Association with known drug users
- Deterioration of physical appearance and grooming
- Disoriented
- Excitability
- Hallucinations
- Hyperactivity
- Impaired coordination
- Increased appetite
- Lowered inhibitions
- Memory problems
- Moody
- Overreaction to criticism
- Paranoia
- Poor concentration
- Poorly concealed attempts to avoid attention and suspicion, such as frequent trips to storage rooms, closets, restrooms, cars, etc.
- Reduced attention span
- Secretive behavior regarding actions and possessions
- Sedation
- Stealing items from the company/employer or problems with law enforcement
- Unusual borrowing of money from friends and other employees
- Wearing of sunglasses at inappropriate times to hide dilated or constricted pupils
- Wearing long sleeves in hot weather
- Withdrawn attitude towards family and supervisors.

PHYSICAL SYMPTOMS

- Bad breath, frequent lip licking
- Blurred vision
- Cold and clammy skin
- Constricted pupils that fail to respond to light
- Decreased appetite
- Dilated pupils
- Disheveled sense of time passage, tendency to overestimate time intervals
- Dizziness
- Drowsiness, lethargy
- Dry mouth and throat
- Excessive activity, difficulty sitting still
- Fatigue
- Flushed face
- Forgetfulness in conversations (e.g. “What was I saying?”)
- Headaches
- High fever
- High or low blood pressure
- Increased heart and breathing rates
- Increased risk of falling over (older people)
- Inflammation in white of eyes; pupils unlikely to be dilated
- Lack of interest in food, appetite, and sleep
- Nausea
- Nervousness
- Personal hygiene decline
- Rapid loud talking and bursts of laughter in early stages of intoxication
- Red eyes, pale face, imprecise eye movements
- Reduce pain and anxiety
- Running nose, nasal problems
- Scars or “tracks” on the arms or other parts of the body from needle injections
- Skin rash
- Sleepy or stuporous in the later stages of intoxication
- Slowed pulse and breathing
- Slurred speech
- Sweating
- Talkative, but conversation often lacks continuity
- Tendency to drive slowly – below speed limit
- Weight gain or loss