SUBSTANCE ABUSE IN ORGANIZATIONS
Micro Computer Training Modules

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ABSTRACT

Substance abuse in organizations is considered by experts to be a crisis in America. Issues related to detection, drug testing, training, policy development, and legal concerns affect anyone going to work and everyone in management. In 1986, then President Reagan called for a "drug free workplace. - In 1989, the Department of Transportation and the Federal Aviation Administration called for drug free policy actions, drug testing, and education/training. This is a practical demonstration of a computer based training program that meets DOT and FAA requirements for education. The program would be applicable for use in a variety of university classes on human resources, management, ethics, and business policy.

INTRODUCTION

This program was created to help the supervisor, manager, and professional in any organization develop the skills necessary to understand and effectively deal with the substance abuse problem. Knowledge is power and today's manager cannot effectively deal with the problem unless they understand the nature of the problem and how organizations must deal with it.

The program features seven different options, providing different levels of activities in different areas of the overall problem. First, there are facts about the problems of substance abuse in organizations. This gives you the background of the problem and an idea about why organizations must act. Next, there is a module, which tests and provides information about the physical, psychological, and behavioral effects of different substances. Then, there is a series of incidents, job related, affecting performance, and based on different types of substance abuse. Here you have the opportunity to compare your answers to a fifteen-year database of information. You'll develop a better understanding of how many organizations deal with this problem.

The fourth section of the program changes focus, to examine your personal style in dealing with conflict. This i8 a basic management skill for effectively confronting an employee with a substance abuse problem. Here you have the opportunity to compare your style and apply it to a variety of different situations.

Section five begins the real application section, where the knowledge you've gained in the first half of the program can be applied. This section is an action maze, a series of cases set in an organization, and developed "live' as you take actions. Your actions will affect what happens. You'll be scored on how well you recognize and confront a variety of different problems.

The substance abuse problem has social, psychological, and management elements. And there is also a serious legal aspect. Section *six* brings in the legal perspective. You have to decide, a~ a judge, arbitrator, or unemployment compensation hearing officer, what to do in a series of actual cases. You'll find out what actually happened in these true cases.

The last section focuses on putting the information together in an in-basket simulation of a manager facing substance abuse issues on-the-job. Here you must develop policy, make decisions about policy components, evaluate ways to confront employee, and deal with long-term strategies for effectively combating the problem.

The program can be completed by individuals or groups. In each section there are discussion questions that one person doing the program can consider. And there are scoring sheets and additional discussion questions for groups of managers to analyze and discuss.

We recommend that any individual using this program complete all seven sections. Each develops a component of the programs that adds to your overall knowledge and ability to deal with the problems of substance abuse but each module stands alone. As part of an overall training program, you can choose those modules most appropriate to your learning needs.

Substance abuse in organizations is a serious problem.
This training program is a serious effort to provide information and skills.

Part 1   FACTS AND FIGURES

Test your knowledge against a 15-year database of information on organizational policies and practices.

Part 2   SIGNS AND SYMPTOMS

Test your knowledge and learn about the effects of substance abuse in a game format where you are given the answers and you have to ask the questions.

Part 3   INCIDENT ANALYSIS

Use your organization policy to respond to a series of incidents. Then compare your responses to a national survey.

Part 4   CONFLICT MANAGEMENT STYLE

Measure your style in confronting job-related situations that are stressful.

Part 5   MANAGERIAL ACTION MAZE

See how well you can score on this fast moving case where the decisions you make affect the information you receive. If you solve the problems quickly, you'll demonstrate your competence in handling employee personal problems.

Part 6   THE LEGAL PERSPECTIVE

Become an arbitrator and make your decisions on a series of actual cases. You'll receive information on how your decisions compare to actual decisions made by union arbitration hearings, unemployment compensation boards, and courts.

Part 7   MANAGEMENT IN-BASKET

Demonstrate the integration of skills in handling substance abuse problems. This is your opportunity to face real problems with organization policy and practice to guide you.