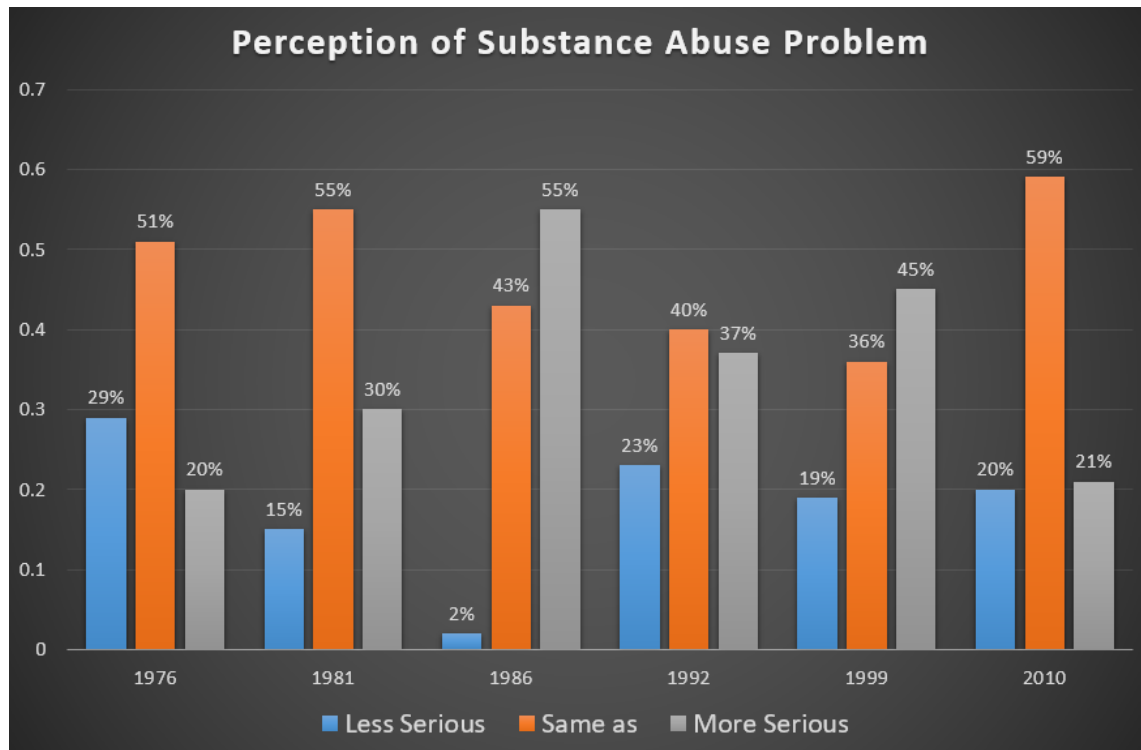


Substance Abuse in Organizations

*Four Decades: Perspective
1971 - 2010*

A New Century: Changes



James W. Schreier, Ph.D., SPHR



Preface

2010 represents the 40th year that I have been involved with the subject of substance abuse in 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 to understand why these young, intelligent employees would waste their minds by getting "stoned" every night, why they would report for work in highly important (although not engaging) positions unable to function effectively. I struggled equally with the inconsistencies in management practices. And I determined to work helping organizations manage employees in a way that would reduce the possibilities and effects of substance abuse.

I conducted a regional study of organizations in 1971, only the second survey of businesses at the time. Major studies were conducted in 1986 and 1999. These studies included detailed questions on a variety of issues and more detailed examination of issues like cocaine use, management strategies, and organizational culture. For this 2010 survey, a shorter survey focusing on some of the key questions asked in each of the surveys was developed.

*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 organization.*

JWS 5/18/2010

Introduction

Over the years, the Human Resource profession has faced numerous challenges: economic, social, and organizational. Some of these have become crises – summoning fast and powerful responses that have been successful sometimes – failures other times. Hot new topics, the rage of consultants, articles, and product developers become standard policy, lists of advice, and a software program with all the answers. For some organizations, this level brings sophisticated commitment to minimizing or eliminating the problem. To others – too many it seems – the level of “problem maturity” seems to bring a complacency and acceptability of “tolerable losses.”

Related to this issue of “tolerance & acceptability,” there is an issue of “integration versus isolation.” Talk to supervisors one day about sexual harassment, a week later about diversity, and a week later about substance abuse and you’re likely to have different perspectives on each issue. That’s OK. But they are equally likely to be three isolated presentations. The reality is that an organization’s success in dealing with any and all of these issues is related to some basic elements of organizational and management success.

A positive organizational culture will drive a successful substance abuse program – could even be a preventative factor. Strong management competencies, listening skills, giving clear information, and thinking clearly, will make it much easier to deal with diversity or sexual harassment or substance abuse – and will have an impact on prevention.

Fifteen and even ten years ago, individuals would approach the issue of substance abuse with an “element of passion.” The passion might be “fear,” a real strong motivator twenty years ago, it might be “fight,” a good motivator in the 80's move for a “drug-free workplace,” or it might be “reactionary” to the first incident of an employee stoned on a hallucinogen. Today almost every organization has adopted a 90's “been there - done that” approach that puts diversity, sexual harassment, substance abuse, and other topics as programs that are simply part of Human Resources. Does this make a difference? No, in some companies. Yes, in most...

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.

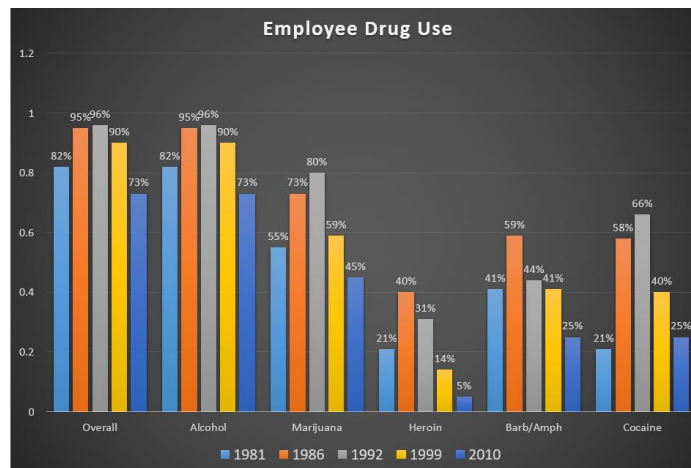
The results described in this study are based on 40 years of research. Surveys done at regular intervals in 1971, 1976, 1981, 1986, 1992, 1998, and 2010 have gathered data about organizations’ experience with substance abuse. The report also contains a variety of typical situations involving substance abuse. 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.

Major Findings

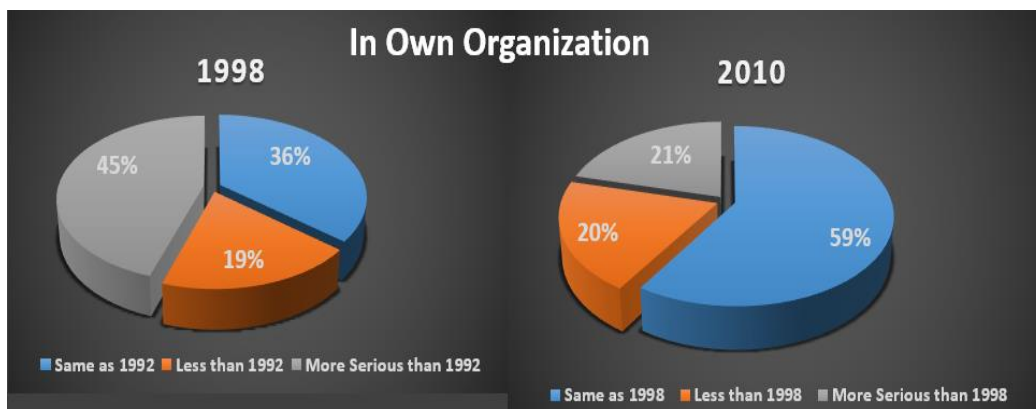
The last few years have had continued emphasis on positive management techniques and new challenges related to employment in a challenging employment. But with the positive news comes mixed results -- about substance abuse in the workplace. The seventh survey in a forty-year study of organizations reveals the following:

Workplace Substance Abuse Is Down!

- 73% of organizations have had direct experience with employee substance abuse on the job. Led by experiences with alcohol which dropped, while experiences with cocaine, marijuana, heroin and barbiturates/amphetamines are also down significantly.



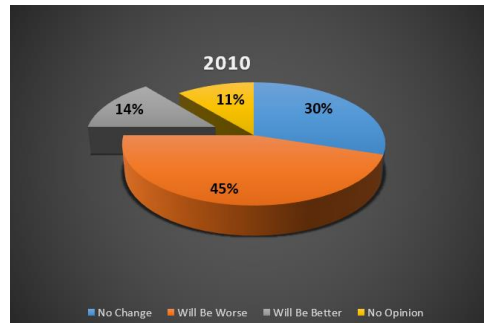
A Majority Feel the Substance Abuse Problem Is the Same or More Serious than Five Years Ago



- 80% 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. This is an insignificant drop from the 1999 survey. There is, however, a significant increase in the number of respondents who perceive the problem as being “the same as” five year earlier.

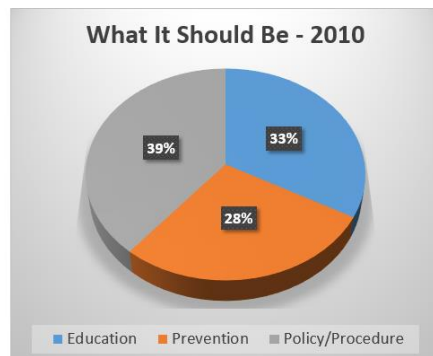
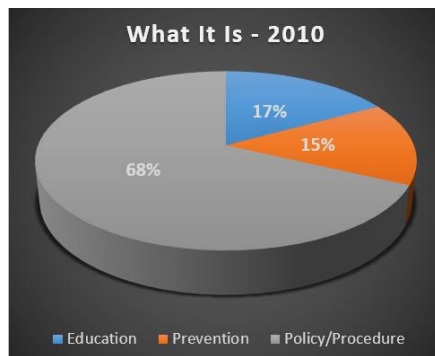
Respondents Feel the Drug Problem Will Get Worse in the Next Five Years

- 45% of the respondents feel the drug and alcohol problem will get worse in the next five years – the exact percentage as reported in 1999. Optimism disappeared in the previous survey and dropped slightly to only 17% of the respondents reporting the problem will get better.



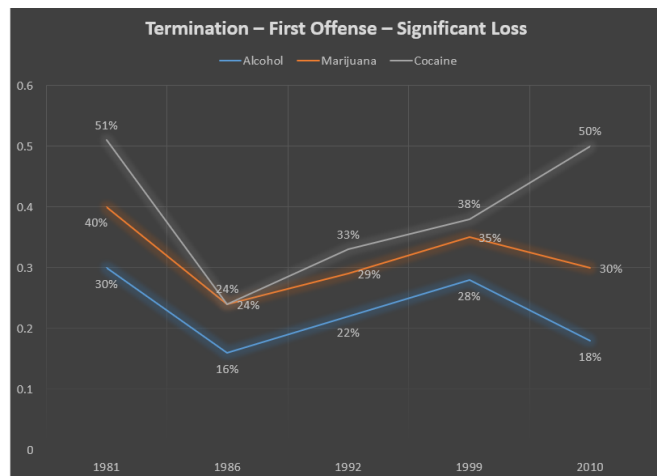
Policy and Procedure Are the Primary Focus of Most Training

- Respondents reported that 68% of organizational training efforts related to substance abuse focus on policy and procedure, a significant increase from 55% in 1998. They believe this should be substantially less - with a much greater emphasis placed on education and prevention.



Reactions to Substance Abuse Have Changed

- While responses to specific incidents of substance abuse have changed dramatically over the years, some of the most significant changes in the responses have appeared in the last surveys. An interesting switch occurred with increased first offense warnings for alcohol and marijuana and increased terminations for cocaine.



Recommendations

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

1. Organizations cannot afford to deal with substance abuse problems in a superficial, policy-driven fashion. It is a problem that is not going away, despite changes in experience. It is a problem that decades of research indicate it cuts across rules, policies, management practices, and organizational culture. Therefore, it is a problem that must be addressed from a strategic viewpoint that is consistent with broader strategic goals of the organization.
2. Organizations must develop creative solutions to the problems of substance abuse and 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 (systems) approach that includes management style, organization culture, and employee assistance efforts must be considered.

(Note: this recommendation was first made as part of this research twenty years ago -- it's been modified only slightly since then – I suspect it's going to continue to be made in the future.)

3. 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. While most organizations recognize the importance of training, the emphasis it actually receives has declined.

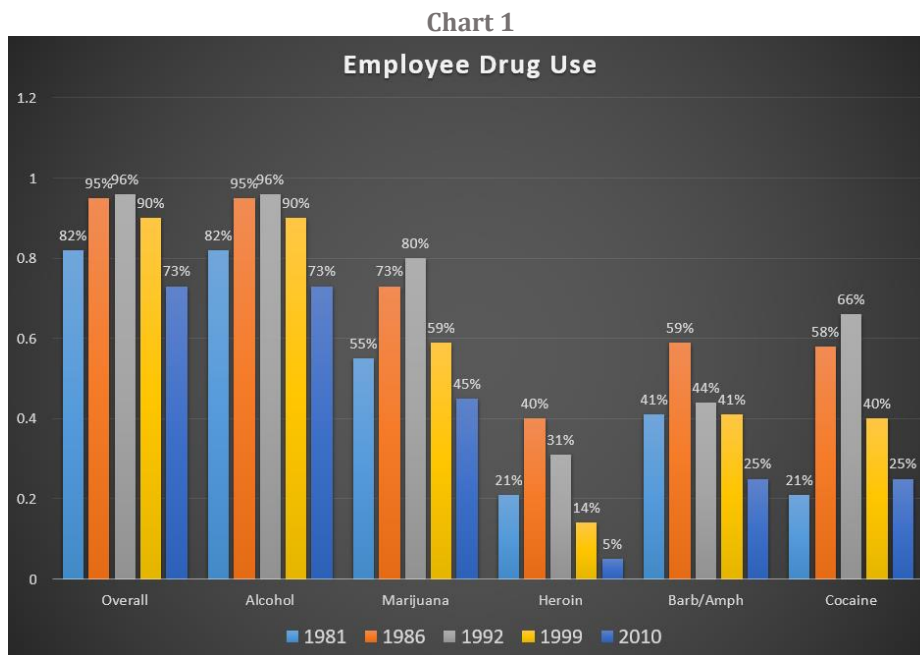
Workplace Drug Use

73% of the organizations responding to the survey reported that since 1999 they have had to deal directly with a workplace 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."

The 73% response is down significantly from 1999 when 90% of the organizations reported actual incidents of substance abuse within their organizations. More significant drops were reported for specific drugs. The first significant declines in 40 years cannot be ignored. Table 1 and Chart 1 provide the specific breakdown on the substances most commonly confronted.

| Table 1 Actual Contact with Drug Use/Abuse | | | | | |
|---|------|------|------|------|------|
| | 1981 | 1986 | 1992 | 1998 | 2010 |
| Alcohol | 82% | 95% | 96% | 90% | 73% |
| Marijuana | 55% | 73% | 80% | 59% | 45% |
| Cocaine | 21% | 58% | 66% | 40% | 25% |
| Barbiturates/Amphetamines | 41% | 59% | 44% | 41% | 25% |
| Other Drugs | 31% | 55% | 43% | 24% | 11% |
| Heroin | 21% | 40% | 31% | 14% | 4% |

Alcohol continues to lead with 73% of the organizations having to deal with an actual situation of substance use or misuse on-the-job. While all other drug categories dropped significantly, the decrease was most notable for marijuana, cocaine, and heroin.



Management's Perception of the Problem

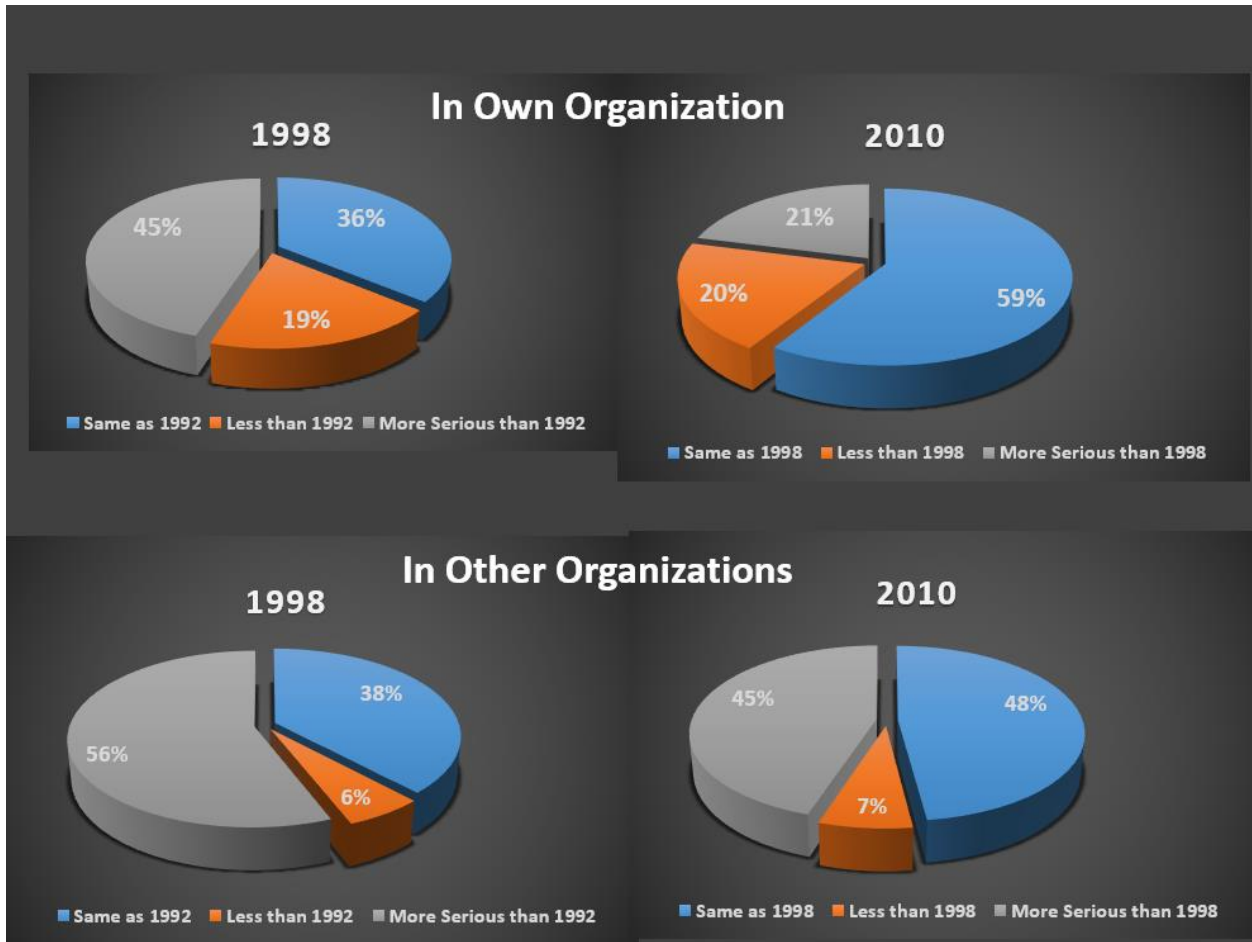
The survey asked respondents to compare their experiences and perceptions of substance abuse on-the-job to the previous five-year period. Table 2 and Charts 2 & 3 show the responses to these questions. Responses have changed significantly. After a significant jump in the “less serious” response in 1992, the latest results show a shift to a majority of organizations, 59%, stating that the problem is the same, the highest percentage since the early 80’s.

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.

As always, the problem is frequently reported as more serious in other organizations.

| Table 2 Perception of Substance Abuse Problem - Seriousness | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| In Own Organizations | | | | | | |
| | 1976 | 1981 | 1986 | 1992 | 1998 | 2010 |
| Less Serious than 5 Years Ago | 29% | 15% | 2% | 23% | 19% | 20% |
| Same as 5 Years Ago | 51% | 55% | 43% | 40% | 36% | 59% |
| More Serious than 5 Years Ago | 20% | 30% | 55% | 37% | 45% | 21% |
| In Other Organizations | | | | | | |
| | 1976 | 1981 | 1986 | 1992 | 1998 | 2010 |
| Less Serious than 5 Years Ago | 26% | 9% | 2% | 2% | 6% | 7% |
| Same as 5 Years Ago | 40% | 43% | 25% | 48% | 38% | 48% |
| More Serious than 5 Years Ago | 34% | 48% | 73% | 50% | 56% | 45% |

Charts 2 & 3



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

| 2010 | 2010 |
|--|---|
| 20% felt the problem was less serious than five years ago. | 21% of the respondents felt the problem was more serious than five years ago. |
| <p><i>Increased pre-employment screening and on-going education & training</i></p> <p><i>Strong policy and training</i></p> <p><i>Implementation of aggressive random testing</i></p> <p><i>Fewer referrals to employee assistance programs for alcohol abuse/use and zero for substance abuse</i></p> | <p><i>Increased stress</i></p> <p><i>Monthly random testing have been added to our program</i></p> <p><i>Arrests of two people under age 30</i></p> <p><i>Younger workforce plays harder works harder</i></p> <p><i>More instances known to both HR and throughout the company. it's not being hidden as much as before.</i></p> <p><i>For some reason, a younger generation feels they can beat the system and we are having more people fail drug screens</i></p> |

| 1998 | 1998 |
|---|---|
| 19% felt the problem was less serious than five years ago. | 45% of the respondents felt the problem was more serious than five years ago. |
| <p><i>Testing</i></p> <p><i>Policy</i></p> <p><i>Aging of the workforce</i></p> <p><i>Better communication and training</i></p> | <p><i>Increased stress</i></p> <p><i>Increase in positive test results</i></p> <p><i>Poor quality of entry level workers</i></p> <p><i>Cultural changes: availability and acceptance of drugs</i></p> |

These comments provide some key insights. Changes in the work force appeared as significant comments for the first time in 1992. References to the "younger generation" and "increased stress" contributed to increases in the minds of the respondents. And changes in organization policies toward clearer expectations for pre-employment screening and random testing emerged as major themes in the responses. A telling comment on the "more serious" side was: "For some reason, a younger generation feels they can beat the system and we are having more people fail drug screens."

Perception versus Reality

In 2010, fewer organizations reported actual experience with workplace substance abuse – but the perception is that the problem is the same as ten years earlier. Can this be explained?

The participants' reasons for classifying the problem as "more" or "less" serious than five years ago presents another important dilemma professionally. Every time this survey has been conducted there has been support for both sides of the issue: "it's getting worse," "it's getting better," "it's the same." The percentages in each category have changed over the years – often providing some key indicators of how organizations are dealing with the problem. Equally interesting, however, has been the number of times that similar if not identical reasons are given on both sides of the argument. The dilemma gets more interesting when the responses are combined with national socio-economic factors. However, even the surveys showing a downward trend have failed to show either a consistent downward trend nor a maintenance of a low level. So, drug use continues, company policies get tougher, more companies test – where have all the users gone? To smaller companies? To organizations that so desperately need staff that testing programs have been suspended?

When you look at the responses to this and previous surveys, you get a sense that there is a lot of "problem-shifting" – the problem moves from one company to another. Although significant declines show up in some categories this time, clearly the problem is not going away.

Conclusions and Recommendations

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

The decline in certain types of workplace substance abuse incidents is encouraging. In 1992, I had expressed the hope that incidents would be down. I was disappointed that they weren't. Testing and stricter policies did not seem to have much effect on slowing a growing trend. But now, perhaps, the testing and tougher policies, i.e, faster terminations, are having an effect.

The perception of the drug problem as the same or more serious than five years ago is clearly disturbing. 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.

The substance abuse problem in organizations is - overall - better 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.

I have already expressed the concern 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, workplace 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, and treatment facilities. 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.

History and Background

Organizations in 2010 face a variety of social, financial, economic, and cultural problems. Employee needs continue to change. Diversity, "rightsizing," new initiatives for disability accommodation 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, the "war for talent," structural unemployment, and clear concerns about "engagement" 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.

Management's response to alcohol and other workplace substance abuse 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 continues to affect organizational effectiveness.

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. 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.

In 2010, a new program, "Drugs Don't Work" appeared in limited areas. Apparently started in Georgia, nine states were identified as implementing the program.

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, substance abuse, could be used throughout the report. It would be a correct term because substance 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 substance abuse throughout, it would be interpreted by some readers as being concerned only with illegal drugs. 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.

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.

Policy and Practice

Thirty-nine 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.

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

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.

Tables 3 and 4 and Charts 4 - 7 provide the responses from the 1998 and 2010 survey results. In the case of a significant loss, the most common response was to refer the person to an employee assistance program

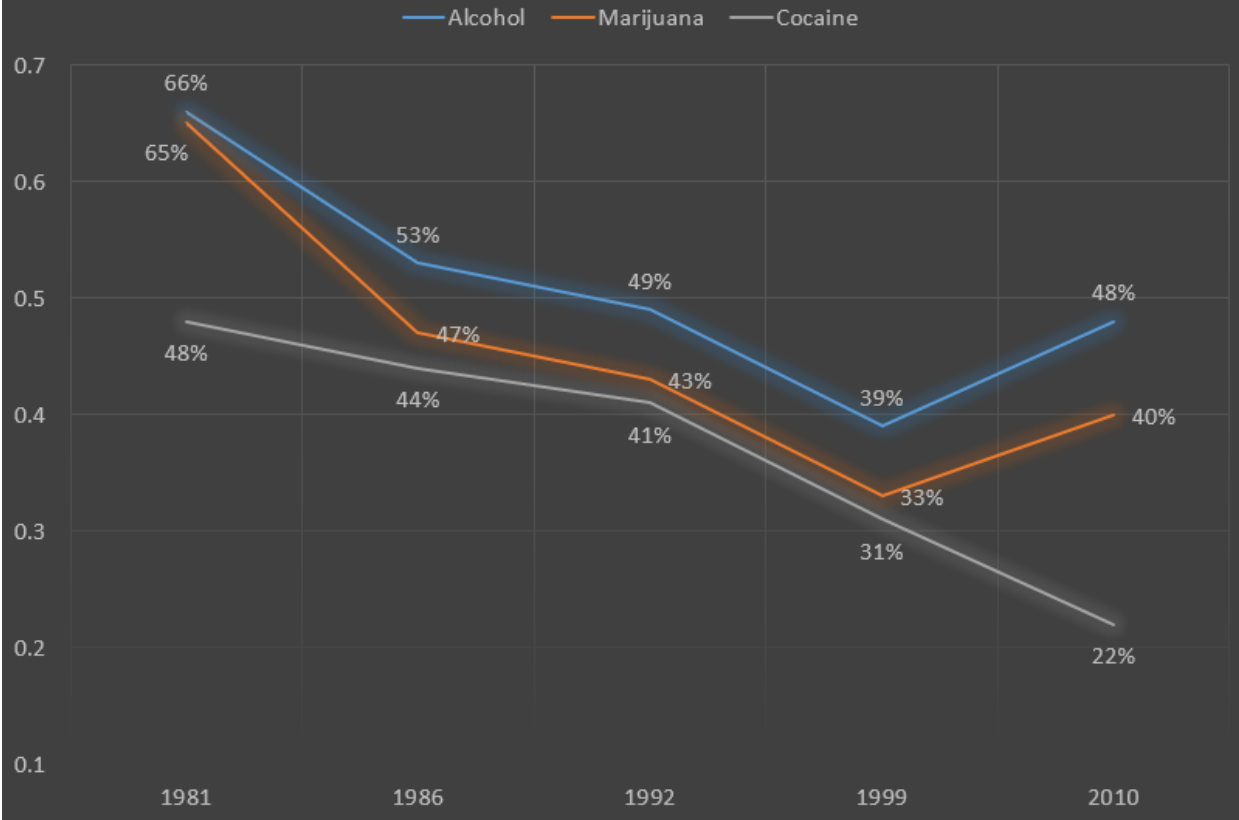
The responses to these incidents show that management's reaction to these incidents has changed over the years. Policies are clearly less geared to treatment through employee assistance programs or outside referrals than in earlier studies. From 1981 to 1986, there was a drop in terminations for both 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. This increase in toughness has continued with the latest results.

**Table 3
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...

| | Ignore | Warn | Refer to Program | Terminate | Inform Police | Other |
|---------------------|-----------------------|-------------|-------------------------|------------------|----------------------|--------------|
| 2010 Results | First Offense | | | | | |
| Marijuana | 0% | 40% | 68% | 30% | 10% | 10% |
| Alcohol | 0% | 48% | 72% | 18% | 8% | 12% |
| Cocaine | 0% | 22% | 60% | 50% | 22% | 10% |
| Methamphetamine | 0% | 22% | 55% | 50% | 22% | 10% |
| 2010 Results | Second Offense | | | | | |
| Marijuana | 0% | 3% | 22% | 80% | 18% | 10% |
| Alcohol | 0% | 3% | 28% | 82% | 8% | 10% |
| Cocaine | 0% | 0% | 15% | 75% | 22% | 12% |
| Methamphetamine | 0% | 0% | 15% | 75% | 22% | 12% |
| 1998 Results | First Offense | | | | | |
| Marijuana | 0% | 33% | 67% | 35% | 6% | 10% |
| Alcohol | 0% | 39% | 72% | 28% | 3% | 11% |
| Cocaine | 0% | 31% | 66% | 38% | 6% | 10% |
| 1998 Results | Second Offense | | | | | |
| Marijuana | 0% | 2% | 10% | 78% | 5% | 3% |
| Alcohol | 0% | 4% | 16% | 76% | 2% | 4% |
| Cocaine | 0% | 2% | 10% | 77% | 5% | 3% |

Warning – First Offense – Significant Loss



Charts 4 & 5

Termination – First Offense – Significant Loss

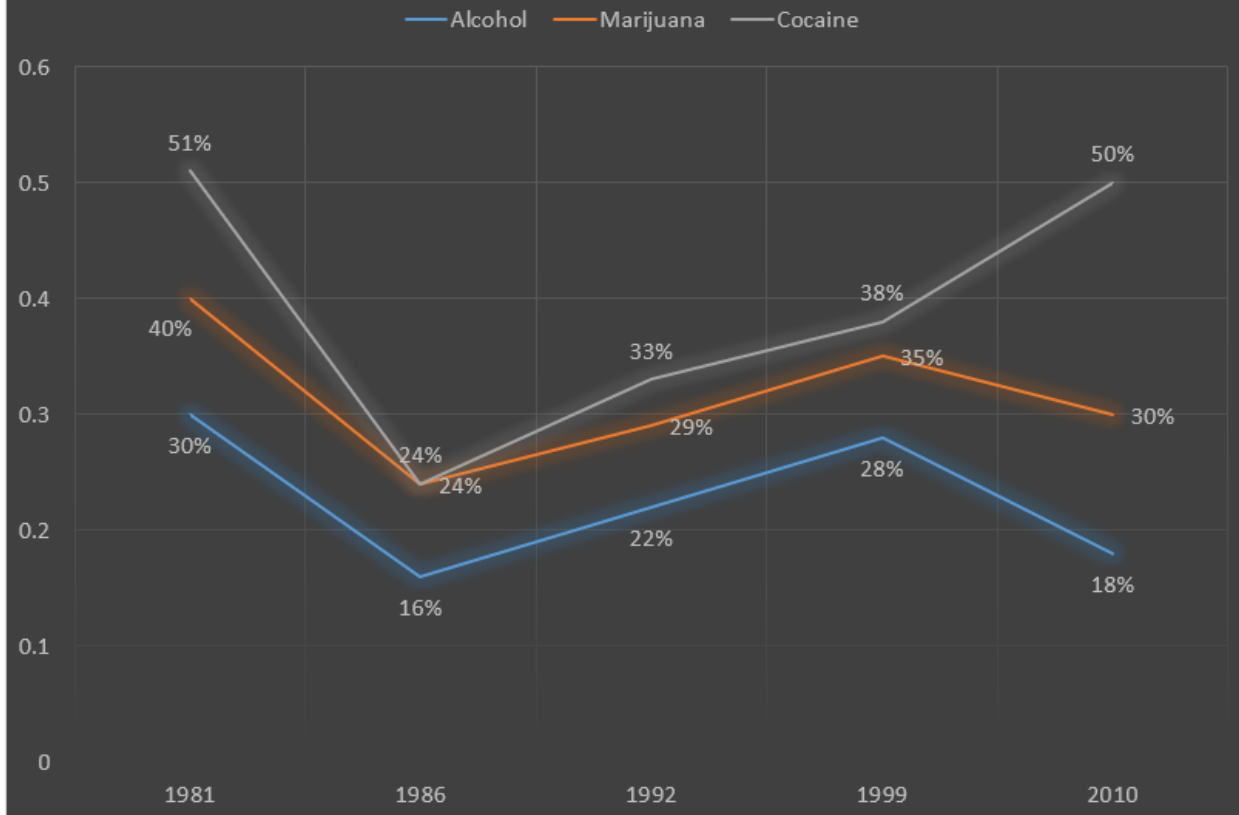
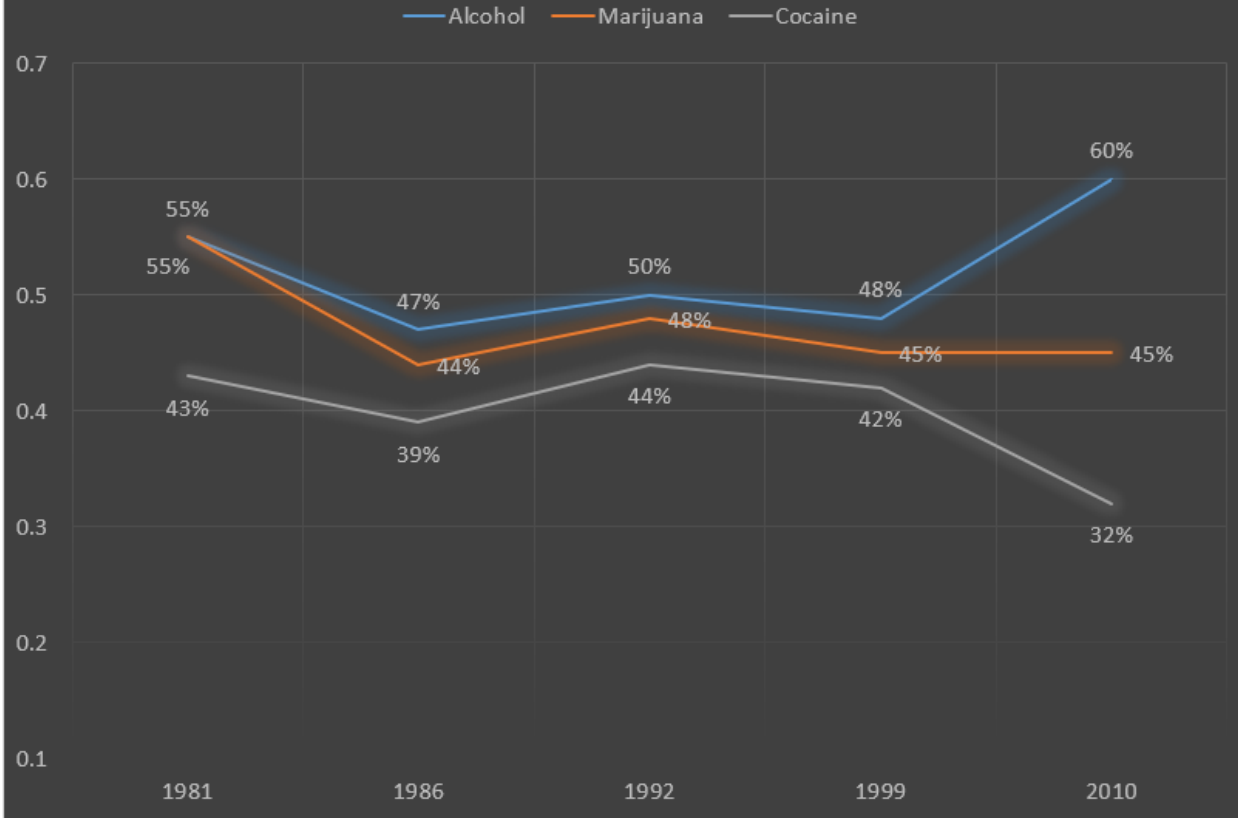


Table 4
Management Incidents – No Direct Loss

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?

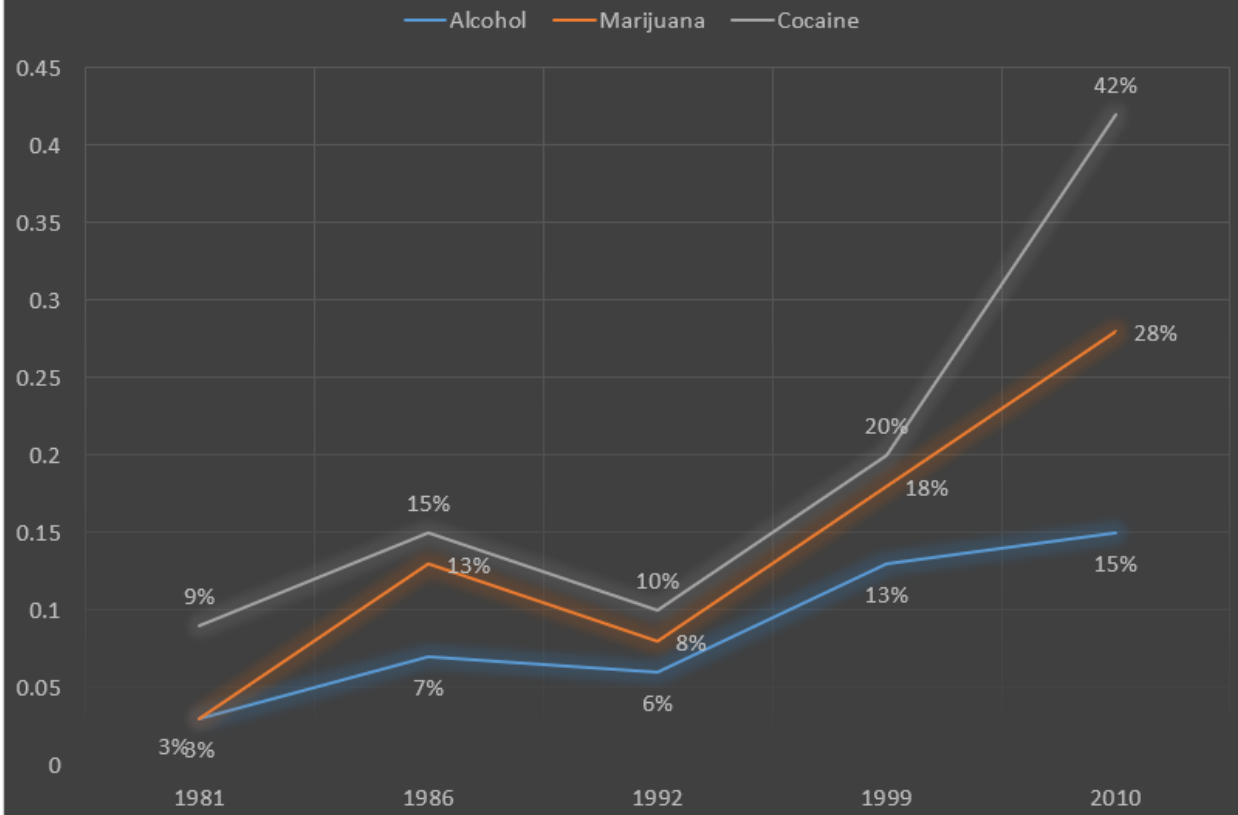
| | Ignore | Warn | Refer to Program | Terminate | Inform Police | Other |
|---------------------|-----------------------|-------------|-------------------------|------------------|----------------------|--------------|
| 2010 Results | First Offense | | | | | |
| Marijuana | 0% | 45% | 62% | 28% | 10% | 20% |
| Alcohol | 0% | 60% | 68% | 15% | 8% | 20% |
| Cocaine | 0% | 32% | 55% | 42% | 15% | 20% |
| Methamphetamine | 0% | 30% | 52% | 42% | 15% | 20% |
| 2010 Results | Second Offense | | | | | |
| Marijuana | 0% | 5% | 25% | 72% | 12% | 12% |
| Alcohol | 0% | 5% | 32% | 70% | 15% | 15% |
| Cocaine | 0% | 2% | 18% | 70% | 15% | 15% |
| Methamphetamine | 0% | 2% | 18% | 70% | 15% | 15% |
| 1998 Results | First Offense | | | | | |
| Marijuana | 0% | 45% | 68% | 18% | 2% | 15% |
| Alcohol | 0% | 48% | 69% | 13% | 1% | 16% |
| Cocaine | 0% | 42% | 65% | 20% | 3% | 15% |
| 1998 Results | Second Offense | | | | | |
| Marijuana | 0% | 5% | 18% | 74% | 3% | 3% |
| Alcohol | 0% | 7% | 25% | 71% | 1% | 4% |
| Cocaine | 0% | 5% | 18% | 73% | 3% | 3% |

Warning – First Offense – No Direct Loss



Charts 6 & 7

Termination – First Offense – No Direct Loss



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 to leave it to any type of informal policy.

There is a continued emphasis 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. As one respondent in the survey said, drugs are society's 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.

Management Issues

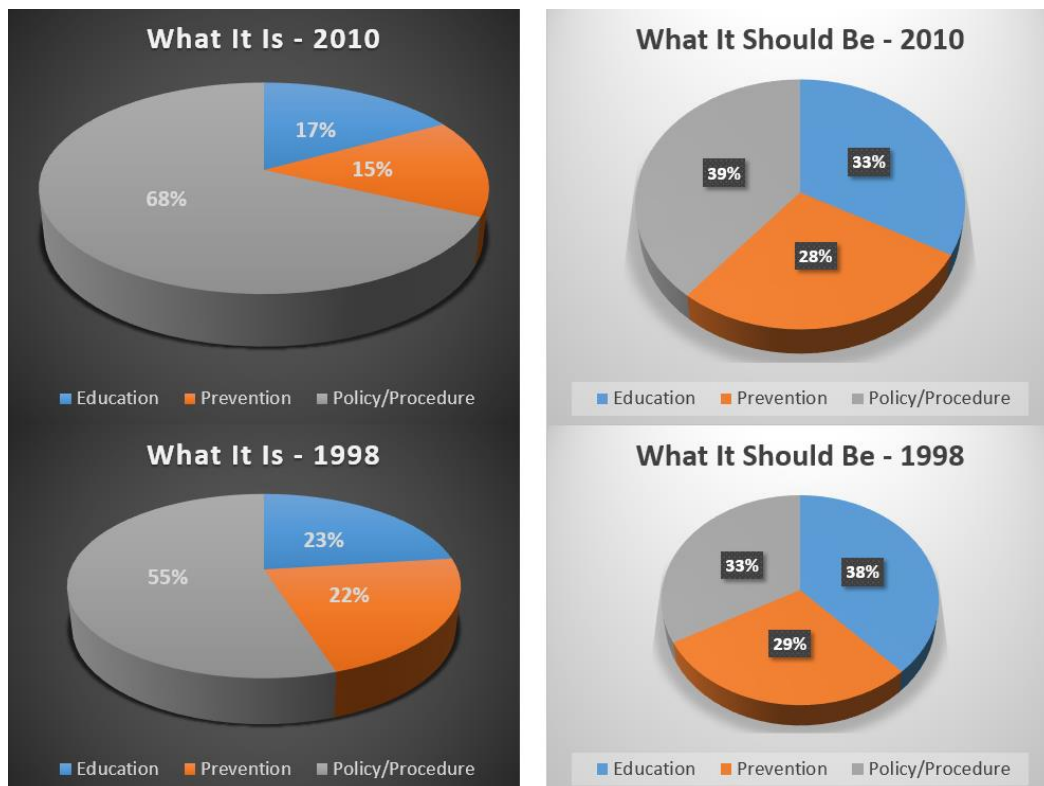
The Focus of Substance Abuse Training

For surveys going back to 1988, the opinion of respondents was sought for 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 5 and Chart 8 summarize the responses to this question.

| Table 5 Role of Training for Substance Abuse | | | | | | | | |
|---|------|------|------|----------------------------------|-------------------|------|------|------|
| What It Is | | | | | What It Should Be | | | |
| 1988 | 1992 | 1998 | 2010 | | 1988 | 1992 | 1998 | 2010 |
| 34% | 22% | 23% | 17% | Education/Information | 39% | 36% | 38% | 33% |
| 19% | 20% | 22% | 15% | Prevention | 31% | 33% | 29% | 28% |
| 47% | 58% | 55% | 68% | Company Policy/Procedures | 30% | 31% | 33% | 39% |

Chart 8



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." It seems to be a message relevant in the 1980's, the 1990's, and in 2010.

Managers know that work is changing -- that the values of employees change regularly as new generations arrive 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.

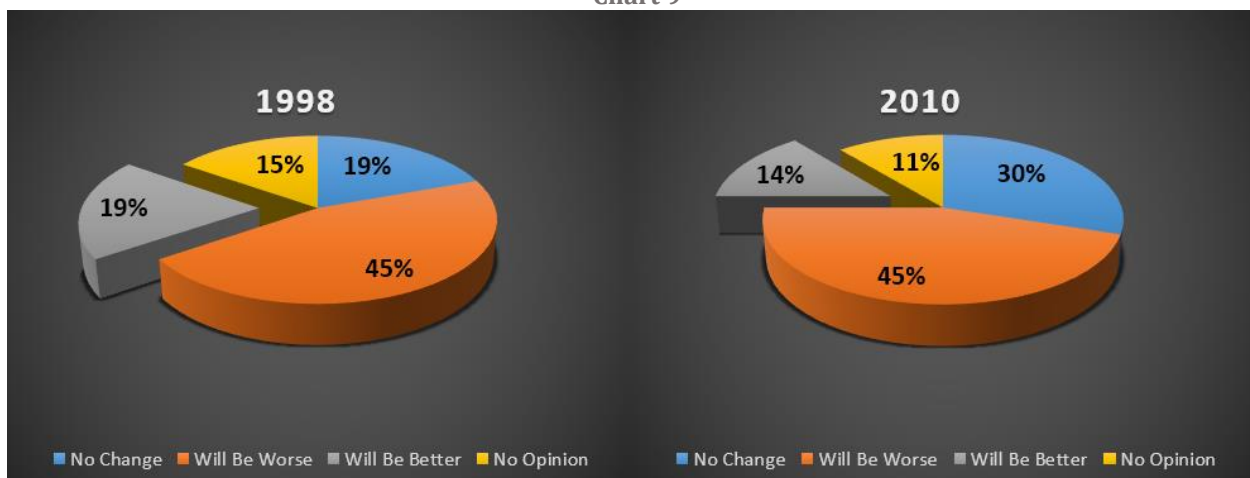
The Future

According to the information provided by the respondents to this survey, the substance abuse problem in organizations is generally better now than it was five years ago. But the perception of the problem is both that it worse today that it was and that it is going to get worse in the next five years. Despite increased knowledge about the problem, more resources, and the widespread implementation of formal programs, the picture does not look optimistic. In 1981, the majority of survey respondents, 57%, 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, with 67% saying it would remain stable or get better. That didn't happen. In 1992, the optimism shifted slightly but overall it continued, with 76% saying there would be no change or things would get better. And this time, they were right. In 1998, the optimism abruptly ended, 45%, up from 20% just five years earlier felt that the problem would get worse in the next five years. Only 38% believe that the problem will remain stable or get better. Now, in 2010, the pessimism remains, with again, 45% reporting they see the problem getting worse. And the smallest number in the history of this research, only 14%, reported seeing the problem as getting better. The results are summarized in Table 6 and Chart 9.

The most interesting thing about these findings is the continuing inconsistency between reported reality and the view of the future. It's rarely moved in the direction of the predictions. Maybe that's good news. Now that the optimism of a few years ago is gone, maybe there will be a bigger drop in five years.

| Table 6 Substance Abuse Five Years from... | | | | | |
|---|------|------|------|------|------|
| | 1981 | 1986 | 1992 | 1998 | 2010 |
| No Change | 41% | 14% | 33% | 19% | 30% |
| Will Get Worse | 37% | 30% | 20% | 45% | 45% |
| Will Get Better | 16% | 52% | 43% | 19% | 14% |
| No Opinion | 6% | 4% | 4% | 15% | 11% |

Chart 9



14% thought that substance abuse in the workplace will get better in the next five years

Pre-employment hair follicle testing and random testing.

Education and Information on Prevention

Public awareness and increased workplace enforcement of policies

More public awareness of the devastating effects & consequences of substance abuse

Recognition by employers of need to more aggressively identify abusers and deal with them

Possibly the downward trend in fewer manufacturing jobs will force employees to adhere more closely to company policy/procedures.

No tolerance for alcohol use, especially from a safety standpoint.

45% thought that substance abuse in the workplace will get worse in the next five years.

Economy; family issues

Because of the spike in meth users. People are coming up with more household creations of drugs.

Day to day stressors, peer pressures, new substances being introduced to youth.

Decline in Country's morale and ethical behaviors

Younger generations growing as a percent of country's workforce

The national ebbing of the war on drugs has taken drugs out of the weekly headlines. Flexible schedules allow employees to stay out and up later and have more time to party.

This is a very stressful business and the economy does not make it any easier. there isn't relief in sight.

Having more people not caring and thinking they can beat the system

Technology and overall abuse has increased, i.e. online pharmacies, prescription drug abuse

State of economy will lead to higher drug use by professionals and those who otherwise wouldn't to escape the pain of reality

Generally, younger workers who are entering the workplace appear to have more acceptance of substance abuse.

Lack of supervisory training and poor recruitment.

More pressure and need to keep jobs

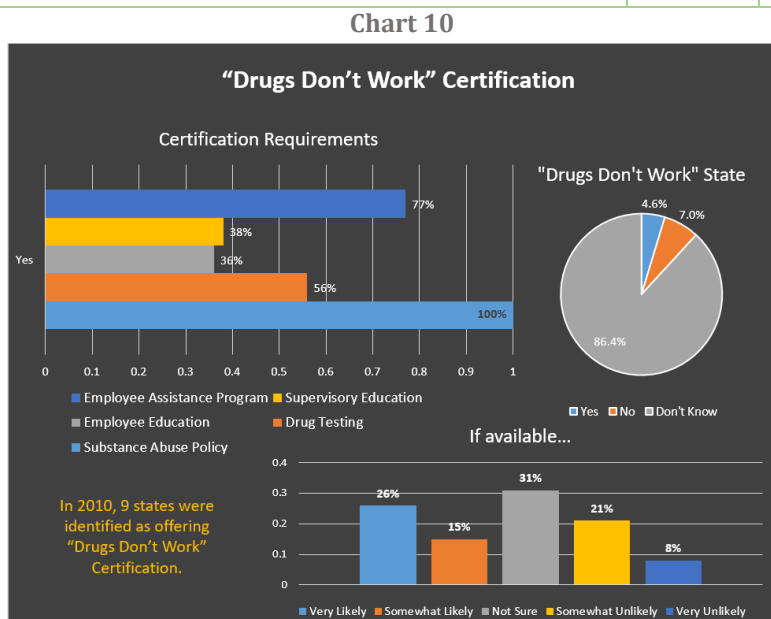
“Drugs Don’t Work” Certification

According to an internet search, based on a program started in Georgia, there are nine states offering counties a discount on Worker’s Compensation Premium if they earn certification as part of a “Drugs Don’t Work” program. Interested in this as an alternative to the “drug-free workplace” efforts explored in the 1999 project, the survey included several questions related to this idea, particularly how organizations viewed this idea of “Drugs Don’t Work” certification” and the likelihood of an organization pursuing the certification if it was available.

| Chart 7 “Drugs Don’t Work” - Certified | | | |
|---|-------|--------------------------|-------|
| Yes | 4.6% | Yes – In Available State | 7.7% |
| No | 7.0% | Certification In Process | 0% |
| Don’t Know | 88.4% | No | 69.2% |
| | | Other* | 23.1% |
| *Primarily “Don’t Know” or Self Insured | | | |

Respondents were then asked whether or not they met the basic requirements of the certification program.

| Chart 8 Certification Requirements | | | |
|--|------|-----|------------|
| Does your organization... | Yes | No | Don't Know |
| Have a written policy on substance abuse? | 100% | 0% | 0% |
| Conduct any form of drug testing? | 56% | 44% | 0% |
| Conduct any form of employee education on substance abuse? | 36% | 56% | 8% |
| Conduct any form of supervisory education on substance abuse? | 38% | 59% | 3% |
| Have an Employee Assistance Program? | 77% | 23% | 0% |



Organization Size Issues

The survey data were analyzed based on organization size and number of employees.

Size and Workplace Substance Abuse

The 2010 results are generally consistent with earlier studies. 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 9.

| Table 9 Workplace Substance Abuse and Organization Size | | | | | | | |
|--|---------|---------------------|---------|---------|-----------|-----------|-------|
| | | Number of Employees | | | | | |
| | Overall | 1 - 99 | 100-499 | 500-999 | 1000-2999 | 3000-4999 | 5000+ |
| Alcohol | 73% | 30% | 79% | 71% | 100% | 100% | 100% |
| Marijuana | 45% | 30% | 43% | 43% | 50% | 100% | 67% |
| Cocaine | 25% | 0% | 36% | 29% | 33% | 100% | 17% |
| Methamphetamine | 7% | 0% | 0% | 0% | 33% | 0% | 17% |
| Barbiturates/Amphetamines | 25% | 10% | 21% | 14% | 33% | 100% | 50% |
| Heroin | 4% | 10% | 0% | 0% | 0% | 0% | 17% |

Size and the Future

The perception that the problem will get worse in the next five years is based primarily on the responses of small and medium organizations. The larger organizations expressed a stronger feeling that the problem will get better in the next five years. The comparative results are shown in Table 11.

| Table 11 Substance Abuse Five Years from Now Compared to Size | | | | | | | |
|--|---------|------|---------|---------|-----------|-----------|-------|
| | Overall | 1-99 | 100-499 | 500-999 | 1000-2999 | 3000-4999 | 5000+ |
| In Own Organization | | | | | | | |
| No Change | 30% | 40% | 29% | 29% | 50% | 0% | 0% |
| Will Get Worse | 45% | 50% | 43% | 71% | 17% | 0% | 50% |
| Will Get Better | 14% | 10% | 14% | 0% | 17% | 100% | 17% |
| Don't Know | 11% | 0% | 14% | 0% | 17% | 0% | 33% |

Size and Perception of Substance Abuse Problem

Table 10 presents information on how perceptions vary based on organization size.

| Table 10 Perception of Substance Abuse Compared to Size | | | | | | | |
|--|---------|------|---------|---------|-----------|-----------|-------|
| | Overall | 1-99 | 100-499 | 500-999 | 1000-2999 | 3000-4999 | 5000+ |
| In Own Organization | | | | | | | |
| Less Serious than 5 Years Ago | 20% | 20% | 21% | 29% | 0% | 100% | 17% |
| Same as 5 Years Ago | 59% | 60% | 50% | 71% | 83% | 0% | 50% |
| More Serious than 5 Years Ago | 21% | 20% | 29% | 0% | 17% | 0% | 33% |
| In Other Organizations | | | | | | | |
| Less Serious than 5 Years Ago | 7% | 10% | 7% | 14% | 0% | 0% | 0% |
| Same as 5 Years Ago | 48% | 50% | 57% | 29% | 67% | 100% | 17% |
| More Serious than 5 Years Ago | 45% | 40% | 36% | 57% | 33% | 0% | 83% |

Conclusions and Recommendations

Organizations face different types of problems in dealing with workplace 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. What stands out in this survey, much more than any previous survey over 40 years, is the variety of responses and the changes in the dynamics of the problem based on organizational size. While it stands out, it is not surprising. It simply reflects the growing complexity of the work environment and the continued need for better information on the relationships between some of these complex variables.

The Study Author

James W. Schreier, Ph.D., SPHR is the founder of Beyond the Far Cliffs. 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 30 years. He has conducted major national surveys of company experiences, problems, and policies in 1971, 1976, 1981, 1986, 1992, 1998, and 2010. 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 asked to return to make the opening address at the 6th Annual European Employee Assistance Conference. The results of this on-going research have been published in **Training and Development Journal**, **Personnel**, **Psychology Today**, **EAP Digest**, **John Naisbitt's Trend Letter**, and numerous other professional publications.

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

HR-Tracks.com regularly conducts research projects into critical human resource and management issues. Current projects include the on-going, forty-year study of substance abuse in the workplace, research into the ethical issues of recruitment, selection, and job-hunting practices.

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