

NIMHANS, Thematic Meeting, 6th April 2017

INTERVENTION TO ALCOHOL USE IN WORKPLACE

Experience of a large industry in Goa



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Goa Shipyard Limited, Goa



GEOGRAPHICAL LOCATION

- Goa Shipyard Limited (GSL) is strategically located on the banks of the River Zuari, just 2 miles from Mormugao Port, on the west coast of India.



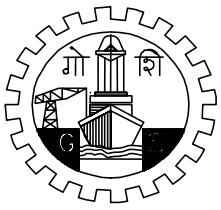
G
S
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GOA SHIPYARD LTD.



*Shipbuilding
&
Shiprepair*





INTERVENTION TO ALCOHOL USE IN WORKPLACE

Experience of a large industry in Goa

ORGANIZATION

History, products, services, manpower, culture

Officers: 267

Supervisors: 199

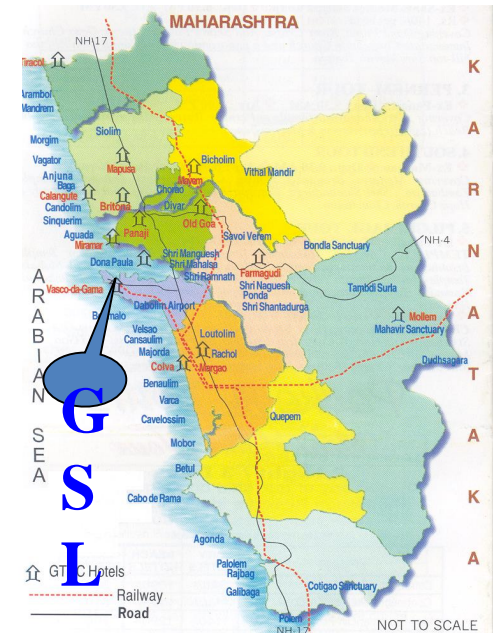
Workers: 945

Contract Workers: 1200

FTEs: 240

SOCIAL CULTURE AND CIRCUMSTANCES

Availability, Accessibility, Affordability,
Cultural & Social, Acceptance,
Workplace Factors, Curiosity, Peer Pressure, Opportunity



OBJECTIVE

To introduce to you a model programme evolved by ILO & our experience at GSL.

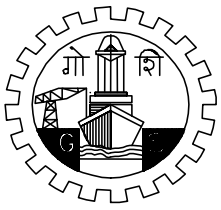
Rationale for work place interventions.

OUR ROLE

A healthy work force is every one's business.

INTRODUCTION

- Are alcohol and drug problems to be viewed seriously ?
- How do they affect us ?
- What is the extent of the problem ?
- What are the common responses ?
- What can be done ?



THE EXISTING SITUATION (THEN)

Prior to initiating the ILO Workplace Prevention Programme, GSL had programmes to deal with Alcohol and Drug problems.

- Initiated mainly on a felt need,
- Focused almost entirely on employees with a serious problem of addiction.
- Relapse rates were high,
- Leading to a pessimistic and rather negative attitude towards such programmes (stigma, confidentiality, victimization)

WORK PLACE INITIATIVES TO PREVENT AND REDUCE ALCOHOL PROBLEMS

HOW DO THE INDUSTRIES PERCEIVE THIS PROBLEM?

Industries seem to think

- It is the problem of the individual and the Industry need not interfere
- Alcoholics are 'dead enders' who cannot be helped.
- If the industry acknowledges and accepts the presence of alcoholics in the workplace, then its image would be tarnished.
- Drinking is an accepted norm in society, and it cannot be a major problem.

Studies of Alcohol Consumption & Impact of Hazardous drinking

- Based on Literature Review
- Research carried out in 4 of Goa Industries.

R E V E A L S

Hazardous drinkers as a group are at risk for adverse
SOCIAL,OCCUPATIONAL,ECONOMIC and
HEALTH OUT COMES.

Why bother?

- Absenteeism
- Accidental injuries
- Aberrant Behaviour
- Added costs of medical care
- Accumulating losses for the company.

Why get involved?

- To reduce the COSTS to the business & to individuals of alcohol and other drug use.
- The COSTS can be in both HUMAN and ECONOMIC TERMS.

WORK PLACE INITIATIVES TO PREVENT AND REDUCE ALCOHOL PROBLEMS

What are the alternatives for dealing with an employee with an Alcohol or other drug problems.

Discipline them?

Hide them ?

Ignore them?

Move them side ways?

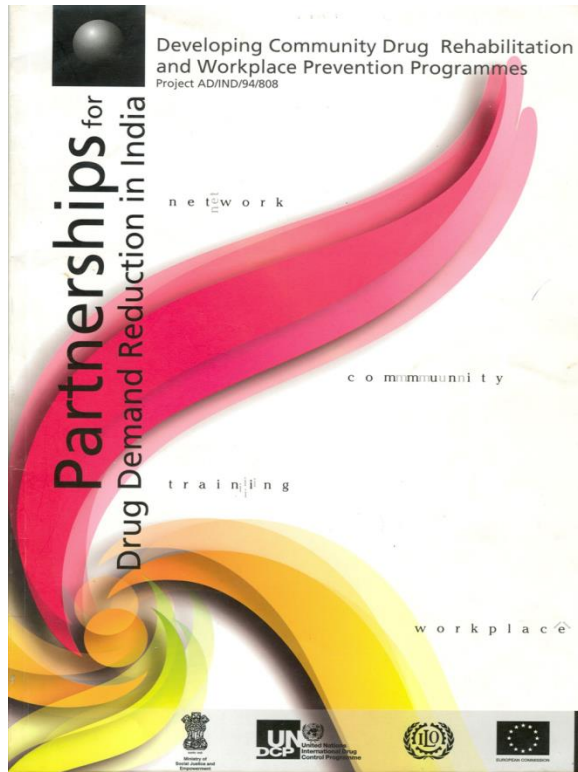
Help them?

Alcohol and Drugs at Work



International Labour Office

“Developing Community Drug Rehabilitation and Workplace Prevention Programmes” (Project: Ad/IND/94/808)

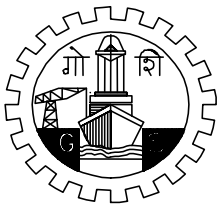


This project was financed by the United Nations Drug Control Programme (**UNDCP**), with funds provided by the European Commission (EC), with the **International Labour Organization** (ILO) as the executing agency and the **Ministry of Social Justice and Empowerment** (MSJE) as the implementing agency.

The project was based on the ILO Reference Model, which was used and adapted in the earlier projects.

Coverage of the Community Based Drug Rehabilitation and Workplace Prevention Programmes:

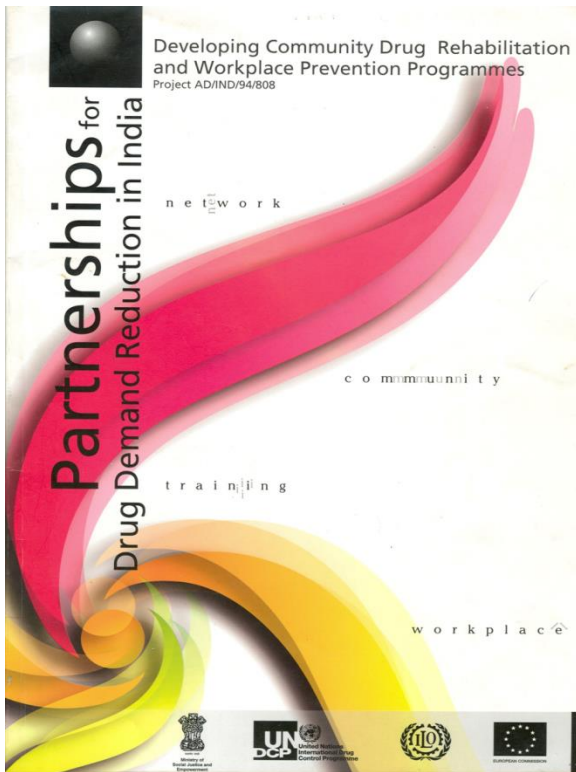
- 18 community based drug rehabilitation programmes in nine cities/towns covering 25,000 drug users
- 12 enterprises and 110,664 employees covered



INTERVENTION TO ALCOHOL USE IN WORKPLACE

Experience of a large industry in Goa

The objectives of the ILO model of Workplace Prevention used in Project 808 were to:



- Create and maintain a **drug free environment** at the workplace
- Generate an **open atmosphere** where substance users are able to come forward and seek assistance without risk of discrimination or personal consequences
- Lay down **systems and procedures** for identification, motivation and referral to treatment, of persons with substance use related problems.

WORK PLACE INITIATIVES TO PREVENT AND REDUCE ALCOHOL PROBLEMS

THE ILO OFFERS A MODEL PROGRAMME FOR THE PREVENTION OF ALCOHOL AND DRUG ABUSE AMONG WORKERS AND THEIR FAMILIES WHICH:

- IS AFFORDABLE AND DOESN'T RELY ON PROFESSIONALS
- INVOLVES ALL WORKERS, MANAGEMENT AND UNIONS
- IS TRANSLATABLE INTO LOCAL CULTURAL CODES AND NORMS
(TRAFFIC LIGHT METAPHOR)
- CAN BE IMPLEMENTED PROMPTLY : DOESN'T WAIT FOR THE CASUALTIES FIRST
- **IS INCLUSIVE**, NOT EXCLUSIVE WHICH CREATES STIGMATIZATION
- MAKES THE EMPLOYEES FEEL SAFE AND **EAGER TO PARTICIPATE** IN THEIR OWN HEALTH, SAFETY AND WORK ENVIRONMENT PROMOTION
- IS SELF-SUSTAINING THROUGH THE **ARMADA STRUCTURE**

WORK PLACE INITIATIVES TO PREVENT AND REDUCE ALCOHOL PROBLEMS

Old Approach (Reactive)

- Treatment
- Late stage intervention
- Employee denial
- Clinical characteristics
- Prove disease
- Diagnose disease
- Outside manager's role
- Clinical knowledge
- Symptomatology
- Disease characteristics

New Approach (Proactive)

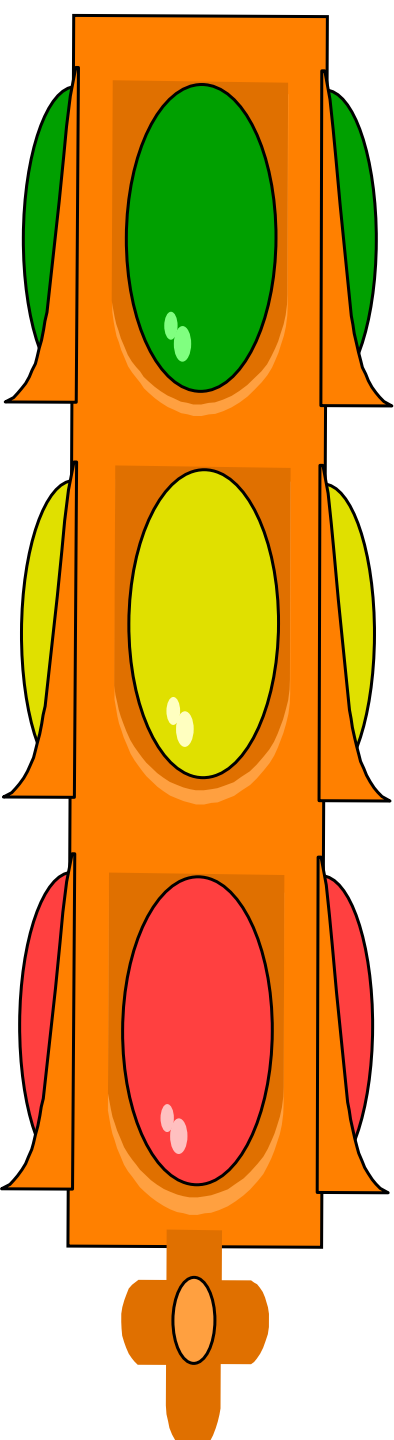
- Prevention
- Early stage intervention
- Employee ownership
- Performance accountability
- Observe performance
- Communicate expectations
- Within manager's role
- Performance patterns
- Documentation
- Disease dynamics

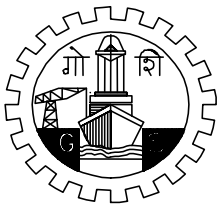
THINK GREEN

Keep employees in the green zone
(GO AHEAD)

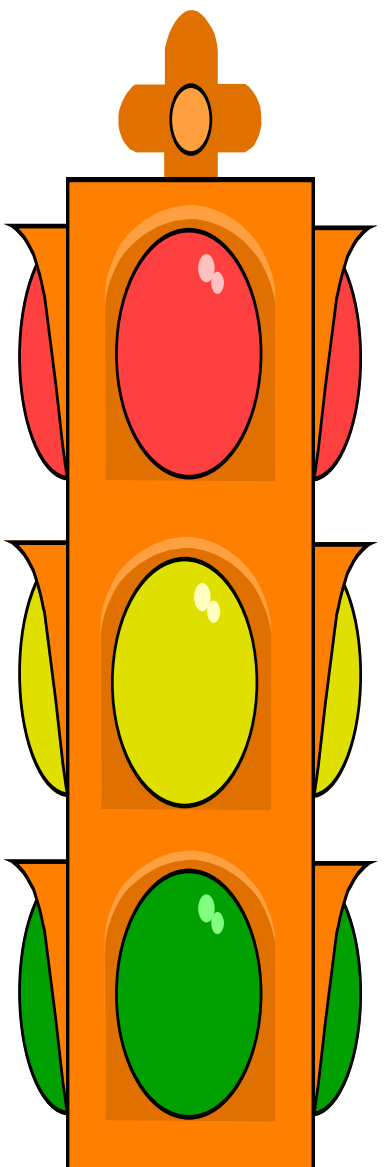
Retrieve employees from the amber zone
(CAUTION)

Eliminate the red zone
(DANGER)





the ILO model of Workplace Prevention used in Project 808



How do we refer the problematic substance abusers (RED ZONE PERSONNEL) for treatment?

How do we facilitate self change in members who are at risk for abuse (YELLOW ZONE) to go back to the green zone?

How do we keep our green members in the GREEN ZONE?

WORKPLACE STRATEGIES FOR PREVENTION OF ALCOHOL-RELATED PROBLEMS (THE NATIONAL ALCOHOL AND DRUG ABUSE PROBLEM)

		TARGET GROUPS	PROBLEM DIMENSION	TOOLS	
NO CONFLICTS WITH JOB REGULATIONS					
GREEN	PRIMARY PREVENTION	ALL PERSONNEL IN THE ORGANIZATION / COMPANY	NONE HOW TO COPE WITH ALCOHOL?	ATTITUDES POLICY	AWARENESS
		HIGH-RISK CATEGORIES	SAFETY RISKS AVAILABILITY AND EXPOSURE	ALCOHOL AND LIFE STYLE EDUCATION PROGRAMMES	
			NON SUPERVISED POSITIONS	SPECIAL ALCOHOL EDUCATION PROGRAMME	
YELLOW	SECONDARY PREVENTION (CONFIDENTIAL)	INDIVIDUALS	HARMFUL DRINKING POST ALCOHOL IMPAIRMENT? HEALTH PROBLEMS?	TRAINING "CHECKUPS" SIMPLE ADVICE EARLY IDENTIFICATION & ASSISTANCE	CAUTION
	BROKEN REGULATIONS IN JOB SITUATIONS = CONFLICTS				
RED	TERTIARY PREVENTION "OFFICIALLY"	IDENTIFIED DRUG AND ALCOHOL ABUSERS	SAFETY RISKS HEALTH PROBLEMS INSTABILITY AT WORK	ALCOHOL IN INDUSTRY TREATMENT PROGRAMMES	TREATMENT
				EMPLOYEE ASSISTANCE PROGRAMME	

PREVENTION AND ASSISTANCE

**RE-ENTRY AFTERCARE
REHABILITATION**

RED ZONE

ADDICTION

TREATMENT

YELLOW ZONE

PROBLEMS

COUNSELLING

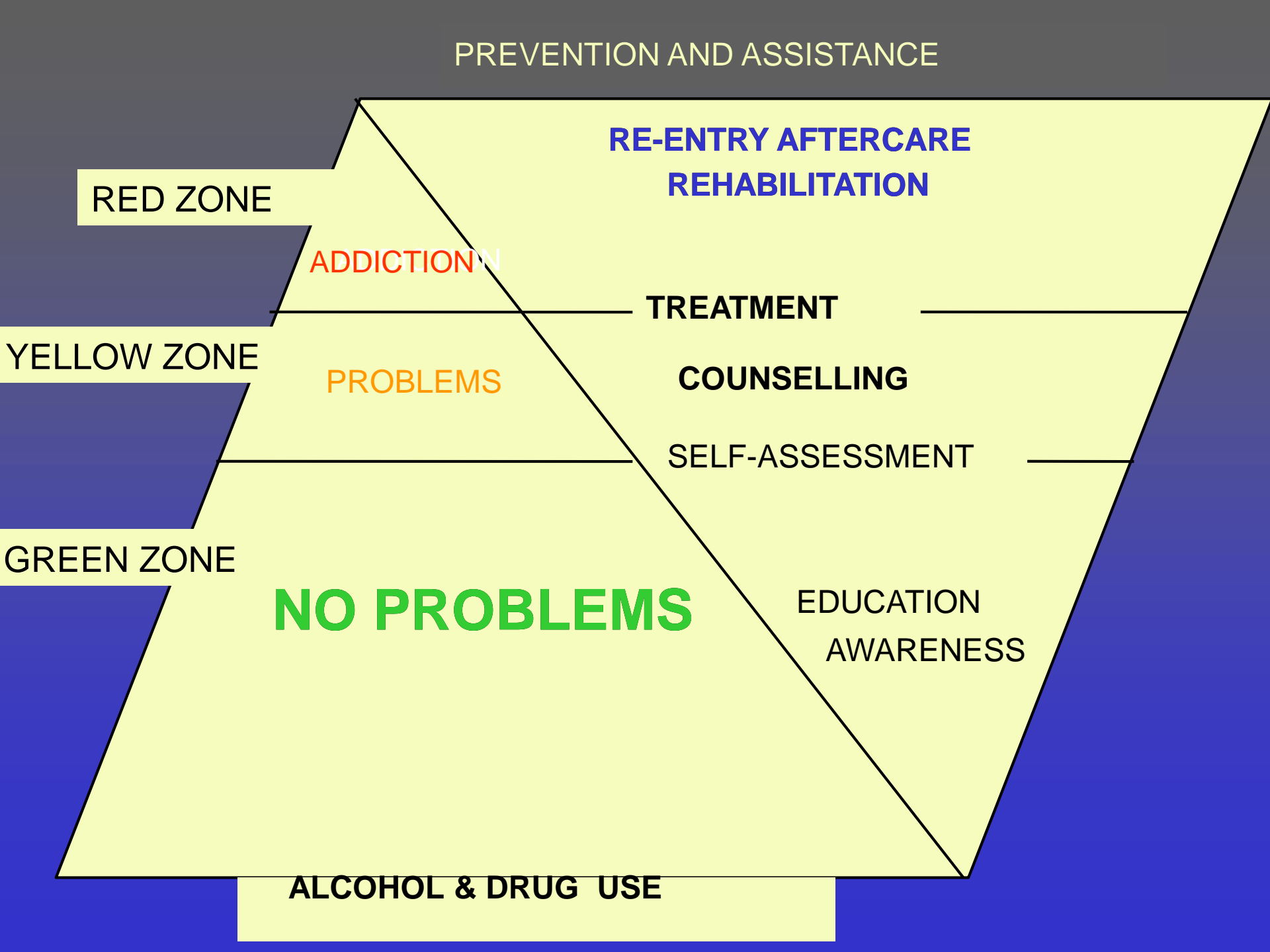
SELF-ASSESSMENT

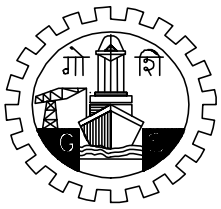
GREEN ZONE

NO PROBLEMS

**EDUCATION
AWARENESS**

ALCOHOL & DRUG USE





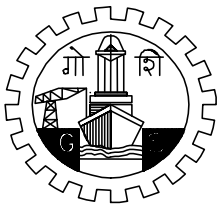
Leveraging the EAP for Workplace Interventions

Is a worksite based program designed to assist the organization in order to enhance employee and work place effectiveness through

- ➡ Prevention
- ➡ Early Identification
- ➡ Resolution

of **Personal and Productivity** issues.





OBJECTIVES OF EAP

- ➡ To create a healthy and conducive work environment through positive attitude reinforcement.
- ➡ To increase employee productivity.
- ➡ To curb absenteeism.
- ➡ To enhance employee quality of life.
- ➡ To ensure employee job satisfaction.
- ➡ To minimize disciplinary problems.
- ➡ To ensure employee longevity with the company

WORK PLACE INITIATIVES TO PREVENT AND REDUCE ALCOHOL PROBLEMS

EMPLOYEE ASSISTANCE PROGRAMME

ALCOHOL & OTHER DRUGS (AOD) POLICY

- POLICY STATEMENT
- COMPONENTS

ALL EMPLOYEES

CONFIDENTIALITY

PARTICIPATION - Voluntary / Job Performance

BALANCED PROGRAMME

Prevention, Early Identification & Referral,

Treatment & Rehabilitation

INFORMATION, EDUCATION & TRAINING

DISCIPLINARY ACTION

- REVIEW COMMITTEE (STEERING COMMITTEE)



गोवा शिपयार्ड लिमिटेड
GOA SHIPYARD LIMITED



ऐल्कोहॉल एवं नशीले पदार्थ (ड्रग्स) नीति
ALCOHOL AND DRUGS POLICY

गोवा शिपयार्ड लिमिटेड इस बात में विश्वास रखता है कि, उनके अपने कर्मचारियों का कल्याण इस बात पर निर्भर है कि वे अपने काम पर एवं घर में किस प्रकार का जीवन व्यतीत करते हैं, क्योंकि यहीं तंदुरुस्ती उनकी वफादारी, वचन- बद्धता एवं सुखशांति का मार्गदर्शक है ।

Goa Shipyard Limited believes that the well-being of its employees depends upon the quality of life they are offered both at work and at home, and that this well-being leads to loyalty, commitment and happiness.

हम यह मानते हैं कि, ऐल्कोहॉल एवं नशीले पदार्थ जो व्यक्ति उसका परिवार, उसके सहयोगी और प्रकारांतर से पूरे समाज को हानिकर हैं । हम यह स्वीकार करते हैं कि, इन नशीले पदार्थों का दुरुपयोग आरोग्य एवं सुरक्षा के लिए जोखिम है ।

We recognize that indiscriminate use of alcohol and drugs is injurious to the well-being of individuals, their families, their colleagues and the community as a whole. We acknowledge that the misuse of these psychoactive substances is a major health and safety hazard.

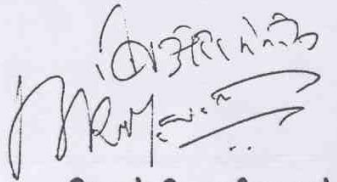
अतएव गोवा शिपयार्ड लिमिटेड, कार्यस्थल पर या घर में ऐल्कोहॉल एवं नशीले पदार्थ से मुक्त वातावरण बनाने के लिए प्रतिबद्ध है । उचित पहलशक्ति के नेतृत्व से सभी कर्मचारियों के अंतर्निहित से यह उद्देश्य प्राप्त किया जा सकता है । पहलशक्ति में शामिल है :-

Goa Shipyard Limited is therefore committed to creating an alcohol and drugs free environment at the workplace and at home. This would be achieved through the involvement of all employees, in spearheading appropriate initiatives. These initiatives would include :-

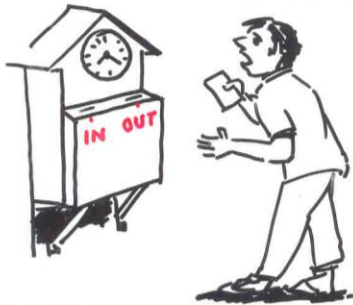
- हमारे कर्मचारी एवं उनके परिवार में स्वास्थ्य जीवन चर्या प्रोत्साहित करने के लिए जानकारी का प्रचार, शिक्षा और प्रशिक्षण के माध्यम से जागरूकता बढ़ाना ।
Raising awareness, through the dissemination of information, education and training and by promoting healthy life styles among our employees and their families.
- ऐल्कोहॉल एवं नशीले पदार्थ के सेवन से ग्रस्त कर्मचारियों को सहायता देने के लिए अभिप्रेत करना एवं ऐसे मामलों को गोपनीय रखना ।
Motivating those employees who are addicted to alcohol/drug, to seek assistance, while maintaining total confidentiality about such cases.
- इस महान कार्य के समर्थन में वातावरण उपलब्ध कर, कर्मचारियों का सहयोग प्राप्त करना ।
Obtaining the co-operation of employees by providing a supportive environment to this noble cause.

आपकी मदद के लिए हमें मदद कीजिए ।
HELP US TO HELP YOU.

दिनांक : 04/11/1999
Date


रियर ऐडमिरल बी.आर. मेनन
RAdm. B.R. Menon
अध्यक्ष एवं प्रबंध निदेशक
CHAIRMAN & MANAGING DIRECTOR

INDICATORS OF POOR JOB-PERFORMANCE



ABSENTEEISM
ON-THE-JOB ABSENTEESIM



LOWER JOB
EFFICIENCY



POOR INTERPERSONAL
RELATIONSHIP



HIGH ACCIDENT
RATE

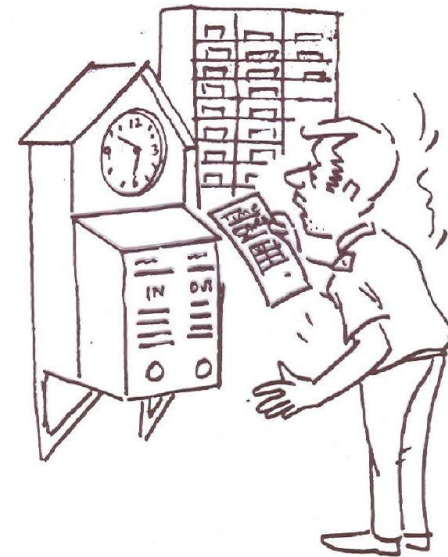


SHABBY
APPEARANCE

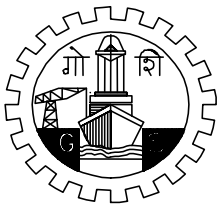


WITHDRAWN AND
PREOCCUPIED

'ON-THE-JOB' ABSENTEEISM



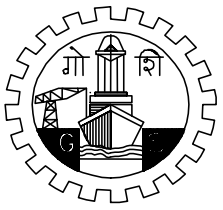
- Comes to work late
-
- Leaves work place early
-
- Frequent visits to canteen, toilet etc.
-
- Frequent complaints of inability to work
-
- Inability to work during night shifts



RECOGNIZING THE SYMPTOMS

PERFORMANCE

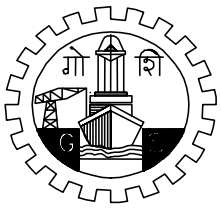
- **Inconsistency work quality**
- Poor concentration
- Lowered productivity
- **Increased absenteeism**
- Unexplained disappearances from the jobsite
- Carelessness, mistakes
- Errors in judgment
- Needless risk-taking
- **Disregard for safety**
- Extended lunch period and early departures



RECOGNIZING THE SYMPTOMS

BEHAVIOUR

- Frequent financial problems
- Avoidance of friends and colleagues
- Blaming others for own problems and shortcomings
- Complaints about problem at home
- Deterioration in personal appearance
- Complaints and excuses of vaguely – defined illnesses



WHEN AND HOW TO INTERVENE

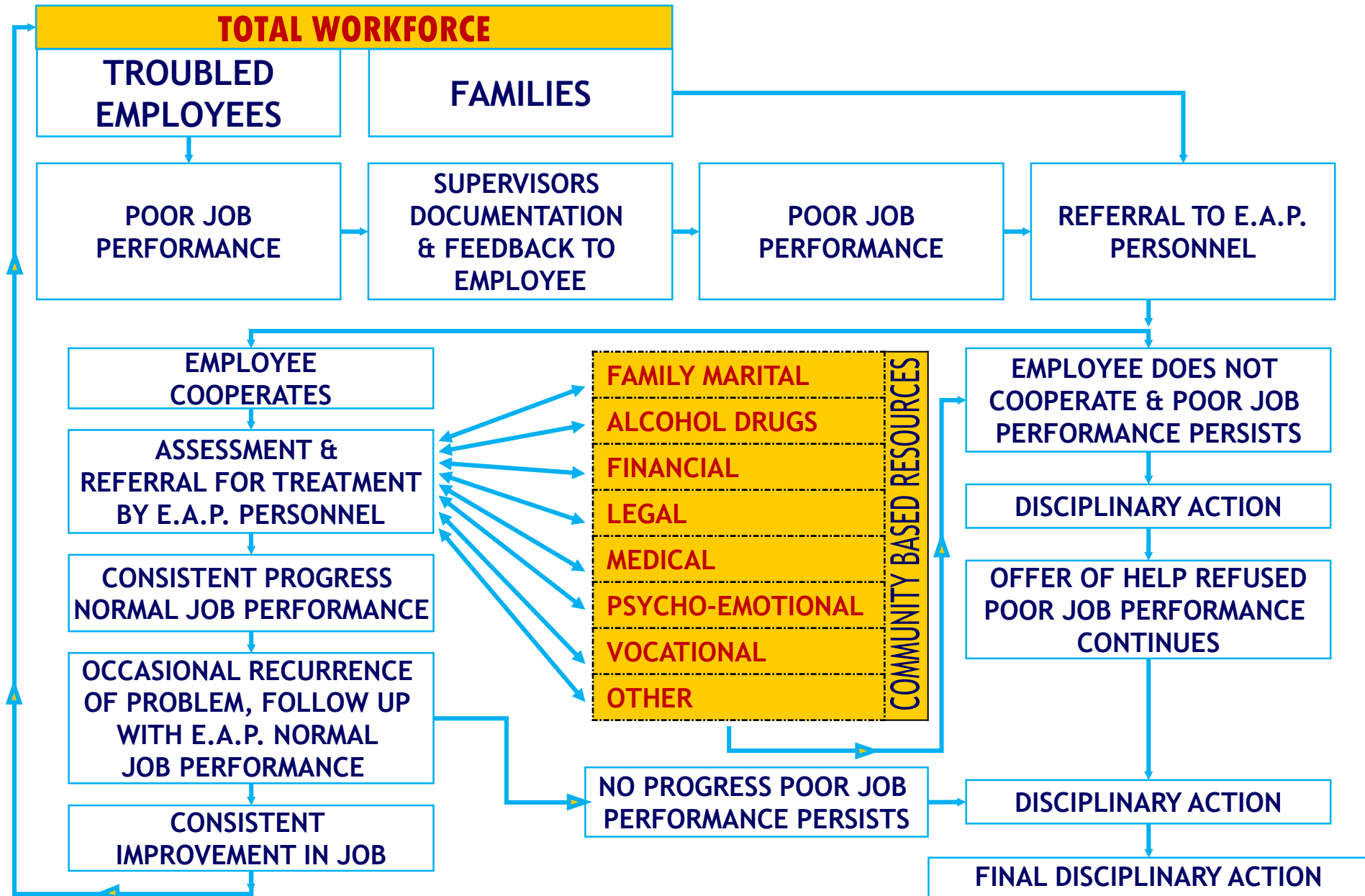
PRINCIPLES OF INTERVENTION

- **Maintain control on the conversation**
 - Stick to the facts as they affect work performance
 - Don't rely on memory; have all supporting documents and records available
 - Do not discuss alcohol or drug use

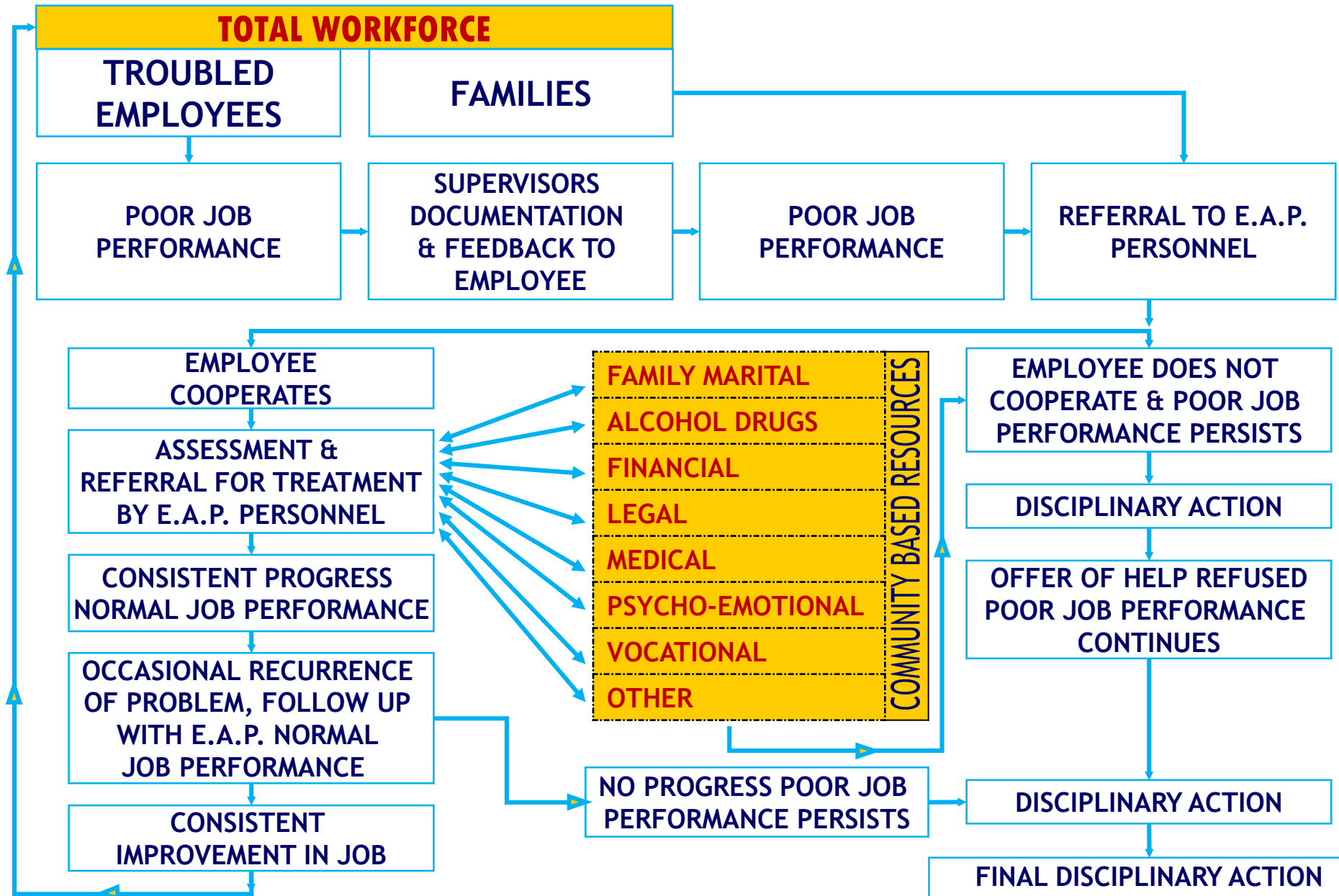
- **Be clear and firm**
 - Explain company policy concerning performance
 - Explain company substance abuse policy
 - Explain consequences if performance expectations are not met

- **Be supportive but avoid emotional involvement**
 - Offer help in resolving performance problems
 - Identify resources for help in addressing personal problems

BRIEF GLANCE AT EMPLOYEE ASSISTANCE PROGRAMME DESIGN



BRIEF GLANCE AT EMPLOYEE ASSISTANCE PROGRAMME DESIGN



[illegible]

WORK PLACE INITIATIVES TO PREVENT AND REDUCE ALCOHOL PROBLEMS

GSL EMPLOYEE WELFARE CENTRE

IN HOUSE SERVICES

Counselling

Self Help Groups
Mental Health

IN DOOR

Rehabilitation
Service

EMPLOYEE ASSISTANCE PROGRAMME

KRIPA

SCOPE :

APPROACH :

EMPHASIS :

ILO

Broad Brush

Applicable To All

Proactive / Management Driven

Performance Accountability

PREVENTION

EARLY INTERVENTION

RESPONSIBLE USE

.SERVICES –EMPLOYEE WELFARE CENTRE

- TRAINING PROGRAMMES

- WORKSHOPS - KRIPA- ILO SPONSORED

- AWARENESS - LECTURES, FILMSHOW, EXHIBITION, STREET PLAY,

GOAYARD SAMACHAR ETC.

- YOGA / SSY etc.

- MEDICAL CAMPS / HEALTH CHECKUPS

- OTHER RELATED ISSUES AND HEALTH PROMOTIONAL ACTIVITIES Etc.

WORK PLACE INITIATIVES TO PREVENT AND REDUCE ALCOHOL PROBLEMS

EMPLOYEE ASSISTANCE PROGRAMME (EAP)

We have touched few lives

YEARS TO LIFE

ADDING

LIFE TO YEARS

WE DESIRE
TO REACH MORE PEOPLE & TOUCH THEIR LIVES
AND FOR WHICH
EVERY ONE OF US HAS A ROLE TO PLAY



EMPLOYEE ASSISTANCE PROGRAMME

ELEMENTS OF A SUCCESSFUL PROGRAMME

- Clear & Comprehensive Policy
- Training
- Education
- Employee Assistance
- Steering Committee

Integration of Prevention Elements into Ongoing Programmes in the Workplace and Linkage to Relevant Community Programmes



EMPLOYEE ASSISTANCE PROGRAMME

Basis for a successful programme

The following important considerations must be kept in mind:

- The programme should not be, nor perceived to be, a management exercise in disciplinary control;
- It should have the full support and commitment of management and trade unions;
- It should have a high degree of confidentiality;



EMPLOYEE ASSISTANCE PROGRAMME

Basis for a successful programme

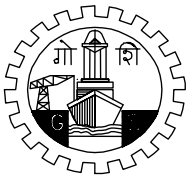
- **Links** should be established with external treatment, rehabilitation and reintegration services;
- In-house staff (supervisors, medical/welfare staff etc.) involved in the programme should be **trained and supported**.
- **Flexibility** should be the keynote in order to cope with the many and varied individual problems likely to be encountered.
- The programme should be **physically accessible** and have a high profile with all levels of staff.



EMPLOYEE ASSISTANCE PROGRAMME

Barriers to developing prevention programmes

- I. Substance abuse is still largely seen by management as a **personal problem** of workers unless the individual involved is indispensable and has become a liability for the enterprise.
- II. Certain forms of substance abuse like smoking and drinking, are **socially accepted** and taken as such, unless the individual involved is rendered dysfunctional and incapable of normal functioning.
- III. Rather than assuming the responsibility for the treatment of addicts, management **prefers** to deal with addicts through **disciplinary proceedings**.



Barriers to developing prevention programmes

- IV. With a view to safeguarding the reputation of their enterprise, management is generally hesitant in **accepting that the problem exists.**
- V. **Lack of resource** is cited by management as a major factor in not being in a position to initiate a prevention programme.
- VI. Because of the **legal provisions** against the consumption of drugs, most of the addicts are scared to come out and seek assistance.
- VII. In order to protect their jobs, addicts generally resort to **denial.**

Integration of Prevention Elements into Ongoing Programmes in the Workplace and Linkage to Relevant Community Programmes

Occupational safety & health policy

New recruit orientation programme

In-service/ OHS/ Vocational I training programmes

Health educational programmes

Maintenance shutdown period

Safety week, safety day programmes, Safety posters

Poster/essay competitions in the workplace

Workplace news letters

Workplace pamphlets, booklets and leaflets, display on Notice boards

Video films and other audiovisuals at lunch time

Religious sermons, Factory day, Annual trip etc.

Workplace Prevention -

- Comprehensive employer substance abuse program should in____
 - Primary Prevention
 - Workplace policy
 - Wellness and substance abuse education
 - Secondary Prevention
 - Confidential screening
 - EAPs
 - Brief Therapies
 - Tertiary Prevention
 - Outpatient and inpatient treatments
 - Confidential follow-up care

WORK PLACE PROGRAMMES

WELL CONCEIVED

WORKPLACE PROGRAMMES ARE A SUCCESS

Captive Audience

Workers Are Easily Accessible

Early Intervention

Monitor Progress

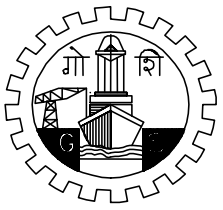
SUPPORT & ASSISTANCE FROM CO-WORKERS

WORKPLACE PROGRAMME

PROACTIVE - COST EFFECTIVE

POSITIVE CONSEQUENCES

- Productivity-Profits
- Boosts Morale Of Employee
- Attitude Towards Management
- Fosters Sense Of Belonging
- Work Culture
- Positive Image About The Organisation In The Community



Ensuring Programme Sustainability

- The **support** of the top management,
- Availability of **resources** for the programme,
- Regular programme **evaluation**,
- **Integration of the programme into ongoing programmes** of health, welfare, occupational safety, security or human resources can strengthen programme sustainability.
- **Networking** with local and regional agencies for support to the programme, and networking across enterprises to share expertise and resources are other strategies to ensure sustainability.

Our challenge in life is but one to get ahead of our own selves, to break our own records, to outstrip our yesterday by our today



THANK YOU

OBJECTIVE

To introduce to you a model programme evolved by ILO & our experience at GSL.

Rationale for work place interventions.

OUR ROLE

A healthy work force is every one's business.

INTRODUCTION

- Are alcohol and drug problems to be viewed seriously ?
- How do they affect us ?
- What is the extent of the problem ?
- What are the common responses ?
- What can be done ?