

# Substance Abuse in Organizations

*Changes – Management Issues – Policies*

*1971 - 1993*

Management by Walking Around  
High Standards

Leadership by Example

Listening  
Managers Participate in Training

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## Preface

Officially, 1993 represents the 23rd year that I have been involved with the subject of substance abuse in American organizations. Throughout the years, what began as a very personal motivation became a professional career goal. Then it became an academic research goal, and now again, a personal and professional commitment. It started simply. While inside a large organization in 1969 and 1970, I was shocked to watch disciplinary action taken against young employees who were assigned boring, repetitive tasks. I struggled with why these young, intelligent employees would waste their minds by getting "stoned" every night. I struggled equally with the inconsistencies in management practices. Throughout graduate school, I determined to work helping organizations manage employees in a way that would reduce the possibilities and effects of substance abuse.

Since the 1986 study, one of the biggest changes to this research has been in the international area. In 1990, I was invited to participate in the 5th Annual European Employee Assistance Conference in Ireland. There was interest in how the U.S. has addressed substance abuse in the workplace versus how European communities were starting to attack the problem. Again in 1991, I was invited to deliver the opening address for the 6th European Employee Assistance Conference. And now, during 1993, the same questionnaire used for this study is being used in a study of Irish companies - and we are working on cooperative research efforts with The Alliance for a Drug Free Canada.

In the first studies, a major university provided significant funding for the project. Since 1986, the research personally because of a commitment to the continued development of this important data.

*The report is dedicated to workers everywhere,  
individuals who deserve to work in a drug-free workplace and  
who deserve to work drug-free and enjoy the satisfaction of  
productive employment and well-managed organizations.*

JWS 5/1/93

## Introduction

Substance abuse in organizations has become one of many organizational problems that are affecting productivity, costing organizations money - and costing individuals productive careers and lives. It is important to examine real organizational experiences, policies, and practices. Very few organizations have been able to escape the problem.

The results described in this study are based on 23 years of research. Surveys done at regular intervals in 1971, 1976, 1981, 1986, and 1992 have gathered data about organization's experience with substance abuse. Information about organization policies, procedures, and training efforts are examined. The report also contains a variety of typical situations involving substance abuse and testing. In these incidents, respondents provide insights into their management practices. This information is helpful to any organization trying to define or improve its practices for dealing with employee substance abuse.

This report is organized into sections covering major findings, on-the-job drug use, history and background, policy and practice, management issues, trends, drug testing, and size issues. In addition, each major topic is divided into sections presenting the results of the survey, the interpretation of the results, and when appropriate, recommendations for action.

# Substance Abuse in Organizations

1971 - 1993

## Changes -- Management Issues - Policies

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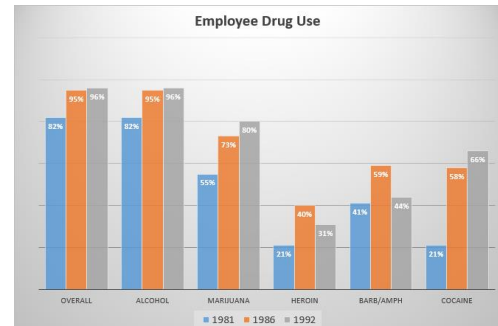
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## Major Findings

1993 is a year that begins with continued emphasis on positive management techniques. Lessons from quality, ten years of striving for excellence and one minute management, megatrends for 2000 and beyond, and others have shown us that organizations can be successful, good places to work. But with the positive news comes the negative news -- about substance abuse in the workplace. The fifth survey in a twenty-three-year examination of information has the following major findings.

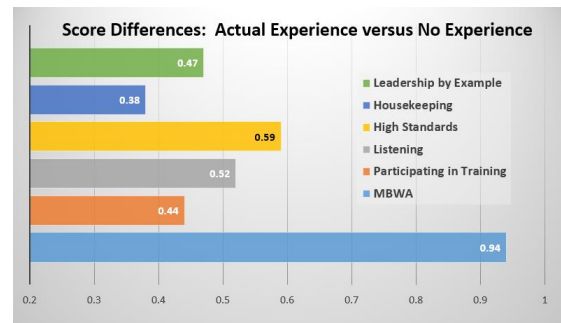
### On-the-Job Substance Abuse Is Up -- and Down!

- 96% of organizations have had direct experience with employee substance abuse on the job. Experiences with alcohol, cocaine, and marijuana are up -- cocaine is again up dramatically -- while experiences with heroin and barbiturates/amphetamines are down.



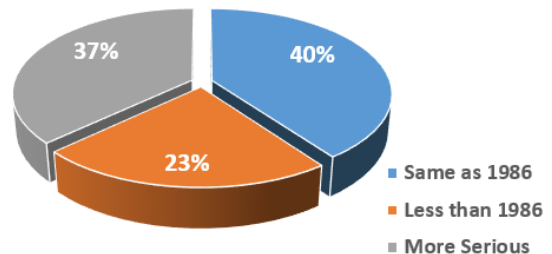
### Positive Management Practices Make a Difference - in Actual Experience and in Organization's Assessment of the Problem in the Last Five Years

- Organizations who have had less actual experience with some forms of substance abuse and those who believe that their experience is "less than 1986 - 1987" have scores significantly higher on positive management practices taken from Tom Peters' "Thriving on Chaos."



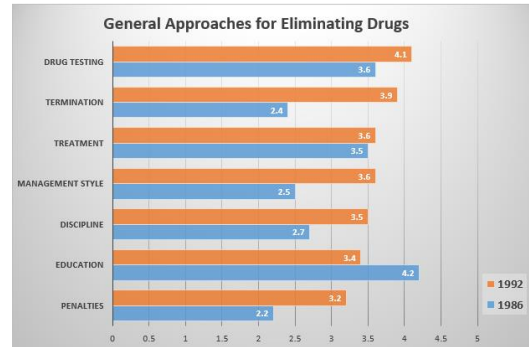
### A Majority Feel the Substance Abuse Problem Is the Same or More Serious than Five Years Ago

- 77% of organizations feel that the alcohol and drug abuse problem within their own organizations is the same or more serious than it was five years ago. For the first time in ten years, there was a substantial increase of organizations - 23%, up from only 2% - responding that the problem was less serious than five years ago.



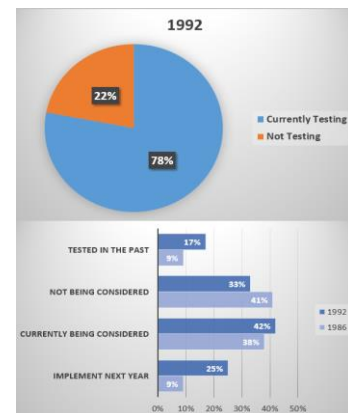
## Testing Is the Favored Technique for Eliminating Drugs in the Work Force

- There is significant movement toward tougher penalties, stricter policies, and testing. Education dropped as the preferred alternative for eliminating drugs from the workplace.



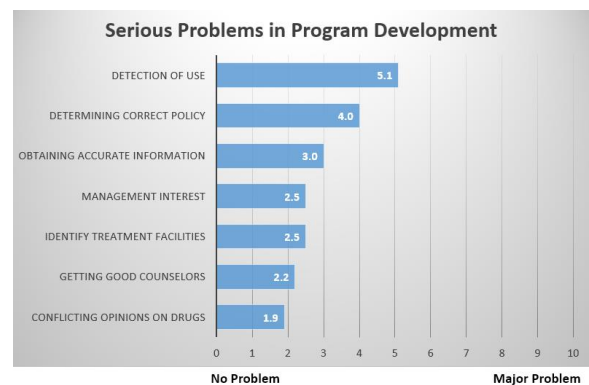
## Drug Testing Is Being Used in a Majority of Organizations

- 78% (up from 42% five years ago) of the organizations are currently testing for drugs. Of the remaining, 42% are considering drug testing at the present time and an additional 25% have made plans to initiate drug testing within the next year.



## Detection of Drug Use Is the Most Serious Problem for Most Organizations

- Detection of drug use has always been the most cited problem by the organizations in the data base. Determining the correct policy has replaced obtaining accurate information as the number two problem. Obtaining accurate information holds on to a much weaker third place rating.



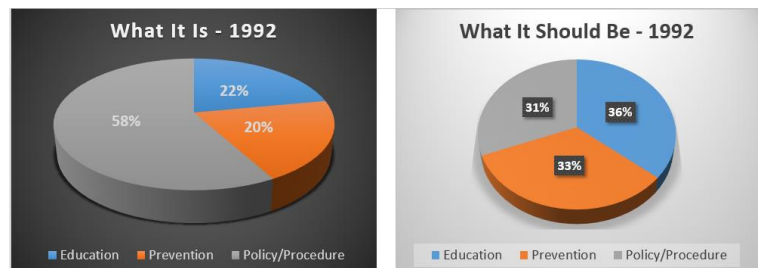
## Respondents Feel the Drug Problem Will Get Better in the Next Five Years

- 43% of the respondents feel the drug and alcohol problem will get better in the next five years - compared to 52% five years ago. But while some of the optimism of five years ago has disappeared, only 20% of the respondents, down from 30% in 1986, feel the problem will get worse.



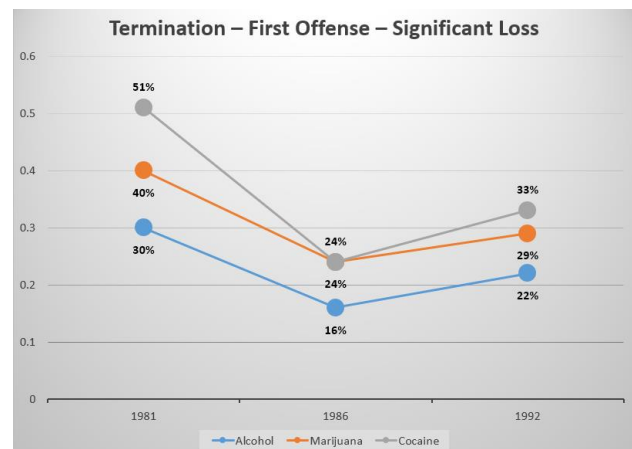
## Policy and Procedure Are the Primary Focus of Most Training

- Respondents reported that 58% of organizational training efforts related to substance abuse focus on policy and procedure. But they believe this should be substantially less - with a much greater emphasis placed on education and prevention.



## Reactions to Substance Abuse Are Quicker and Tougher

- While responses to specific incidents of substance abuse have changed dramatically over the years, some of the most significant changes in the responses appear in this latest survey. Organizations responded with quicker early referrals to employee assistance programs - followed by much quicker terminations. And there's a rise in terminations occurring on a first offense.





## Recommendations

Throughout this report, a number of recommendations are made concerning drug use, policies, training, and management issues. The following are highlights of the major recommendations.

1. All organizations must admit to the problem and take steps necessary to deal with the problem. No organization can afford to ignore the problem or deal with it in a superficial way. The problem must be attacked with the reality that failure to curb the increasing levels of substance abuse will prove damaging to the health of any organization, damaging to an organization's efforts to improve customer service, or quality.
2. Organizations must develop creative, broader solutions to the problems of substance abuse. They must examine the substance abuse problem - not as a separate "personnel" problem - but as one which is as much related to organizational success as quality. And it's much more integrated with issues like recruiting, training, compensation, and management than some individuals and organizations have been willing to admit.
3. Organizations must develop creative strategies for preventing substance abuse in the work force. This means new policies for intervention and treatment, new training programs, new programs for employee productivity and morale, and new programs for job and individual enrichment. An integrated approach that includes management style, organization culture, and employee assistance efforts must be considered.
4. Training is not the only element in an organization's effort to confront substance abuse. But its absence seriously hampers efforts for successful implementation of a policy or employee assistance programming. Organizations must increase training efforts. And there is a corresponding need for new training materials for substance abuse programs.
5. There must be a more intense examination of the factors in the workplace that might contribute to substance abuse in the workplace.

## On-the-Job Drug Use

96% of the organizations responding to the survey reported that since 1986 they have had to deal directly with a substance abuse problem. The question has always been worded very carefully. It asks specifically if the organization has had to "deal directly with." It makes a specific reference to "employee use on-the-job."

*An ideal wellness program should address the total health of the employee, physically, psychologically, and emotionally. Drug and alcohol abuse, inside and outside working hours, continues to be the number one negative factor in each of these areas.*

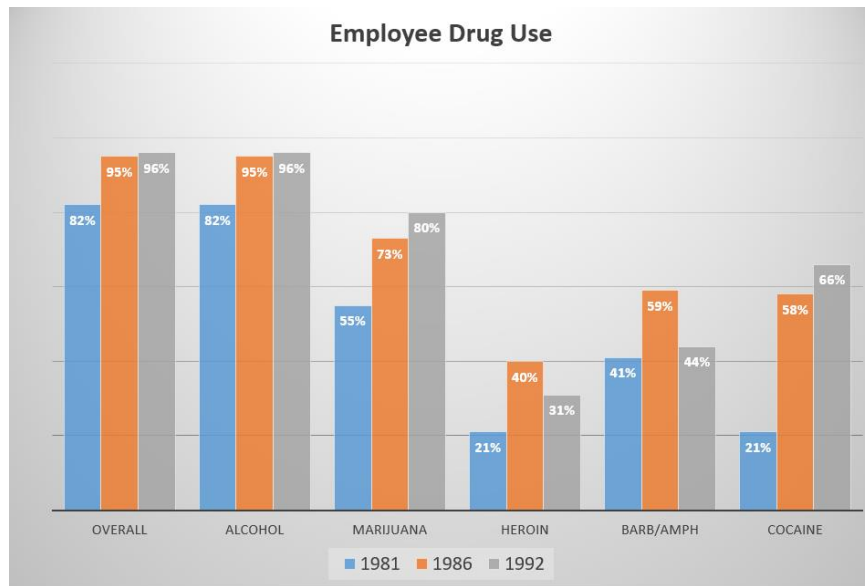
*Employee Benefit News*

The 96% response is up slightly from 1986 when 95% of the organizations reported actual incidents of substance abuse within their organizations. The original 1971 data base included only 36% of the organizations reporting actual incidents. In the 1976 survey it increased to 50%. And in 1981, it had jumped dramatically to 82%. Table 1 provides the specific breakdown on the substances most commonly confronted. Chart 1 provides a comparison of the data with the results of the previous studies.

Table 1 Actual Contact with Drug Use/Abuse			
	1981	1986	1992
<b>Alcohol</b>	82%	95%	<b>96%</b>
<b>Marijuana</b>	55%	73%	<b>80%</b>
<b>Cocaine</b>	21%	58%	<b>66%</b>
<b>Barbiturates/Amphetamines</b>	41%	59%	<b>44%</b>
<b>Other Drugs</b>	31%	55%	<b>43%</b>
<b>Heroin</b>	21%	40%	<b>31%</b>

While alcohol continues to lead with 96% of the organizations having to deal with an actual situation of substance use or misuse on-the-job, marijuana has now been faced by 80% of the organizations. Heroin has dropped slightly to 31% of the organizations. And cocaine has been documented in 66% of the organizations -- an 8% increase on top of a 37% increase in 1986.

Chart 1



*Drug users are costing American businesses \$25 billion a year. And those figures will continue to rise. The primary reason for this huge profit drain is cocaine. There are five million workers who use cocaine regularly and more than two million of these people are addicted to it.*

*Personnel Manager's Letter*

*It's much more difficult to spot a cocaine user as opposed to, say, an alcohol abuser. The changes are subtler, and cocaine has no tell-tale smell. Although cocaine is physically addictive, it doesn't have withdrawal symptoms. Addicts themselves remark about how little others on the job knew about their addiction.*

*Personnel Manager's Letter*

In the 1971 and 1976 surveys, half of the organizations denied having any direct contact with drug problems on-the-job. Many went beyond the survey denial and provided comments about "never experiencing any drug problems." Most of these emphatic denials were suspect, especially in cases where the nature of the organization was known and the "head in the sand" attitude was so clearly portrayed in the letters. By 1981, no one was denying the possibility of drug abuse. Several of those reporting no direct contact admitted it was probably happening but they hadn't encountered it yet. Now they have. Only four percent of the organizations responding in 1992 reported no contact with any on-the-job substance abuse.

*Fully 40% of 100 companies surveyed by the Institute for a Drug-Free Workplace have had a worker convicted of selling drugs at work. In an earlier poll of over 1,000 employees, 32% knew of the illegal selling of drugs at work; 8% had been offered drugs on the job.*

*Wall Street Journal*

## Management's Perception of the Problem

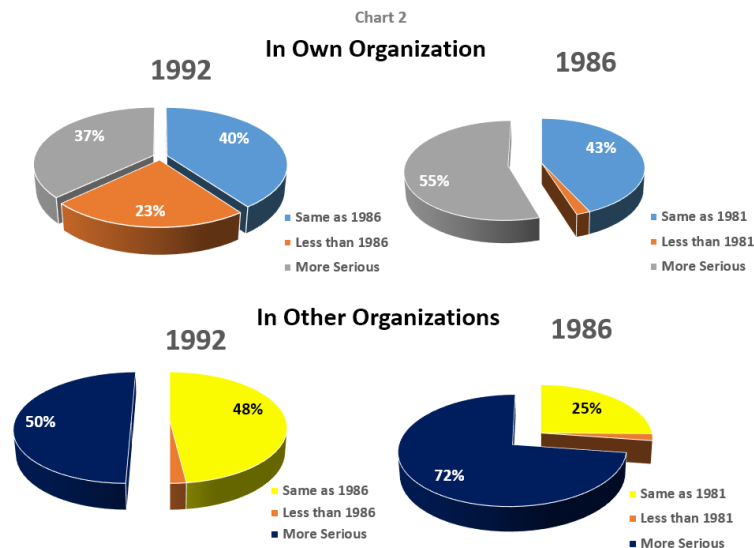
The last four surveys asked respondents to compare their experiences and perceptions of substance abuse on-the-job to the previous five-year period. Table 2 and Chart 2 show the responses to these questions. The respondents again have indicated that the problem has become more serious. Again in 1992 there is a tendency to portray the problem as more serious in other organizations.

*...the economy might be partially to blame for drug use remaining at 1991 levels. Workers were worried about whether they would have jobs, which drove them to continue drug use while supervisors were distracted by other priorities, so they were not able to stop problems at an early stage.*

*Institute for a Drug-Free Workplace*

In each previous survey, I've concluded that these results indicate a need for continuing educational efforts concerning the scope and seriousness of substance abuse problems. The conclusion has become repetitive. And now, with information that companies tend to focus more on policy and procedure than education, there is still a need for further education on the scope and nature of the substance abuse problem in organizations. Not only do employees need to be educated on the danger of substance abuse on-the-job, supervisors and managers must be educated on the broader scope of the problem in organizations.

Table 2 Perception of Substance Abuse Problem								
In Own Organizations					In Other Organizations			
1976	1981	1986	1992		1976	1981	1986	1992
29%	15%	2%	<b>23%</b>	Less Serious	26%	9%	2%	<b>2%</b>
51%	55%	43%	<b>40%</b>	Same	40%	43%	25%	<b>48%</b>
20%	30%	55%	<b>37%</b>	More Serious	34%	48%	73%	<b>50%</b>



The survey asked respondents to identify the single factor which in their professional opinion explains their perception of the substance abuse problem in their own organizations.

23% felt the problem was <b>less serious</b> than five years ago.	37% of the respondents felt the problem was <b>more serious</b> than five years ago.
<i>Massive layoffs of younger workers.</i>	<i>Higher rates of absenteeism</i>
<i>Average age of workforce is 52+ years</i>	<i>Number of tests for cause</i>
<i>Fewer reports from managers</i>	<i>Crack</i>
<i>A policy of no tolerance and EAP</i>	<i>Haven't been any organized efforts to respond until last 2 years.</i>
<i>Positive results under testing program</i>	<i>Increased use on company property</i>
<i>Pre-employment and for cause testing.</i>	<i>New hires are younger</i>
<i>Random testing - immediate terminations</i>	
<i>Hiring a full time AODA therapist</i>	

These comments provide some key insights. Changes in the work force appeared as significant comments for the first time in the 23 years of this research. References to the "younger hires" and "massive layoffs of young workers" contributed to either increases or decreases in the minds of the respondents. And changes in organization policies toward clearer expectations for a "drug-free workforce" and less tolerance of substance abuse in the workforce emerged as major themes in the responses.

## **Conclusions and Recommendations**

Substance abuse on-the-job is something which every organization is likely to have already faced. The fact that more and more organizations are admitting the experience may be more important - and perhaps the source of some danger.

The rise in certain types of substance abuse incidents is important. Cocaine has been the drug of the 1980's and 1990's, and now 66% of the organizations have had to deal directly with cocaine on-the-job. I expected, or hoped, that marijuana incidents might be stable, or even down slightly.

The increases in certain types of substance abuse and the perception of the drug problem as the same or more serious than five years ago are clearly disturbing. The number of organizations reporting that the problem is less serious is encouraging - if it's the start of a trend. But the progress is simply not enough. We are living in an era where we know more about management, more about dealing with employee problems, and more about the nature of alcohol and drug problems. Where is the impact of this knowledge?

The substance abuse problem in organizations is - overall - worse than it was five years ago. And it is a critical problem, one that is costing organizations untold amounts of money in lost productivity, sales, morale, damaged goods, and most importantly, the loss of employees.

There are a few signs that substance abuse is becoming just another "managed" problem in the workplace. In the 60's, 70's, and to some extent during the early 80's, substance abuse was labeled a crisis. Much was written about solutions -- organizations struggled to develop approaches that would allow them to deal with the problem. Now, however, it looks like substance abuse in the workplace has become just another problem - among many - that human resource managers must address. Professional journals are filled with ads for testing programs, laboratories, treatment facilities, and training programs. Testing programs, on the surface, appear to address the issue before it becomes a problem -- for the employer. But the individual already has the problem. Treatment, training programs, and all the evidence about policies, serve only to deal with the problem after it arises. And yet, the data supports that none of these efforts are having any significant effect on reducing the problem. They are simply giving organizations the means to deal with it when it occurs.

If the problem is the same or more serious than five years ago, my recommendations in the area of substance abuse on-the-job are simple. All organizations must admit to the problem and take steps necessary to deal with the problem. No organization can afford to ignore the problem or deal with it in a superficial way. The problem must be attacked with the reality that failure to curb the increasing levels of substance abuse will prove damaging to the health of any organization, damaging to an organization's efforts to improve customer service, or quality.

A second recommendation was introduced in the 1986 survey -- and it's been the key message of the work I've presented to the European EAP community. Organizations must develop creative, broader solutions to the problems of substance abuse. They must examine the substance abuse problem - not as a separate "personnel" problem - but as one which is as much related to organizational success as quality. And it's much more integrated with issues like recruiting, training, compensation, and management than some individuals and organizations have been willing to admit.

## History and Background

Organizations in 1993 face a variety of social, financial, economic, and cultural problems. Employee needs continue to change. Diversity, "rightsizing," new initiatives for disability accommodation, and AIDS have all contributed to expanded demands on human resource managers and employee assistance professionals. And just as the need for great response rises, human resource departments and employee assistance programs have been asked to share the burden of "reorganizations" - and to implement quality programs of their own to measure the effectiveness of their services. New problems with the plateaued employee, the aging of the work force, and continued efforts to end employment discrimination have placed a new emphasis on human resources management. Economic pressures from international competition and U.S. economic policy have forced many organizations into major cost-cutting programs. Alcohol and other drugs remain one of the major areas of all employee assistance programs.

Yet in the 1990's, cutbacks have begun to affect employee assistance programs. And changes in insurance coverage have apparently contributed to changes in the way organizations are responding to substance abuse problems.

Management's response to alcohol and other drug abuse on-the-job has changed over the years. Management experts and the press have given new attention to the substance abuse problem in organizations. Values in society have continued to change. Government programs have been adjusted. And every available piece of information says that the substance abuse problem in organizations has continued to grow.

New approaches, including a government "war on drugs" have been tried. In 1986, there was little optimism about the potential success of this program. While everyone in management applauded then President Reagan's initiative, many wondered whether or not a "drug free workforce" was possible. The 1986 survey asked what probability of success they would attach to this movement. And, if they thought there was greater than a 50% chance of the movement succeeding, how many years would it take?

61% of the 1986 respondents felt that a drug free workforce had less than a 30% chance of success. Only 11% felt that it had better than a 70% chance. Many respondents felt it would be impossible. No one felt it was a sure thing -- or even 90% sure.

For those respondents who did feel the movement had a 50% chance or better of succeeding, 27% felt it would take more than ten years to accomplish. No one thought it could be done in the next one or two years. 41% felt that it could be accomplished in 4-6 years. Charts 3 & 4 highlight these results.



Chart 3  
Possibility of "Drug Free" Workforce

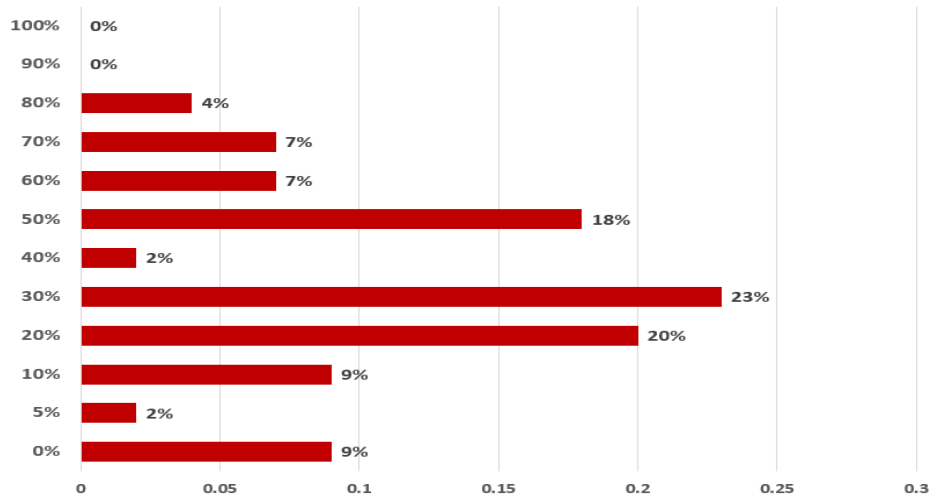
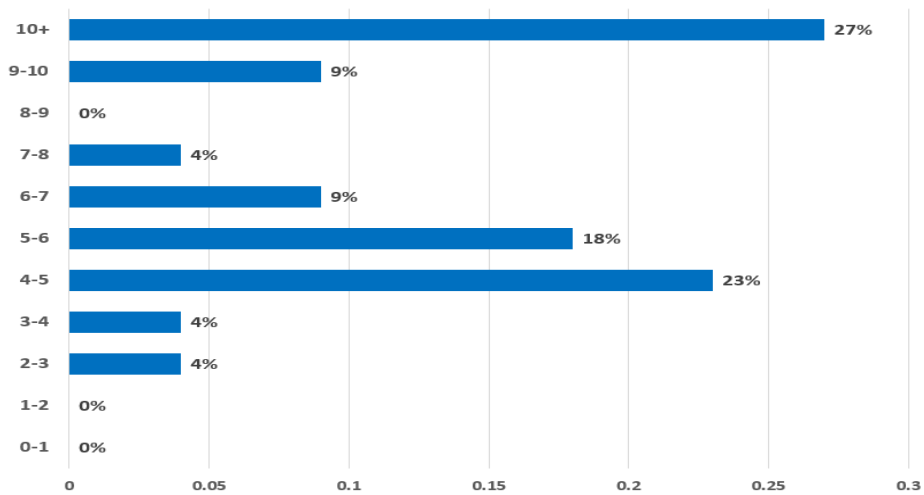


Chart 4  
Years to Having a "Drug Free" Workforce



Respondents who felt that the movement for a "drug-free workforce" had greater than a 50% chance of succeeding were asked what it would take to make it happen. The responses were varied and provided insight into the thinking and beliefs of those who believe it can be done.

Respondents who felt that the movement for a "drug-free workforce" had less than a 50% chance of succeeding were asked what will prevent it from succeeding. Again, the responses provided great insight into the thinking of the respondents. Some of the responses seem to indicate a deep awareness of the complexity of the problem. Others represent the frustration of dealing with such a complex problem.

**"Drug-Free Workforce"  
Reasons for Success or Failure**

<b>Greater than 50% Chance of Success</b>	<b>Greater than 50% Chance of Failure</b>
<p><i>Commitment of work force to be drug free</i></p> <p><i>Public support including emphasis in schools and private industry</i></p> <p><i>Stronger laws</i></p> <p><i>Public awareness of dangers of drug use</i></p> <p><i>Acceptance and support of unions</i></p> <p><i>Insurance companies supporting rehabilitation benefits</i></p> <p><i>Courts supporting drug testing</i></p> <p><i>Law enforcement</i></p> <p><i>A national focus on drugs -- more focus on prevention less on enforcement</i></p> <p><i>Random testing and search</i></p>	<p><i>Needs a huge outpouring of funds.</i></p> <p><i>Issue is too huge to make great strides.</i></p> <p><i>Penalties not strong enough.</i></p> <p><i>Lack of sufficient funds to counter resources and profit on the drug side.</i></p> <p><i>Inability to test current employees.</i></p> <p><i>Major socio-cultural changes necessary.</i></p> <p><i>Management apathy -- unwillingness to spend money.</i></p> <p><i>"Big Brother" image of management and invasion of private affairs</i></p> <p><i>Education will take a generation or two to have an impact.</i></p> <p><i>Just the "human condition."</i></p>

## **The Terminology Problem**

Throughout this report various terms are used to describe the problems of substance abuse within organizations. It might be easier on the reader if a single term, drug abuse, could be used throughout the report. It would be a correct term because drug abuse, by definition, includes the abuse of alcohol. However, society in general and organizational policies do not allow for this simplification. If this report used the term drug abuse throughout, it would be interpreted by many readers as being concerned only with illegal drugs other than alcohol. On the other hand, the use of the term alcohol and drugs can offend those knowledgeable in the field who indeed recognize that drug abuse includes alcoholism.

Because this debate cannot be solved within the context of this survey, terms will be used to clarify that alcoholism is considered a form of drug abuse. While this adds several words to the text it will serve to emphasize that alcoholism is indeed substance abuse. And it will continue the educational efforts to make this information widespread.

For the sake of emphasis and clarity, a variety of terms will be used. Essentially, they mean the abuse of any substance, legal or non-legal, including the abuse of alcohol.

## **Survey Data Base**

In 1971, the first survey in this data base was completed using information submitted by firms in the Midwest. The 1976 study contained the original data base and was expanded to include more national organizations and a sample of smaller organizations. The 1981 study included the original data base, the smaller organizations, and new respondents representing international organizations and organizations hiring primarily high school and college age employees. The 1986 study used an updated version of the 1981 survey base. Corrections were made to the original data base to reflect company mergers, acquisitions, and closings. The current study was based on another updated version of the original database. Additions to the list examined companies that have been cited as excellent or "good places to work." The response rate for the survey has decreased from 1971 to 1992. Originally it was 50% of the surveys mailed, in 1981 it was down to 35%, and both the 1986 and the current 1992 survey had a response rate of 20%.

## Policy and Practice

Twenty-three years ago, there was a concern about organizations having policies and whether the policies included drugs other than alcohol. Now the concern is more focused on the type of policy organizations have implemented.

In 1992, only 6% of the responding organizations do not have a written policy on alcohol and other drugs. This is another substantial improvement from five years ago when 22% of the organizations did not have a written policy. In 1981, 44% of the organizations did not have a written policy. In 1976, 55% of the organizations had no written policy. 92% of the organizations now have policies which cover all substances. Only 2% of the respondents have policies covering alcohol only. Table 3 and Chart 5 show the responses to these questions.

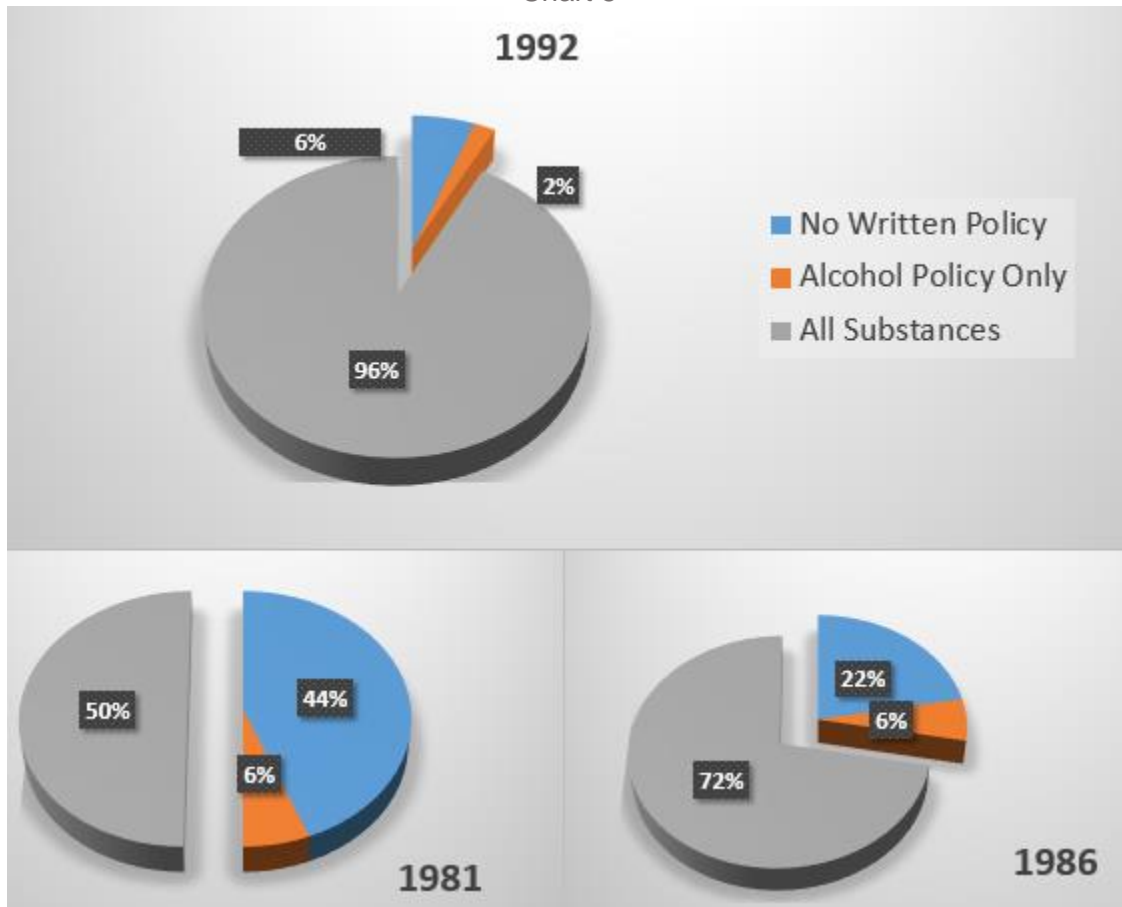
*It is only morally, ethically, and legally right to tell an employee a company's behavioral and performance expectations. Communication to and understanding by the employee is the key.*

*Employee Benefit News*

Progress continues. The educational efforts to get organizations to formulate written policies has continued to have an effect -- and finally it's close to 100%. Every organization needs a written policy to effectively deal with substance abuse. While some organizations may still have informal policies, it is a critical element to adopt a clear cut written policy. Organizations which have developed a clear cut written policy have reported greater ease in dealing with substance abuse problems when they occur.

Table 3 Policies on Substance Abuse					
	1971	1976	1981	1986	1992
<b>Written Policy (Drugs and Alcohol)</b>	35%	36%	50%	72%	<b>92%</b>
<b>Written Policy (Alcohol Only)</b>	45%	10%	6%	6%	<b>2%</b>
<b>No Policy</b>	20%	55%	44%	22%	<b>6%</b>

Chart 5



## Policy Statements

Organizations receiving the survey were asked to submit a copy of their policy statement. In 23 years this has resulted in a large collection of different organizational policies. Many of these policy statements reflect the organization's philosophy toward substance abuse as well as the procedural steps that the organization will take to deal with substance abuse on the job. In the 1986 survey, more policy statements had changed than in previous surveys. And the changes reflected the movement toward drug testing, the rise in cocaine use, and the "drug-free workplace" initiative. For the current survey, policy statements provided clear evidence of the tougher policies in many organizations.

*...believe that a working environment unaffected by alcohol and drugs fosters safety, quality, service and productivity, and is in the best interests of all employees/members. Each employee/member shares a responsibility to support a drug and alcohol-free environment.*

*Joint Company/Union Statement*

Some policy statements broadened their coverage, looking beyond the employees of the organization to the customer or community at large.

*The obligation and desire to provide a drug free workplace is not only for employee safety and well-being but also a commitment to the people we serve.*

*Drug use has serious adverse effects on the workforce resulting in lost productivity and a threat to safety for the employee, co-workers, and the public. Drug use creates a variety of workplace problems including but not limited to increased injury, absenteeism, medical costs, and theft along with decreased employee morale, productivity and a decline in the quality of services. A drug free workplace promotes protection of co-workers and the public.*

*Procedures and Standards*

*The... and the Union have grave concerns regarding the abuse of alcohol and other drug substances in the community.*

*Company/Union Statement*

While it started showing up in policy statements several years ago, the policies submitted with this survey showed even more concern about the use of alcohol on company business and even on the employee's own time during meal breaks.

*...employees who choose to consume alcoholic beverages while on Company business or at Company-sponsored events are expected to limit consumption to assure that their performance and judgment are not impaired. Failure to do so may lead to disciplinary action, up to and including termination of employment.*

*Policy Statement*

*This prohibition also includes the consumption of alcohol during meal breaks. Even though the meal break is the employee's private time, the consumption of alcohol during that period would mean that the employee would return to work with a mood-altering substance in his/her system and, therefore, be in violation of this policy. The singular exception to this policy will be for Corporate and institution-sponsored events where permission for the consumption of alcohol will be explicitly approved by the Chief Executive Officer.*

*Substance Abuse Program*

And many policies recognized the importance of creating a drug-free environment and the rights of employees to work in a drug-free environment.

*The ultimate goal of this policy is to balance our respect for individual privacy with our need to keep a safe, productive drug-free environment. Our intention is to prevent and treat substance abuse. We would like to encourage those who use drugs or abuse alcohol to seek help in overcoming their problem. In this way, fully rehabilitated abusers who remain drug free can return to work as employees in good standing.*

*Employees of ... are its most valuable resource. The... believes the majority of employees do not use drugs or abuse alcohol and that they are entitled to work with people free from the effects of drugs or alcohol.*

*Statement of Purpose*

*...enthusiastically supports the drug-free workplace concept and therefore requires that all employees be expected and compelled to refrain from any use of illegal drugs in the workplace.*

*All employees are expected, as a condition of employment, to be free of any effects from the use of illegal drugs while working or performing work-related activities.*

*Drug-Free Workplace Policy*

Some policies took a very strong stand against substance abuse. One went as far as listing all of the state and federal penalties associated with illegal possession and use - with a detailed listing of minimum and maximum sentences.

*Under state and Federal laws, various controlled substances (narcotics, stimulants, depressants, prescription drugs) are divided into five schedules. The penalties for illegal use and abuse of these are divided in the same manner.*

*A complete schedule of State/Federal penalties is  
Included in the company policy statement.*

One policy clearly identified the role of the supervisor in maintaining a drug-free environment, making very clear the supervisor's responsibility of identifying problems - and for participating in training.

*All supervisory personnel are expected to enforce this Drug-Free Workplace Policy without exception and to report to the appropriate manager any violations of this policy.*

*Supervisors will be required to participate in a training program covering all aspects of this policy, including how to identify illegal drug use and how to deal with employees who are involved in illegal drug use.*

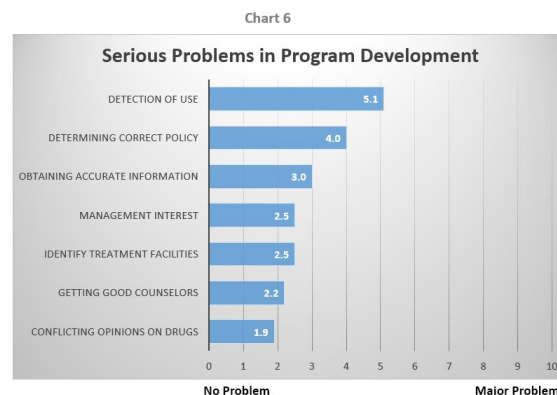
*Policy Statement*



## Problems Encountered with Policies

One of the most important concerns of management in trying to effectively develop an organization policy on substance abuse is the problems that are encountered. Organizations were asked which problems seriously hampered their efforts in implementing a program. Responses to this question for 1976, 1981, 1986, and 1992 are shown in Table 4. Chart 6 highlights the 1992 results. Detection of drugs was the biggest problem in all surveys although it's dropped significantly in both 1986 and 1992 - apparently due to the increased use of drug testing. Getting management interested and obtaining accurate information rose in the 1981 and 1986 surveys and have now dropped dramatically as major issues. And, because the substance abuse problem is changing in so many ways, new problems have surfaced. While many organizations provided examples of statements which came from both the company and the union, unions were also cited as one of the major problems in putting a program in place. Another respondent cited "Getting management to view alcohol as a drug - not to be used during business development" as a major problem.

Table 4 Serious Problems in Program Development				
	(1=Not a Serious Problem -- 10=Serious Problem)			
	1976	1981	1986	1992
Detection of Use	5.7	7.0	5.9	<b>5.1</b>
Determining Correct Policy	3.3	1.7	4.0	<b>4.0</b>
Obtaining Accurate Information	3.7	4.0	4.9	<b>3.0</b>
Getting Management Interested	2.0	3.4	4.0	<b>2.5</b>
Facilities for Rehabilitation Programs	1.1	1.2	2.4	<b>2.5</b>
Getting a Good Counselor	1.1	1.3	2.1	<b>2.2</b>
Conflicting Opinions on Medical Effects	2.2	1.3	2.8	<b>1.9</b>

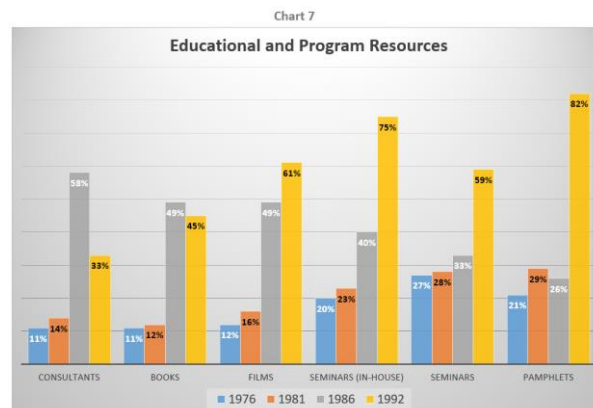


## Resources

In the 23 years covered by this research, organizations have faced a number of different periods of crisis, level of media interest, and available resources. When the new focus on the problem started in the early 70's, management had to rely heavily on resources from the alcoholism field to assist in awareness and training programs. In the 70's new products were developed to focus on the new variety of drugs that were appearing in the workplace. In the 80's, as drug abuse in organizations became an even greater problem and as the training industry itself grew and matured, more and more resources became available.

In the latest survey it is not surprising to see some substantial increases in the use of various resources for substance abuse programs. Table 5 and Chart 7 show the use of these resources and the comparative information from the 1976, 1981, and 1986 surveys. Use of management consultants has dropped dramatically from first to last place, possibly linked to the increased availability and use of other resources. There is much greater use of films/videos and a dramatic increase in in-house seminars. And, with new training technology, new types of resources are being used. These include developing internal training programs, producing films, and developing in-house videotape for use in employee meetings.

	1976	1981	1986	1992
<b>Distribution of Books/Pamphlets</b>	21%	29%	26%	<b>82%</b>
<b>In-House Seminars</b>	20%	23%	40%	<b>75%</b>
<b>Films/Videos</b>	12%	16%	49%	<b>61%</b>
<b>Attendance at Seminars</b>	27%	28%	33%	<b>59%</b>
<b>Purchase of Books</b>	11%	12%	49%	<b>45%</b>
<b>Management Consultants</b>	11%	14%	58%	<b>33%</b>



## Management Incidents

In the next major section of the survey, respondents were given a set of situations involving different substances. The situations are very short and provide only basic information. In each case, respondents were instructed to identify the action they would take in accordance with their organization's policies and/or their freedom to deal with such problems.

*You have just been informed that a significant loss (\$, time, etc.) has occurred because of an employee's inability to perform his/her job. The inability is caused by the employee being under the influence of...*

*Marijuana  
Alcohol  
Cocaine/Crack*

*You have just been notified that an employee is under the influence of some drug, however no direct loss has been suffered. What would your reaction be?*

*Marijuana  
Alcohol  
Cocaine/Crack*

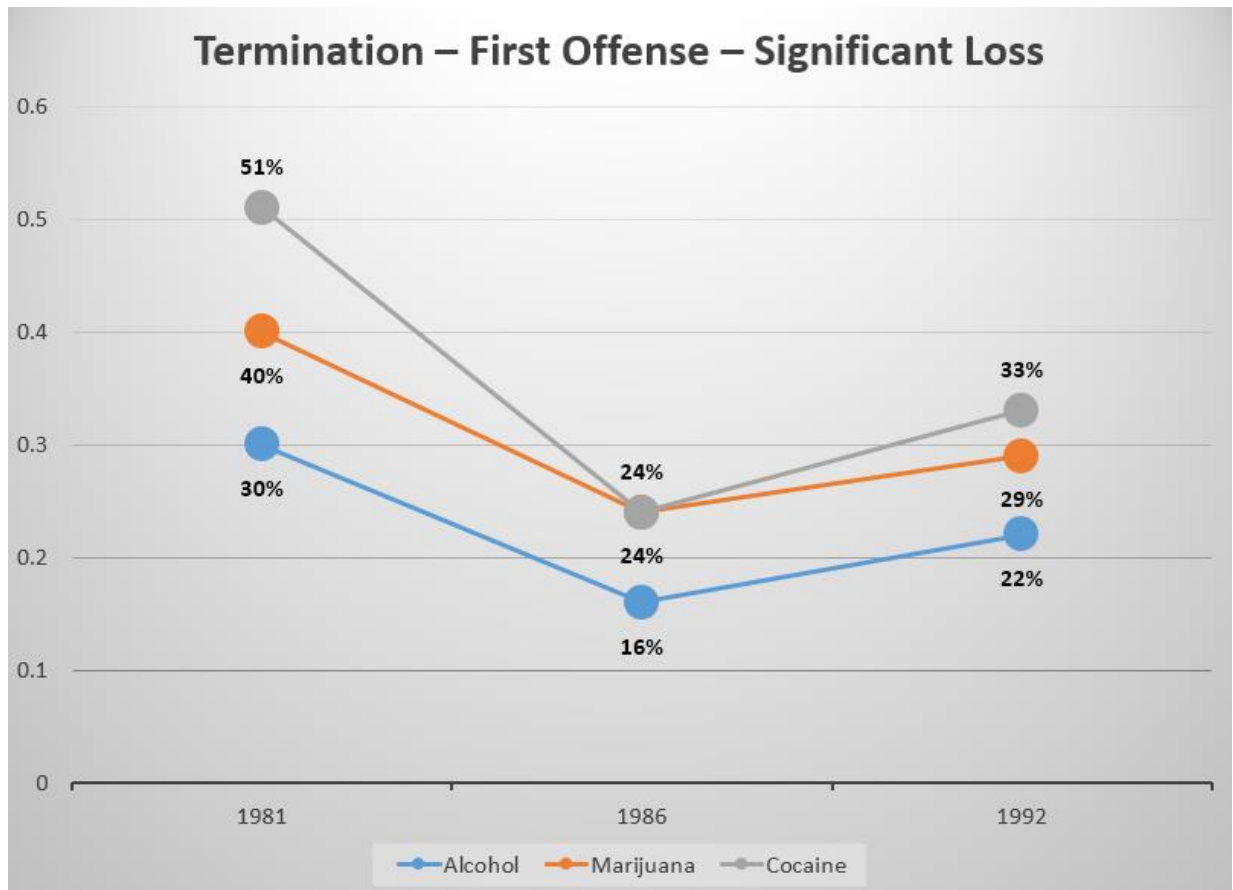
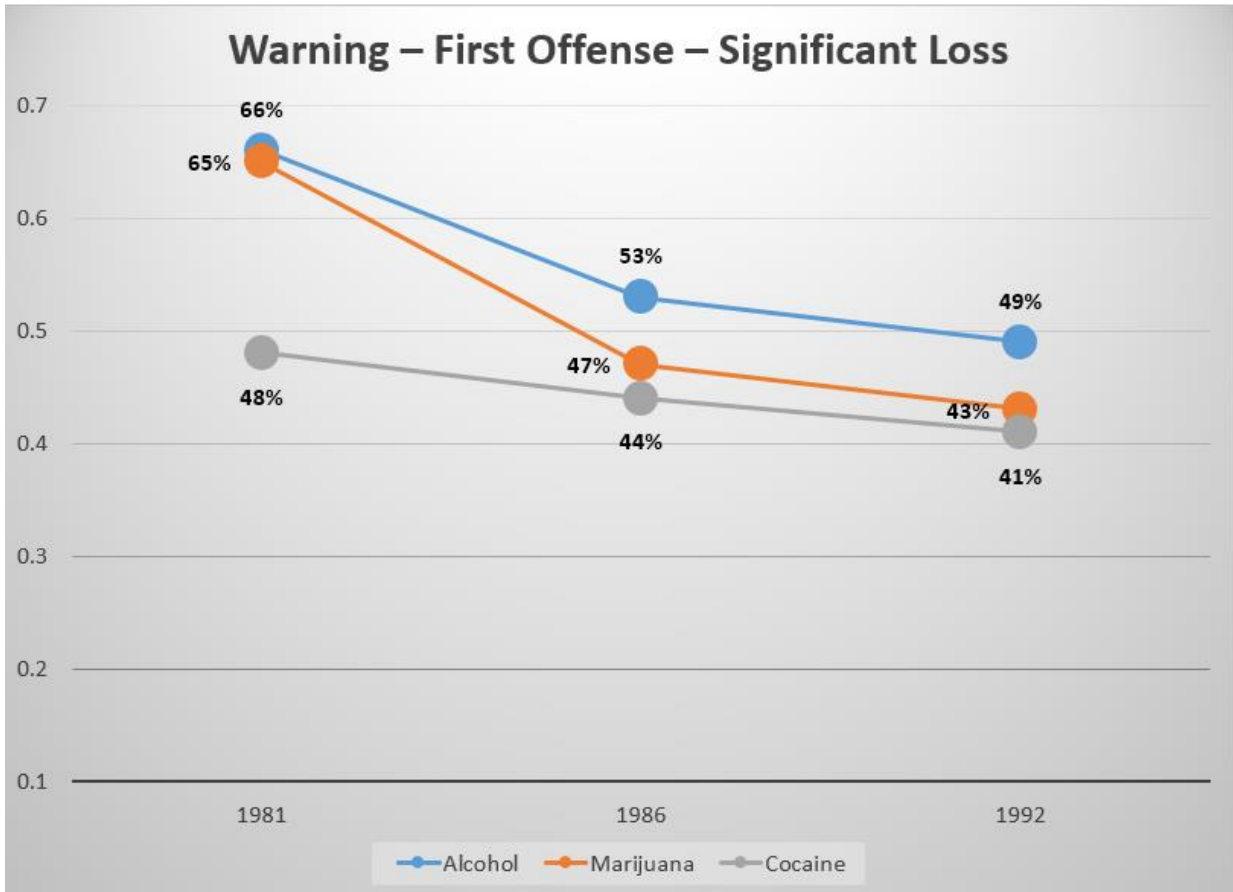
Tables 6 and 7 and Charts 8 - 11 provide the responses from the 1981, 1986, and 1992 survey results. In the case of a significant loss, the most common response was to refer the person to an employee assistance program. In the 1986 results, termination after the second offense increased by at least 20% in some categories. In 1992, terminations increased by another 15 - 20%.

The responses to these incidents show that management's reaction to these incidents has changed over the years. Policies are clearly more geared to treatment through employee assistance programs or outside referrals than in earlier studies. But at the same time, the two-step model is clear. From 1981 to 1986, there was a drop in terminations for both the first and second offense. In 1992, there was a significant increase in terminations for both the first and second offense. Particularly when a significant loss is involved, the respondents terminated 80 - 85% of the employees on either the first or second offense.

**Table 6  
Management Incidents - Significant Loss**

**You have just been informed that a significant loss (\$, time, etc.) has occurred because of an employee's inability to perform his/her job. The inability was caused by the employee being under the influence of...**

	<b>Ignore</b>	<b>Warn</b>	<b>Refer to Program</b>	<b>Terminate</b>	<b>Inform Police</b>	<b>Other</b>
<b>1992 Results</b>	<b>First Offense</b>					
Marijuana	0%	43%	78%	29%	8%	16%
Alcohol	0%	49%	84%	22%	8%	16%
Cocaine	0%	41%	76%	33%	14%	16%
<b>1992 Results</b>	<b>Second Offense</b>					
Marijuana	0%	17%	37%	76%	4%	2%
Alcohol	0%	21%	43%	70%	2%	6%
Cocaine	0%	18%	36%	76%	11%	2%
<b>1986 Results</b>	<b>First Offense</b>					
Marijuana	0%	47%	74%	24%	9%	5%
Alcohol	0%	53%	82%	16%	4%	6%
Cocaine	0%	44%	78%	24%	11%	6%
<b>1986 Results</b>	<b>Second Offense</b>					
Marijuana	0%	18%	55%	55%	8%	12%
Alcohol	0%	20%	56%	56%	4%	12%
Cocaine	0%	20%	53%	59%	8%	12%
<b>1981 Results</b>	<b>First Offense</b>					
Marijuana	1%	65%	44%	40%	8%	12%
Alcohol	1%	66%	55%	30%	10%	14%
Cocaine	1%	48%	53%	51%	11%	9%
<b>1981 Results</b>	<b>Second Offense</b>					
Marijuana	1%	20%	50%	29%	12%	9%
Alcohol	1%	21%	60%	18%	18%	17%
Cocaine	1%	18%	50%	31%	37%	7%

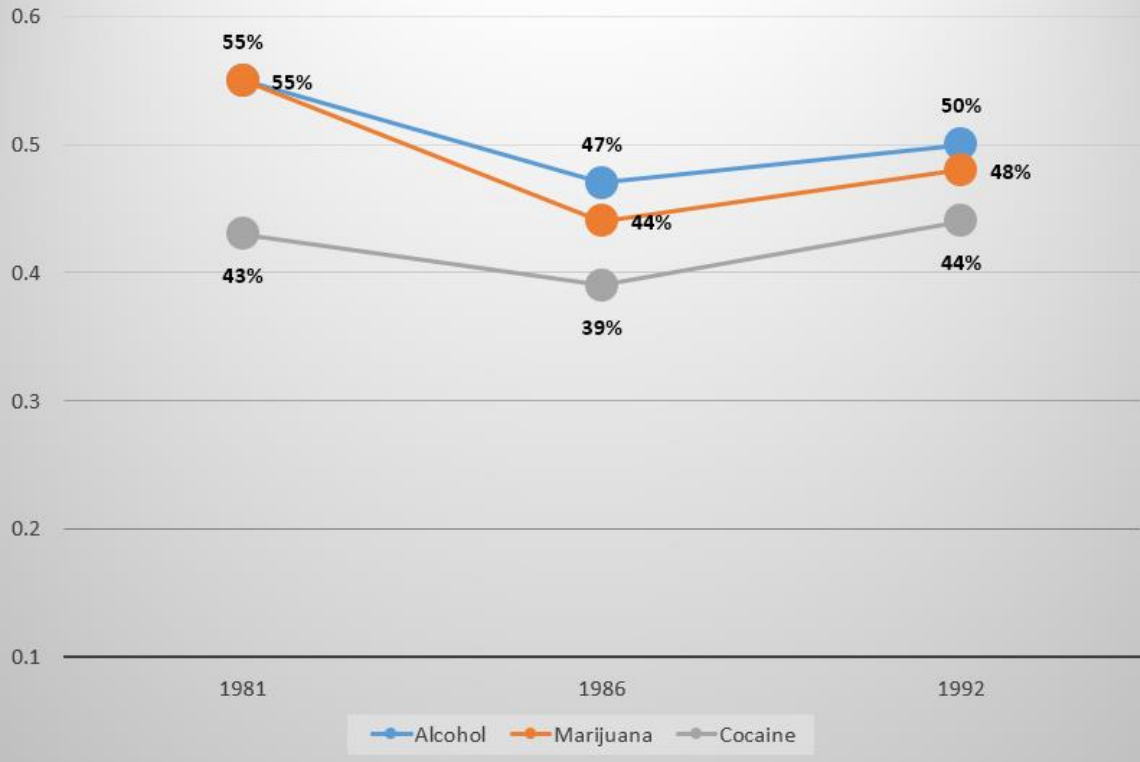


**Table 7  
Management Incidents – No Direct Loss**

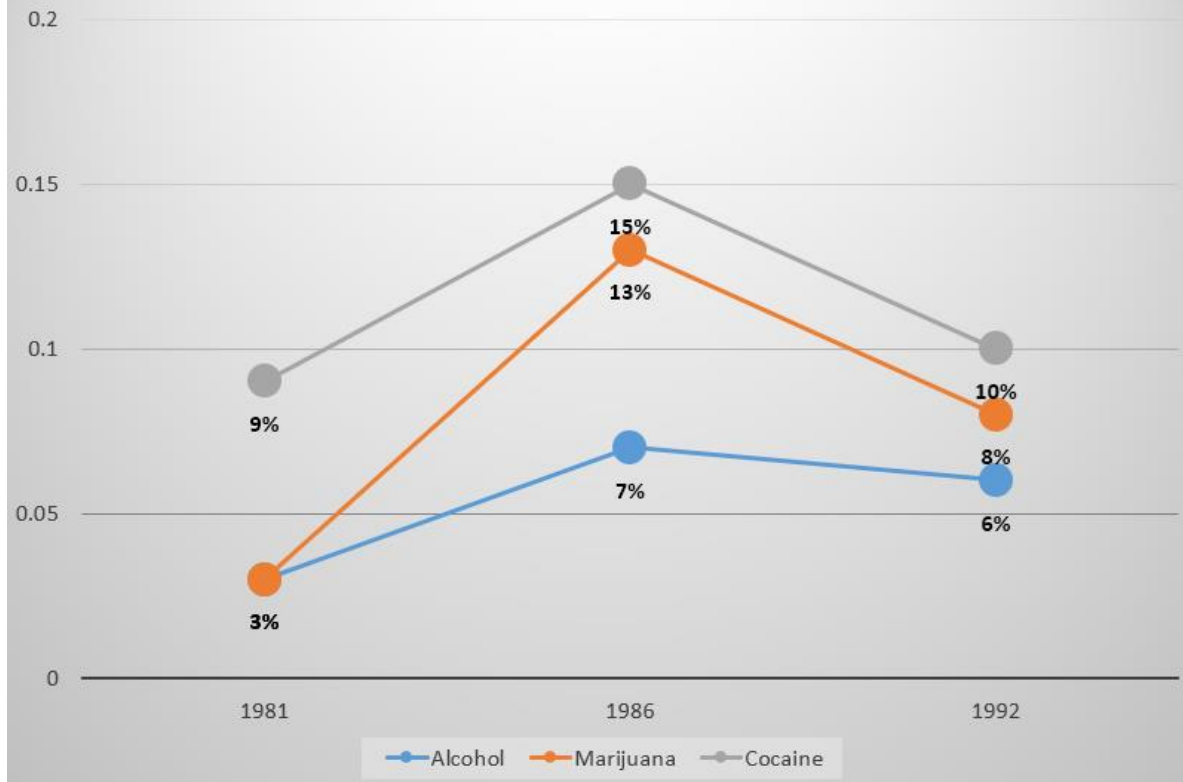
**You have just been notified that an employee is under the influence of some drug, however no direct loss has been suffered. What would your reaction be?**

	<b>Ignore</b>	<b>Warn</b>	<b>Refer to Program</b>	<b>Terminate</b>	<b>Inform Police</b>	<b>Other</b>
<b>1992 Results</b>	<b>First Offense</b>					
Marijuana	0%	48%	85%	8%	2%	15%
Alcohol	0%	50%	85%	6%	2%	15%
Cocaine	0%	44%	85%	10%	8%	15%
<b>1992 Results</b>	<b>Second Offense</b>					
Marijuana	0%	17%	43%	68%	2%	2%
Alcohol	0%	19%	47%	64%	0%	4%
Cocaine	0%	17%	38%	70%	6%	2%
<b>1986 Results</b>	<b>First Offense</b>					
Marijuana	4%	44%	72%	13%	6%	15%
Alcohol	4%	47%	76%	7%	4%	14%
Cocaine	4%	39%	74%	15%	6%	13%
<b>1986 Results</b>	<b>Second Offense</b>					
Marijuana	4%	15%	50%	42%	6%	19%
Alcohol	4%	17%	53%	42%	2%	19%
Cocaine	4%	16%	47%	45%	6%	20%
<b>1981 Results</b>	<b>First Offense</b>					
Marijuana	8%	55%	34%	3%	6%	11%
Alcohol	8%	55%	39%	3%	1%	7%
Cocaine	8%	43%	42%	9%	11%	11%
<b>1981 Results</b>	<b>Second Offense</b>					
Marijuana	2%	23%	46%	29%	8%	2%
Alcohol	2%	21%	55%	22%	2%	6%
Cocaine	1%	21%	50%	28%	15%	1%

### Warning – First Offense – No Direct Loss



### Termination – First Offense – No Direct Loss



## One Organization's Response to Substance Abuse

In every survey, there are usually one or two responses that stand out -- because of some additional detail to those questions that solicit comments. Or one stands out because of a particular pattern of responses. In this survey one response stood out because it clearly exemplified the movement toward firmer policies, tougher procedures, and a clear -- strongly stated -- opinion on the nature of the substance abuse problem.

The organization was medium-sized, between 500 - 2000 employees. It had actual experience dealing with most of the specific drugs listed in the survey. It had a written policy that covered both alcohol and other drugs.

The responses to the management incidents were very revealing:

### *Incident #1*

*You have just been informed that a significant loss (\$, time, etc.) has occurred because of an employee's inability to perform his/her job. The inability was caused by the employee being under the influence of...*

*Marijuana  
Alcohol  
Cocaine/Crack*

*The organization's response to this incident was clear: "terminate for the first offense." This was clearly emphasized by checking "terminate" for the second offense, but adding the comment: **"There will be no second offense."***

### *Incident #2*

*You have just been notified that an employee is under the influence of some drug, however no direct loss has been suffered. What would your reaction be?*

*Marijuana  
Alcohol  
Cocaine/Crack*

*For this "no direct loss" incident, the organization's position was slightly different. In this case, the first offense merited a "refer to the EAP" and the second offense was clearly a "terminate."*



In the "trends" section of the report, we will discuss the responses on how drugs might best be eliminated from the workplace. The changes toward tougher approaches is clearly supported by this organization's response.

Table 8 One Organization's Approach		
	(1=Not Effective -- 5=Very Effective)	
	1992 Survey	This Organization
<b>Drug Testing</b>	4.1	5
<b>Termination</b>	3.9	5
<b>Treatment</b>	3.6	2
<b>Management/Supervisory Skills</b>	3.6	4
<b>Increased Discipline</b>	3.5	5
<b>Education</b>	3.4	3
<b>Increased Penalties</b>	3.2	5
<b>Management Style</b>	3.0	4

And while this respondent felt, even with the strong stand taken in this organization, that the substance abuse problem in the workplace "would get worse" in the next five years, the comment provided made it very clear how this response fit it.

*Drugs will become more accessible and probably cheaper. Unless the law and employers get real tough, it will get worse. **But, it won't get worse in my workplace. It will get better here.*** (Emphasis added)

## Conclusions and Recommendations

The number of organizations which now have written policies is one sign of progress - but the changing tone of the policies is a question that might be debated. Most organizations seem to have a written policy, which is necessary. The problem is too complex, even more so now with increased use of cocaine and the complex problems and legal issues of testing, to leave it to any type of informal policy.

There is more of an emphasis in 1992 on policy and procedural approaches to the substance abuse problem. It is definitely appropriate for some organizations to have very strict policies. Some justifiably terminate an employee on a first incident of substance use. But right now, organizations are only part of the cause and they are only part of the solution. When an organization hires large numbers of individuals who have come out of school systems and families where alcohol and drug use are allowed, organizations cannot be expected to solve the problem overnight. As one respondent in the survey said, drugs are a society problem.

In the last few years there has been an increase in the number and type of educational resources available in the area of substance abuse. New training programs and videos have been appearing regularly. But the topic of "training and substance abuse" has received very little attention. Very few of the latest training technologies, for example simulations or computer based materials, are available. New training materials are necessary to prepare supervisors and managers for dealing effectively with substance abuse problems.

Organizations must develop creative strategies for preventing substance abuse in the work force. This means new policies for intervention and treatment, new training programs, new programs for employee productivity and morale, and new programs for job and individual enrichment. An integrated approach that includes management style, organization culture, and employee assistance efforts must be considered.

## Management Issues

The problems of substance abuse in organizations are going to have to be fought with as many resources as possible. Organizations face a difficult task, working to deal with the many factors of earlier decisions, outside influences, and their own organizational culture and management practices. What organizations do must coordinate and add to what societies in general do to combat the drug problem. Employee Assistance Programs must take a strong, proactive stance - a leadership role - in these efforts. The leadership role will involve establishing the vision, getting the support of people throughout the organization, and working toward strategies that will have a clear impact on results for the organization.

### Substance Abuse and Management Excellence

In his 1988 publication, "Thriving on Chaos," management guru Tom Peters laid out prescriptions for well-managed companies in the 90's. In a related publication, the Tom Peters Group developed a computer-based survey form, "The Excellence Audit," to assist organizations in assessing their practices toward excellence.

Tom Peters, from the original publication of "In Search of Excellence," through the publication of his latest book, "Liberation Management," has been an outspoken critic of many management practices and a devout promoter of solid management techniques that recognize the contribution of the individual workers. While he hasn't said much about drug abuse in organizations, he's made some powerful, direct statements:

*The best tool for recognizing drug problems remains the eyeballs of concerned and in-touch supervisors and peers. Use these, and then provide counseling and help as needed...*

*Tom Peters, "Drug Testing Kills Productivity"  
On Achieving Excellence*

With the permission of The Tom Peters Group, the 1992 Substance Abuse Survey included selected questions from "The Excellence Audit." In an additional exploration of the topic, the survey wanted to continue the study of the issues related to performance and substance abuse. The results of this exploration are only the first step of a study which would have to be set up in a more controlled way to examine the relationship between experiences with substance abuse and management practices.

### Example Question from "The Excellence Audit"

**Leadership -- at all levels -- practice management by wandering around.  
Being stuck in the office is a "no-no" in our company.**

*To what extent is our company doing this?*

*To a very little extent    1    2    3    4    5    To a very great extent*

One of our first hypotheses was that there would be some relationships between "excellence" principles and the organization's perception of the "alcohol and drug" problem. For example, in areas related to people management and leadership, those organizations assessing their experience with substance abuse during the last five years as "less than 1986 - 1987" would have higher scores of the management characteristic. And we hoped -- even with high expected rates of overall experience -- that there might be some relationship between actual experience and the excellence factors.

In fourteen of twenty questions from "The Excellence Audit," a positive relationship existed between a perception of "less of a problem" or to lack of actual experience in the last five years. Table 9 and Charts 12- 13 highlight these results.

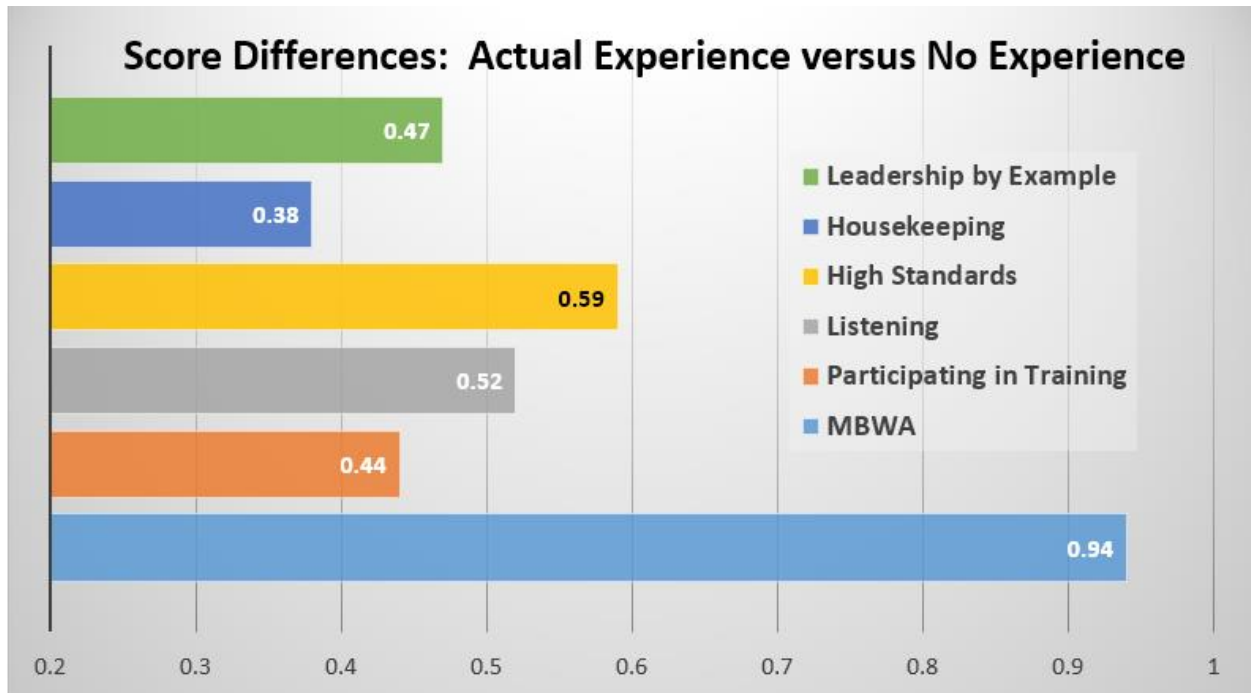
### **Proactive Role**

Substance abuse in organizations is no longer a human resource problem that can be tucked away with the personnel department, or the employee health program, or the employee assistance program. The issues of productivity, participation, and excellence are being discussed at the highest levels of organizational strategic planning and management.

Organizations are making daily decisions about drug testing, management training, and changes in organizational culture. In some cases, these changes are being made without the input of employee assistance experts. The new testing program, the new supervisory training program, or the new two-year plan to change the organization's culture, is introduced. And some employee assistance programs find themselves lacking input into areas that might significantly affect organization or EAP philosophies and ways of operating.

**Table 9  
Excellence Factors with Experience and Perception**

<b>Excellence Factors from "Thriving on Chaos"</b>	<b>Problem Is Less Serious</b>	<b>Less Direct Experience</b>
<b>We make it a point to ensure that individuals and teams are recognized for their contributions and involved in decisions.</b>	<b>■</b>	
<b>Skill development for everyone is an obsession here.</b>	<b>■</b>	
<b>Around here, we see the role of middle manager as one of the facilitator and "functional boundary smasher."</b>	<b>■</b>	
<b>Middle management's prime job is to support self-managing teams -- that is, to make sure the teams are well-trained and equipped.</b>	<b>■</b>	
<b>We pay constant attention to housekeeping; spotless offices, plants, stores, distribution centers; clean restrooms, etc.</b>		<b>□</b>
<b>We seriously seek to "de-humiliate" the entire organizations. That means getting rid of policies and practices which demean.</b>	<b>■</b>	
<b>We strongly believe in leadership by examples. Top leaders consciously strive to live our vision and values in all actions.</b>		<b>□</b>
<b>Leadership -- at all levels -- practice management by wandering around. Being stuck in the office is a "no-no" in our company.</b>	<b>■</b>	<b>□</b>
<b>We insist that top managers participate in a large share of our training programs, especially programs for front-line people.</b>		<b>□</b>
<b>Managers -- at all levels -- practice "listening by wandering around."</b>	<b>■</b>	<b>□</b>
<b>Our managers set high standards, which they live, transmit, and uniformly demand.</b>	<b>■</b>	<b>□</b>
<b>Our managers have "let go" of authority in a way that inspires employees to take true and vigorous responsibility.</b>	<b>■</b>	



Charts 12 & 13



## Organization Culture

Organization culture, the elusive and very popular topic of an organization's values and driving forces, is another key issue. To what extent does an organization's culture, its management practices, its policies and procedures, contribute to employee substance abuse? The debate can rage forever on whether particular types of substance abuse are hereditary, or a person's own decision, or caused by reactions to life events. But it is clear, in some cases, that organizations with unhealthy working conditions, or high stress jobs, are likely to experience more - and more serious - cases of substance abuse.

## Education/Training

*Overall, more than two-thirds of all organizations say they have formal policies regarding substance abuse, but only about one-quarter conduct or sponsor training programs on identifying or dealing with substance abusers in their work forces.*

*Dale Feuer, "Workplace Issues," Training*

*The topic of "training and substance abuse" has received very little attention. New training materials are necessary to prepare supervisors and managers for dealing effectively with substance abuse problems.*

*Jim Schreier, "Substance Abuse in Organizations, 1971 - 1986, Realities, Trends, Reactions"*

Training is not the only element in an organization's effort to confront substance abuse. But its absence seriously hampers efforts for successful implementation of a policy or employee assistance programming. Organizations must increase training efforts. And there is a corresponding need for new training materials for substance abuse programs.

*Drug education and training programs have proven to be extremely valuable and effective considering the percentage of America's workforce faced, daily, with the opportunity to use and abuse controlled substances.*

*Employee Benefit News*

Organizations are not going to combat the problems of substance abuse effectively unless they take a broad, integrated approach. Organizations that have avoided (or successfully decreased) problems of substance abuse have done so with policy, organizational culture, qualified supervisory and management personnel, and training on both substance abuse and management issues. Dealing with substance abuse is not solely a policy/testing issue. It involves values, motivation, stress, communication, change, conflict management -- all basic management skills.

These are the conclusions based on the first U.S. research project looking specifically at the actions, policies, and responses of organizations concerning training issues and substance abuse. This survey was a special project conducted in between the 1986 and 1992 surveys. There were several key survey findings:

- *65% of the responding organizations have formal employee assistance programs. Only 26.7% provide training related to employee use of alcohol or other substances.*
- *The majority of training conducted focuses on policy and procedures with the least training focused on confronting/counseling and legal issues.*
- *Training programs on substance abuse are not integrated well with other management training efforts. Nor are examples of substance abuse problems common in regular management training activities.*

Organizations must recognize the importance of training in the area of substance abuse programming. Training must go beyond efforts to teach the facts of substance abuse and the procedures of testing and employee assistance referrals. Training must include the critical links between all areas of management responsibility and substance abuse. This means that issues related to substance abuse must be integrated into training programs on management skills, supervisory development, leadership and motivation, communication skills, interviewing and performance appraisal, stress management, and executive development. There must be an integrated approach to eliminating substance abuse that involves organization culture, management practices, and employee assistance programming.

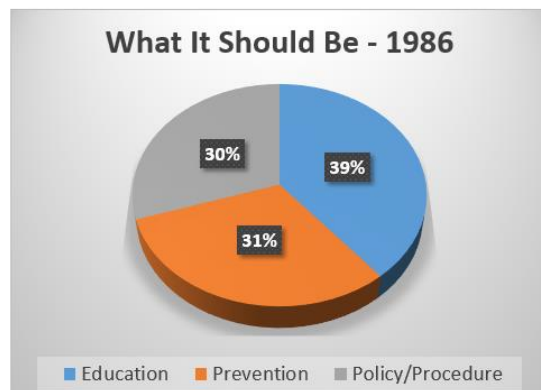
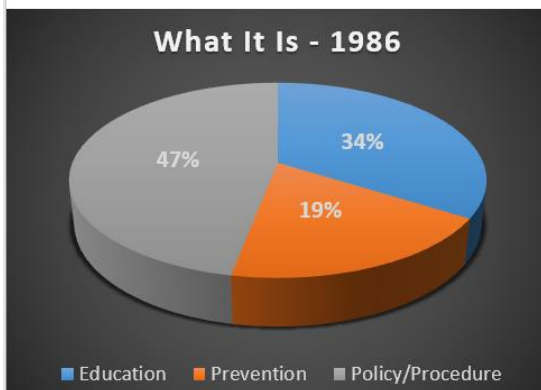
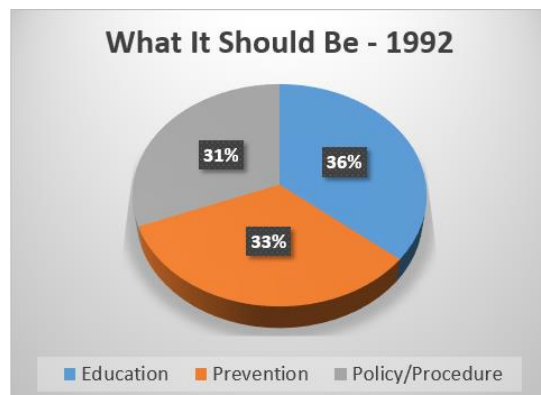
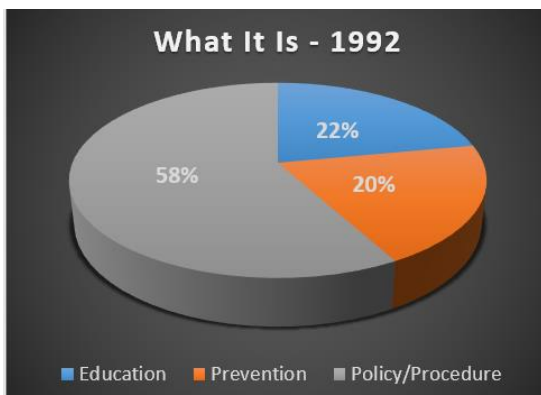


## The Focus of Substance Abuse Training

Both the 1988 Training survey and the current survey sought the opinion of respondents on what the focus of their programs was versus what they thought it should be.

Respondents identified company policy/procedure as the number one role of current training efforts, followed by education/information and prevention. However, they identified education/information as the number one role that substance abuse training should take. This was followed by a much greater role for prevention and a significantly smaller role for company policy/procedure. Table 10 and Chart 14 summarize the responses to this question.

Table 10 Role of Training for Substance Abuse				
What It Is			What It Should Be	
1986	1992		1986	1992
34%	22%	Education/Information	39%	36%
19%	20%	Prevention	31%	33%
47%	58%	Company Policy/Procedures	30%	31%



## Attitudes Toward Substance Abuse Training

Is substance abuse as a training topic going to be the saving factor in the "war against substance abuse?" Is substance abuse training a poor substitute for tougher policies and testing programs? Or is substance abuse training really dealing with issues of employee development and change? These are tough questions and even tougher for training professionals to answer. But these questions, and others, were asked in the final section of the special 1988 survey. A majority of respondents felt that:

- *Substance abuse training **can** make a valuable contribution to effective management.*
- *Very often the people who need training aren't taking part.*
- *Substance abuse training is not about methods; it is about changing and learning to cope with change.*

## Trends

The problems, solutions, and organization programs dealing with substance abuse are subject to rapidly changing social and legal forces. John Naisbitt, who provides all organization leaders with insight into the future with "Megatrends" and other publications about the future, also gives insight into the future for substance abuse. Naisbitt tells us "the nature of work is changing -- and neither employers nor employees will ever be the same."

Managers know that work is changing -- that the values of employees change regularly as a new generation arrives in the work force. Several respondents to this survey commented about the factors that have caused the substance abuse problem to be worse now than it was five years ago.

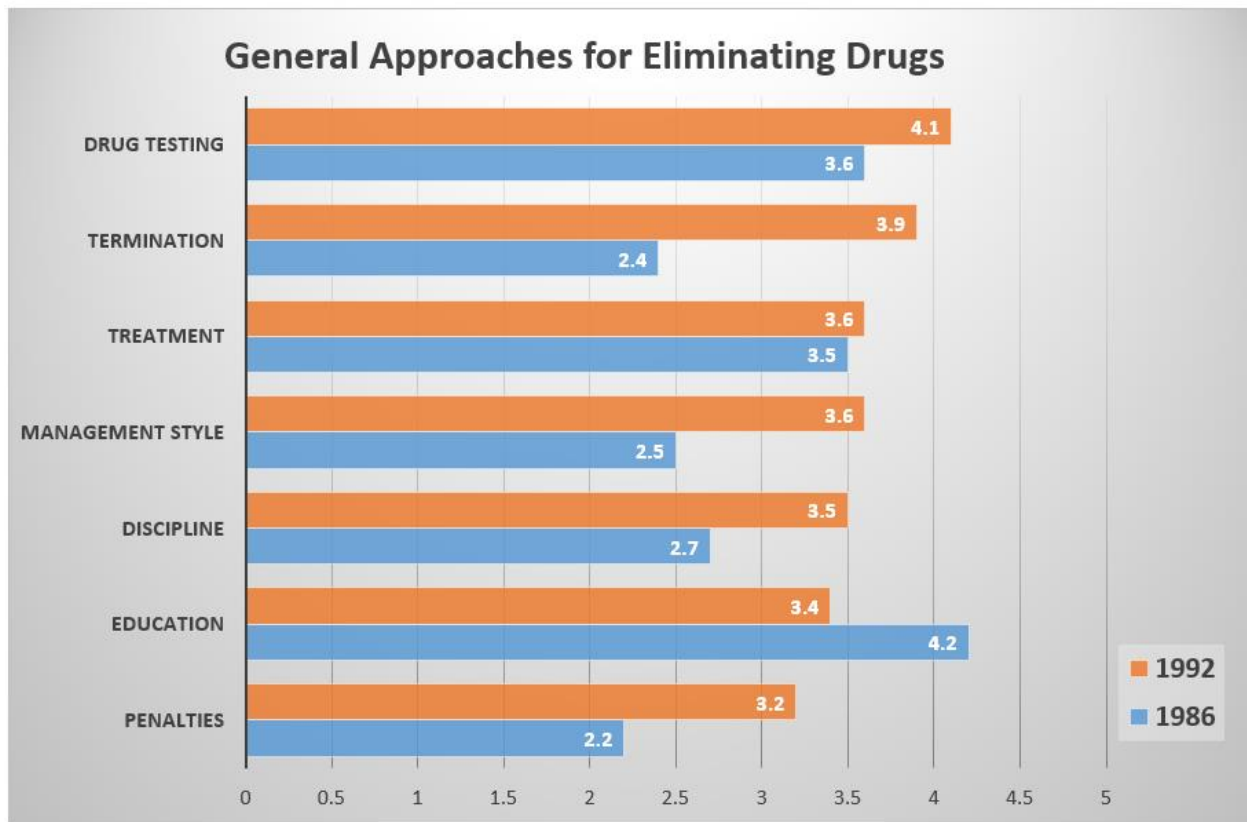
In light of predictions and concerns, survey participants were asked to respond to a variety of questions about trends and opinions on substance abuse issues.

### General Approaches

The 1986 survey identified seven general alternatives as approaches that could be taken in eliminating drugs from organizations. For the current survey, an eighth alternative, management/supervisory skills, was added. Respondents were asked to rate the seven alternatives based on the order they would have impact on the problem. Table 11 and Chart 15 show the results of the ranking.

Table 11 General Approaches for Eliminating Drugs		
	1986	1992
<b>Drug Testing</b>	3.6	4.1
<b>Termination</b>	2.4	3.9
<b>Treatment</b>	3.5	3.6
<b>Management/Supervisory Skills</b>	N/A	3.6
<b>Increased Discipline</b>	2.7	3.5
<b>Education</b>	4.2	3.4
<b>Increased Penalties</b>	2.2	3.2
<b>Management Style</b>	2.5	3.0
(1 = Not Effective -- 5 = Very Effective)		

Chart 15



The ranking for factors is consistent with the majority of approaches taken by organizations today -- and the popularity of drug testing. The punitive approaches, terminations and increased penalties, ranked among the lowest in 1986, are now rated much higher. And education, ranked the highest in 1986, is now ranked much lower. Management/supervisory skills, the new entry in the 1992 survey, received a relatively high rating.

## The Future

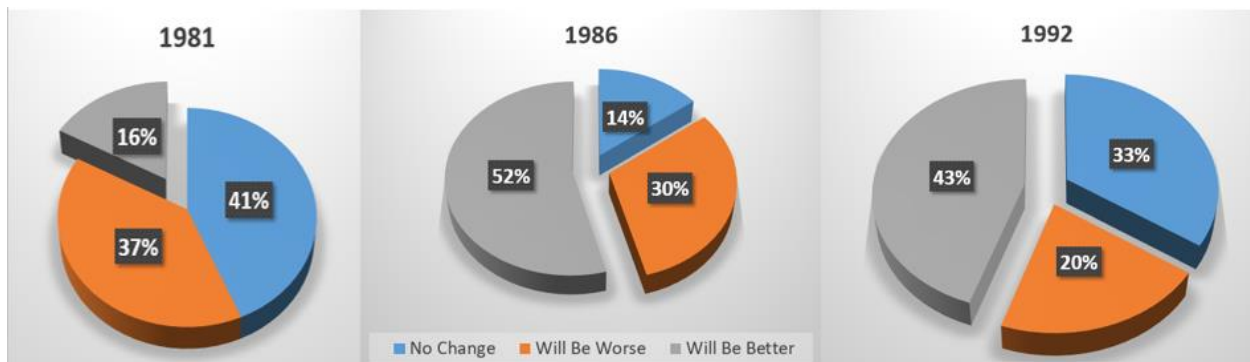
According to the information provided by the respondents to this survey, the substance abuse problem in organizations is generally worse now than it was five years ago. Despite increased knowledge about the problem, more resources, and the widespread implementation of formal programs, substance abuse has increased. The picture does not look optimistic. In 1981, survey respondents generally felt that the problem would be the same or greater five years from then. They were right. In 1986, survey respondents took a more positive view. Now while less feel it will get worse, a greater percentage feel there will be no change and some of the optimism from the 1986 survey has disappeared. The results are summarized in Table 12 and Chart 16.

*It's this group, the teenagers of today, who will keep this problem of drugs in the workplace alive into the 1990's.*

*Personnel Manager's Letter*

Table 12 Substance Abuse Five Years from Now			
	1981	1986	1992
<b>No Change</b>	41%	14%	<b>33%</b>
<b>Will Get Worse</b>	37%	30%	<b>20%</b>
<b>Will Get Better</b>	16%	52%	<b>43%</b>
<b>No Opinion</b>	6%	4%	<b>4%</b>

Chart 16



43% thought that substance abuse in the workplace will get better in the next five years.

*Change in law, more aggressive approaches in industry, society.*

*Because of internal program.*

*Drug screening will not allow them to cover up drug habit.*

*Drug testing used more widely.*

*Education and EAP will effectively intervene.*

*Better education, awareness and treatment/penalties.*

*Our pre-employment drug testing policy is only a few years old. Over time, we expect it to have an increasingly positive effect. In addition, society is becoming less tolerant of drunk drivers, etc.*

*Education on the effects of substance abuse in the workplace.*

*More education with uniform discipline for violations.*

*With increased focus on problems and less government interference in company's enforcement policy. Also, recognition of problems by peers in workplace.*

20% thought that substance abuse in the workplace will get worse in the next five years.

*You hear a lot more about it. Drugs & alcohol are more accessible.*

*The workplace cannot do it all - the problem must be addressed within family units, schools, educational institutions and community first.*

*Drugs will become more accessible and probably cheaper.*

*Unless the law and employers get real tough, it will get worse.*

*The drugs make the people think they can beat the system.*

*Worse because of manager and supervisor drug/alcohol use. Limited treatment success for cocaine.*

## Conclusions and Recommendations

In the 1986 study, there were a few results which I didn't believe represented the reality of the substance abuse problem in organizations. One of these was the large number of organizations who felt that the substance abuse problem in organizations was going to get better in the next five years. I believed then that "The substance abuse problem in organizations may stabilize in the next five years, it may be the same, but it will not be better." And it appears from the results of this study that this skepticism was appropriate. While a higher number of respondents feel the problem is less than five years ago, the actual experience of organizations showed continued increases in some areas. And much of the optimism of the last survey for the next five years has disappeared.

Many of the survey respondents attributed their feelings about the substance abuse problem getting better to the increased use of drug testing. And drug testing in the survey is now the top ranked approach which respondents say will have an impact on the problem.

Testing as an option for dealing with incidents, like accidents, is perfectly acceptable as part of an organization's strategy.

Continued emphasis must be given to education. The substance abuse problem in organizations will be solved by increased educational efforts, better management techniques, and improved treatment models. But the approach must be preventative in nature, not punitive. And there must be a more intense examination of the factors in the workplace that might contribute to substance abuse in the workplace. There are some clear links between workplace factors and stress -- it doesn't take much to suggest that the link may also exist between stress and substance abuse in the workplace.

# Drug Testing

It is clear from the issues and trends sections that testing is on the minds of most people involved in substance abuse efforts. Drug testing is also a special subject in itself, one that deserves special attention. It is important to collect information on exactly who is testing, what types of testing are being done, how it is being done, and what types of policies and procedures are being developed for drug testing efforts.

## Who's Testing -- Or Thinking About It

*U. S. office workers favor mandatory drug testing in the workplace to a much greater extent than do workers in other countries. Survey findings indicated that almost three quarters of U.S. office workers favor mandatory pre-employment drug testing, while less than a majority favor this program in both Canada and the European Economic Community (EEC).*

*Personnel Journal*

78% - up from 42% in 1986 -- of the responding organizations are currently testing some employees for illegal substances. In addition, 42% of the remaining organizations are currently considering drug testing and 25% of the remaining organizations will implement drug testing within the next year. Only 33% of those organizations which are not currently testing (7% of the total) are not considering any type of drug testing right now. 17% of those respondents not currently testing have tested in the past and have stopped. Table 13 and Chart 15 shows the current status of drug testing in responding organizations.

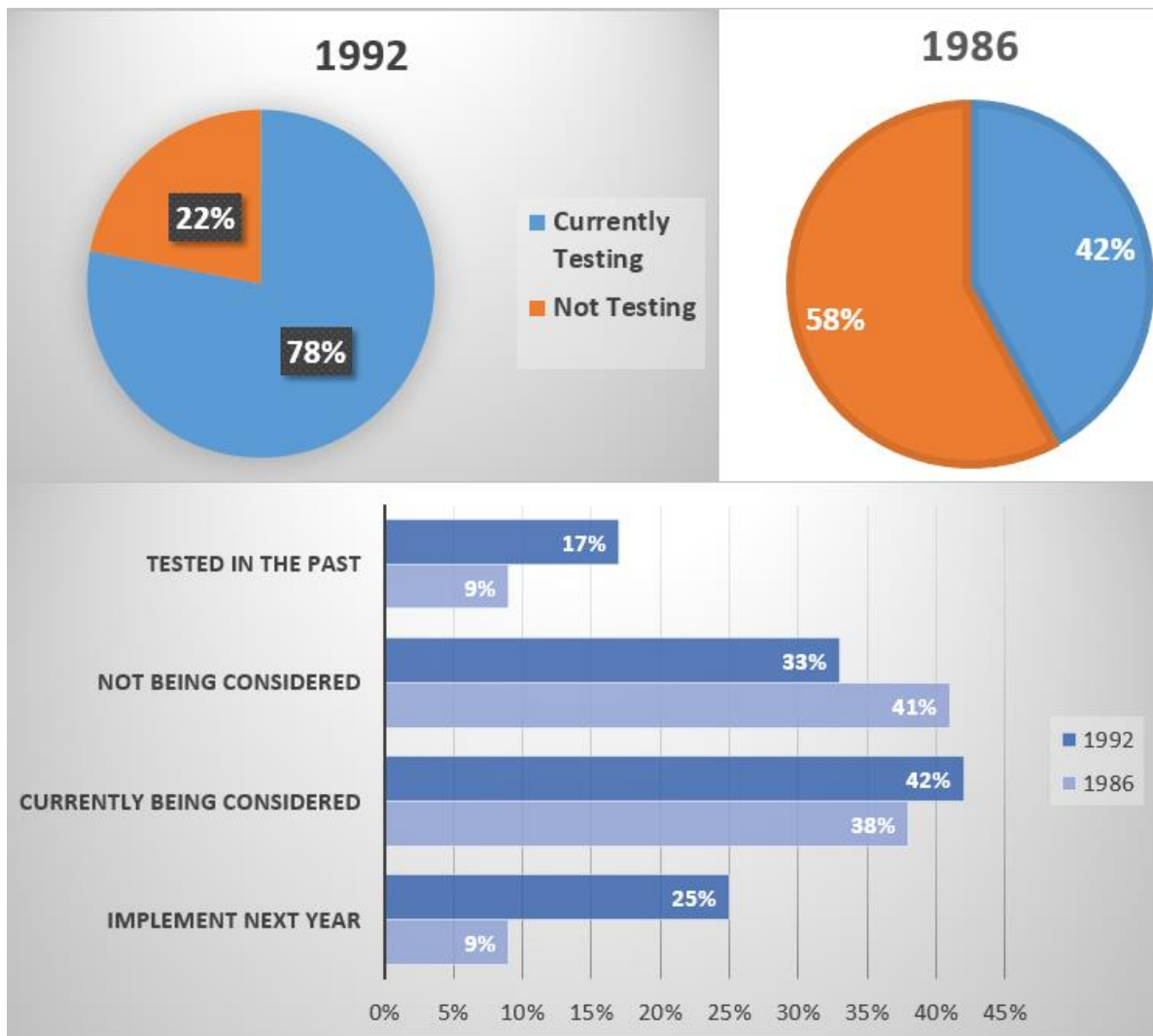
*When the hospital asked employees to evaluate its own drug testing policy, it found that an incredible 98% said "yes" to testing. Workers were asked for their input and educated about the policy.*

*Personnel Forum*



Table 13 Drug Testing Practices and Status				
	1986		1992	
Currently Testing	42%		78%	
Not Currently Testing	58%		22%	
Have Tested in the Past		9%		17%
Not Being Considered at All		41%		33%
Currently Being Considered		38%		42%
Implement in the Next Year		9%		25%

Chart 15



## Testing Policy

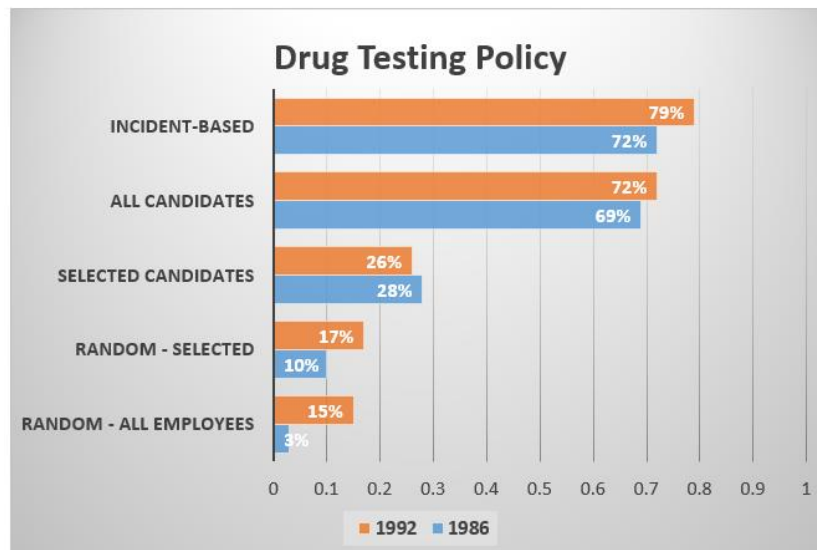
Organizations that are currently testing or considering testing for drugs were asked to identify their testing policy. Specifically, they were asked to identify the types of testing situations that are being used or considered. Table 14 and Chart 16 present the current practices of the responding organizations. Incident-based testing, often after an on-the-job accident, is the most popular type of testing.

Table 14 Drug Testing Policies		
	1986	1992
Incident-Based Testing, i.e., After an Accident	72%	79%
Pre-Hire Screening of All Candidates	69%	72%
Pre-Hire Screening of Selected Candidates	28%	26%
Random Testing of Selected Employees	10%	17%
Random Testing of All Employees	3%	15%

*Drug use among workers in the Midwest is outpacing that among workers in California. Drug testing in the Midwest is turning up 9 percent positives, while tests at West Coast laboratories reported 7 percent positives.*

*SmithKline Beecham*

Chart 16



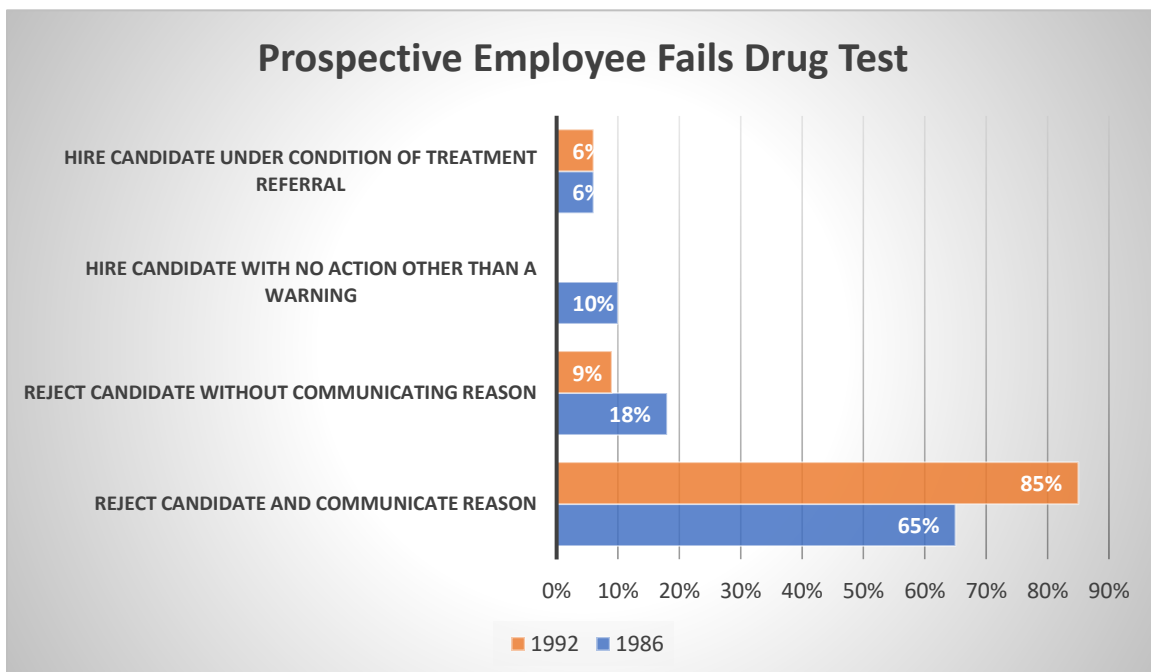
## Drug Testing Incidents

The final section of the drug testing section asked respondents what action they would take in three different situations. The first was a prospective employee who failed a drug test, the second was an existing employee who failed a drug test, and the third was an existing employee testing positive and denying any drug involvement.

In the case of a prospective employee passing all basic job selection criteria and failing a drug test, the majority of the respondents, 85% (up from 65% in 1986), would reject the applicant and communicate the reason. 12% would reject the candidate and not communicate the reason. These and other results are summarized in Table 15 and Chart 17.

Table 15 Prospective Employee Fails Drug Test		
<i>If a prospective employee has passed all basic job selection criteria, and fails a drug test, your action would be:</i>		
	1986	1992
Reject Candidate and Communicate Reason	65%	85%
Reject Candidate without Communicating Reason	18%	9%
Hire Candidate with No Action other than a Warning	10%	0%
Hire Candidate under Condition of Treatment Referral	6%	6%

Chart 17



The second incident involved an existing employee. In this case the majority of respondents, 85% (up from 64%), referred the person to the organization's employee assistance program. The results are summarized in Table 16.

<b>Table 16</b>		
<b>Existing Employee Fails Drug Test</b>		
<i><b>If an existing employee tests positive for drugs, what action would you take?</b></i>		
	<b>1986</b>	<b>1992</b>
<b>Immediate Termination</b>	4%	<b>10%</b>
<b>Referral to EAP (Treatment)</b>	64%	<b>85%</b>
<b>Warning</b>	0%	<b>31%</b>

The final incident involved an existing employee testing positive for drugs and denying ever taking the drug indicated. In this case the most popular response was referral to an EAP. Many took action that would be the same if there was a denial. And several asked the employee to take a retest. The results are summarized in Table 17.

<b>Table 17</b>		
<b>Employee Fails Test and Denies Result</b>		
<i><b><u>If an existing employee tests positive for drugs, and denies ever taking the drug indicated, what action would you take?</u></b></i>		
	1986	1992
<b>Same as Without Denial</b>	12%	30%
<b>An Automatic Re-Test</b>	12%	21%
<b>A Second More Expensive Test</b>	32%	19%
<b>Referral to an EAP for Evaluation</b>	16%	43%
<b>Some Type of Appeal Process</b>	2%	21%

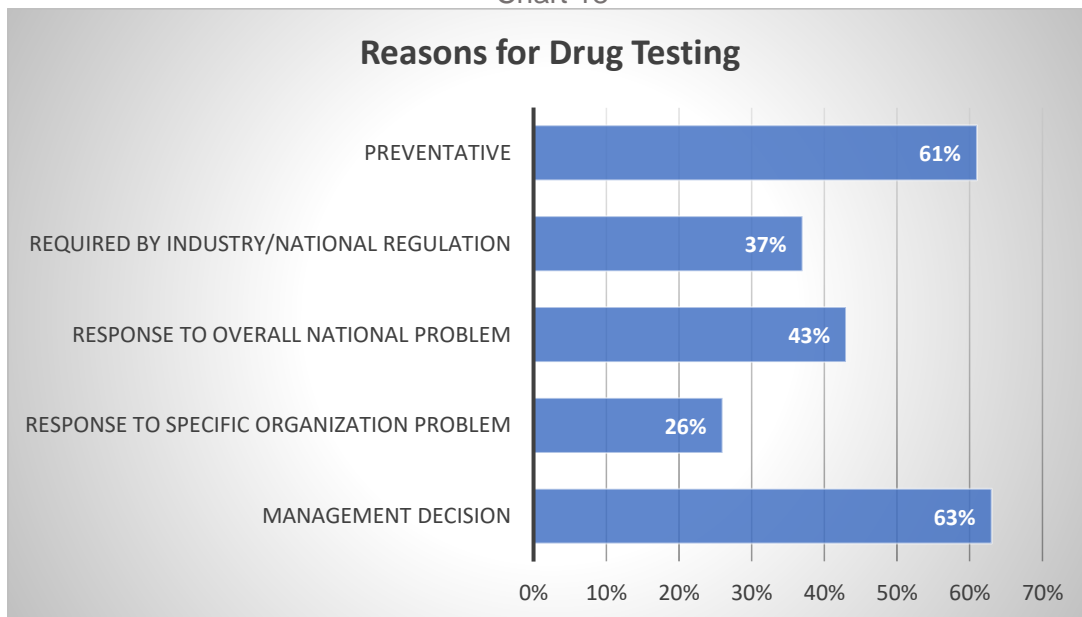
For the 1992 survey, three new questions were added. They examined the reasons why organizations instituted drug testing, how drug testing factors are addressed in training and policy, and who in the organization was involved in making the decision to conduct drug testing.

## Reasons for Drug Testing

Drug testing has been initiated in most organizations for multiple reasons -- the least of which is as a response to a specific organizational problem. The combination of the overall national problem of substance abuse in the workplace, prevention, and a management decision seems to provide the more powerful motivation. Table 18 and Chart 18 present the results.

Reason	Percentage
Management Decision	63%
Response to Specific Organization Problem	26%
Response to Overall National Problem	43%
Required by Industry/National Regulation	37%
Preventative	61%

Chart 18



In a HR News (Society for Human Resources) article in August of 1991, several components of a successful drug testing program were outlined. These steps were outlined as "keys to success" after an introduction which stated:

*When a drug/alcohol testing policy is introduced it's not the formulation of the policy, but rather the implementation, that is the key to success. A well-written, comprehensive policy is an opportunity to address a majority of the issues that concern employees.*

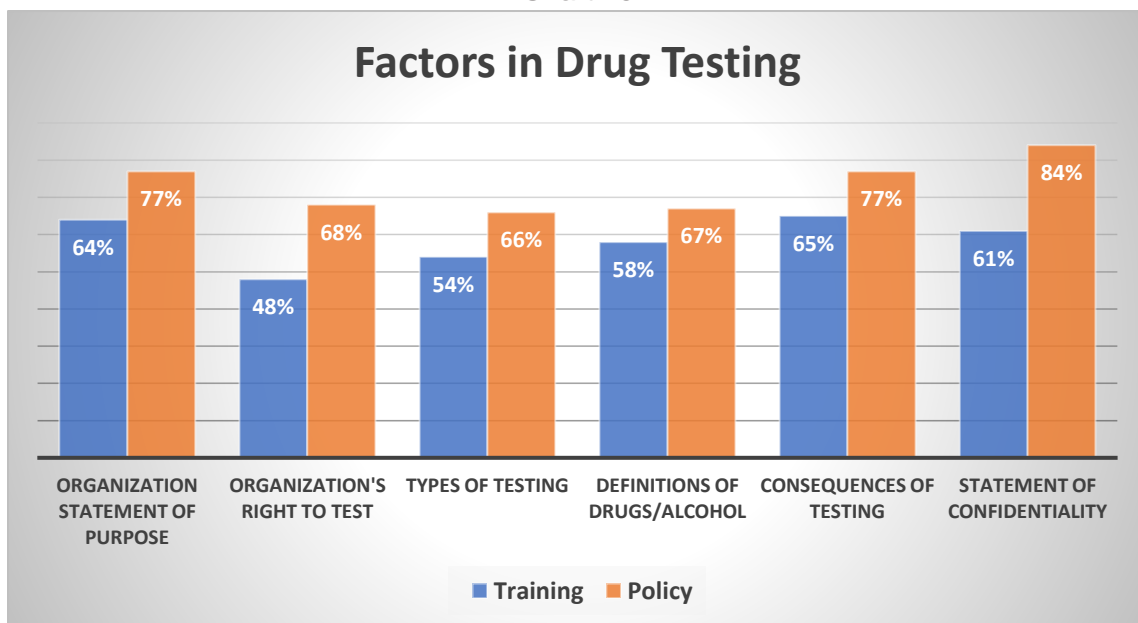
*In order to assess employees' concerns about implementing a drug/alcohol testing program a survey should be done at the earliest opportunity, before taking steps to establish a formal policy.*

*HR News*

In the 1992 survey, drug testing factors were examined in a question which addressed how they were covered, in training or in a written policy. As expected after examining other training issues, more attention was given to these issues in policies than through training. Table 19 and Chart 34 highlight these results.

<b>DRUG TESTING FACTORS</b>	<b>Training</b>	<b>Policy</b>
<b>Organization Statement of Purpose</b>	64%	77%
<b>Organization's Right to Test</b>	48%	68%
<b>Types of Testing</b>	54%	66%
<b>Definitions of Drugs/Alcohol</b>	58%	67%
<b>Consequences of Testing</b>	65%	77%
<b>Statement of Confidentiality</b>	61%	84%

Chart 19



## Drug Testing Decision

The current survey also asked a question to determine how the policy was developed - which levels of the organization were involved in the decision. The results, highlighted in Table 20 showed the expected high involvement of human resource/EAP personnel, perhaps a higher than expected participation from senior management, and a disappointing - but expected - low involvement of first line supervisors and hourly employees.

<b>Senior Management</b>	82%
<b>Middle Management</b>	50%
<b>Human Resources/EAP</b>	89%
<b>First Line Supervisors</b>	41%
<b>Hourly Employees</b>	36%

## Conclusions and Recommendations

Drug testing is a complicated issue. There are questions related to its effectiveness, legality, and place in an organization's management strategy. It is beyond the scope of this report to examine or discuss the specific legal issues. Drug testing is growing in popularity. The survey finds 78% - up from 42% in 1986 - of the responding organizations are testing. The latest information from the American Management Association's sixth annual survey on drug testing showed a jump from 64% of companies surveyed in 1992 to 85% in 1993. As a part of a strategy to deal with on-the-job accidents or behavioral incidents, it is an appropriate diagnostic tool. As part of a selection strategy, it must be used with extreme caution. The AMA study also showed that a number of companies, like those in this survey, do not re-test for employees testing positive.

*More troubling is the finding that 28 percent of the companies surveyed said they would immediately fire an employee who tested positive for drugs.*

Testing is a reaction to increased drug use - and to regulatory requirements in many industries where drug testing is required. It is a reaction to the increased use of cocaine. One of the questions that must be answered is whether or not drug testing fits the organization's culture and management style. If drug testing does not fit with an organization's style, it may damage the morale of drug-free employees even though it may prevent drug use among other employees or potential hires. In one very successful organization, which prides itself on its relationships with its employees and its positive management approach, I had the opportunity to discuss the issue of drug testing. The organization has less of a substance abuse problem than most organizations its size, and feels no need to initiate a drug testing program, because of its positive treatment of employees.



## Organization Size Issues

The survey data were analyzed based on a variety of special factors. These included the size of the organization, based on number of employees.

### Size and On-the-Job Substance Abuse

The 1992 results are generally consistent with those found in both the 1981 and 1986 surveys. Generally speaking, smaller organizations have been able to avoid the problem for some drug categories. In most drug categories, the rate of direct contact rose with organization size. In larger organizations, those with more than 2000 employees, incidence of direct contact with drugs on-the-job was higher for almost all substances. This information is presented in detail in Table 21.

Table 21				
On-The-Job Substance Abuse and Organization Size				
		Number of Employees		
	Overall	1 - 500	501 - 2000	2001 +
<b>Alcohol</b>	<b>96%</b>	<b>90%</b>	<b>91%</b>	<b>100%</b>
<b>Marijuana</b>	80%	60%	91%	88%
<b>Barbiturates/Amphetamines</b>	<b>44%</b>	<b>0%</b>	<b>20%</b>	<b>73%</b>
<b>Heroin</b>	31%	0%	0%	54%
<b>Cocaine</b>	<b>66%</b>	<b>50%</b>	<b>36%</b>	<b>87%</b>

## Size and Perception of Substance Abuse Problem

Smaller and larger organizations feel the substance abuse problem in their own organizations is the same as it was five years ago to a greater extent than medium-sized organizations. Smaller organizations feel the substance abuse problem is less serious in their own organization and in other organizations than both medium-sized and larger organizations. This information is presented in Table 22.

Table 22 Perception of On-The-Job Substance Abuse				
		Number of Employees		
	Overall	1 - 500	501 - 2000	2001 +
<b>IN OWN ORGANIZATION</b>				
<b>Less Serious</b>	23%	44%	22%	12%
<b>Same</b>	40%	33%	27%	48%
<b>More Serious</b>	37%	23%	54%	40%
<b>IN OTHER ORGANIZATIONS</b>				
<b>Less Serious</b>	2%	10%	0%	0%
<b>Same</b>	48%	40%	30%	52%
<b>More Serious</b>	50%	50%	70%	48%

## Size and Policies

Organizations with between 1 and 500 employees were less likely to have policies than larger organizations. It is positive to note that a much larger percentage of smaller organizations have policies, especially when the data are compared to that collected in the 1986 survey. In the current survey, 80% of the smaller organizations had written policies, all covering drugs including alcohol. These results are portrayed in Table 23.

Table 23 Policy and Organization Size				
		Number of Employees		
	Overall	1 - 500	501 - 2000	2001 +
<b>Drugs (including Alcohol)</b>	92%	80%	91%	96%
<b>Alcohol Only</b>	2%	0%	0%	4%
<b>No Written Policy</b>	6%	20%	9%	0%

## Size and Serious Problems

One of the more important subjects discussed in the policy section of this report has always been the problems that organizations face as they attempt to develop an effective program. When the responses to this question are examined based on the size of the organizations, it can be seen that all size organizations face the same problems. Smaller organizations reported more difficulty in determining policy and selecting rehabilitation facilities than both medium and large organizations. And in two categories, detection of drug use, obtaining accurate information, medium-sized organizations reported surprisingly more difficulty than both small and large organizations. The comparative results are summarized in Table 24. The rating scale used was 0 (no problem) to 10 (major problem).

	Overall	Number of Employees		
		1 - 500	501 - 2000	2001 +
<b>Detection of drug use</b>	5.1	3.5	7.3	4.5
<b>Obtaining information</b>	3.0	2.9	3.5	2.7
<b>Determining policy</b>	4.0	4.6	3.9	4.4
<b>Getting management interested</b>	2.5	1.6	2.1	3.0
<b>Conflicting opinions</b>	1.9	.3	1.8	2.6
<b>Rehabilitation facilities</b>	2.5	3.2	1.9	2.4
<b>Getting a good counselor</b>	2.2	2.4	1.6	2.4
(1=Not Serious -- 10=Very Serious)				

## Issues and Trends

The data were analyzed to examine how the different size organizations perceived the general approaches that might be taken to eliminate drugs from the work force. There were some significant differences, based on size, on the ranking of approaches that can be taken to eliminate drugs. Small organizations placed a much greater emphasis on drug testing, increased discipline, and termination than both medium and large organizations. The comparative results are presented in Table 25.

Table 25 Size and General Approaches for Eliminating Drugs				
		Number of Employees		
	Overall	1 - 500	501 - 2000	2001 +
<b>Education</b>	3.4	3.2	3.4	3.4
<b>Drug Testing</b>	4.1	4.8	3.9	3.8
<b>Treatment</b>	3.6	3.2	4.2	3.4
<b>Increased Discipline</b>	3.5	3.6	3.5	3.5
<b>Management Style</b>	3.0	3.0	2.6	3.0
<b>Termination</b>	3.9	4.6	4.0	3.7
<b>Increased Penalties</b>	3.2	3.5	3.6	3.0
<b>Management/Supervisory Skills</b>	3.6	3.1	3.5	3.8
(1=Not Effective -- 5=Very Effective)				

## Focus of Training

Medium-sized organizations place a much greater emphasis on policy and procedure in training than either prevention or education. And they would like to see this change more dramatically to a focus on more education.

	Is				Should Be			
	Overall	1-500	501 - 2000	2001 +	Overall	1-500	501 - 2000	2000 +
<b>Education</b>	22%	20%	14%	28%	39%	22%	38%	35%
<b>Prevention</b>	20%	28%	13%	22%	31%	31%	30%	29%
<b>Policy/Procedure</b>	58%	52%	73%	50%	30%	47%	32%	36%

## Size and the Future

The perception that the problem will get better in the next five years is a perception based primarily on the responses of medium and large organizations. The smaller organizations expressed a stronger feeling that the problem will stay the same or will get worse in the next five years. The comparative results are shown in Table 27.

	Overall	Number of Employees		
		1 - 500	501 - 2000	2001 +
<b>No Change</b>	33%	30%	18%	40%
<b>Will Get Worse</b>	20%	30%	36%	12%
<b>Will Get Better</b>	43%	30%	46%	44%

## Size and Drug Testing

Finally, the data were analyzed on the question concerning drug testing. Drug testing is currently being performed more by large and small organizations than the medium-size ones. Smaller organizations may be driven by regulatory requirements in some areas - and the ease of using drug tests and taking a tough stance. The results are compared in Table 28.

		Number of Employees		
	Overall	1 - 500	501 - 2000	2001 +
<b>Yes</b>	78%	70%	55%	88%
<b>No</b>	22%	30%	45%	22%

## Conclusions and Recommendations

Organizations face different types of problems in dealing with substance abuse based on the industry, the product or service involved, and the size of the organization. Larger organizations face a greater probability of substance abuse and they can more easily commit resources to preventive and treatment programs. Smaller organizations often find it more necessary to have strict policies because they do not have the resources in people or money to compensate for the lost productivity of a particular employee.

## The Study Authors

**James W. Schreier, Ph.D., SPHR** is the founder of Far Cliffs Consulting. In addition to the Ph.D., he holds lifetime accreditation as a Senior Professional in Human Resources.

Dr. Schreier has been researching the problems of alcohol and drug abuse in organizations for 15 years. He has conducted major national surveys of company experiences, problems, and policies in 1971, 1976, and 1981. Dr. Schreier has spoken throughout the United States and in Europe about various aspects of the drug abuse problem in organizations and education. Dr. Schreier has appeared on numerous radio and television talk shows to discuss the drug abuse problem in organizations. He has published extensively on the problem and has participated in national efforts, including the 1986 "Controlling Substance Abuse" report, published by The Conference Board.

In 1990, Dr. Schreier presented at the 5th Annual European Employee Assistance Conference in Ireland. In 1991, he was invited to return to make the opening address at the 6th Annual European Employee Assistance Conference.

**Brian J. Pugliese** is the president of Far Cliffs Consulting and the Director of Human Resources Research. He has a Bachelor's Degree in Business Administration, with a specialization in human resources from Marquette University. Before joining Far Cliffs Consulting, Brian worked for Andersen Consulting in Chicago. Brian is currently enrolled in the American University/National Training Laboratories Master's Degree program in Human Resource Development.

Far Cliffs Consulting is a management consulting organization, dedicated to improving both individual and organizational performance.

Human Resources Research, regularly conducts research projects into critical human resource and management issues. Current projects include the on-going, twenty-three-year study of substance abuse in the workplace, research into the ethical issues of recruitment, selection, and job-hunting practices, and an examination of management literacy.

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