

The following lists, *Supervisor's Guide – Work Performance Behaviors*, *Alcohol and Drug Impairment Indicators*, and *Reality Testing* may be printed and used to assist the supervisor in making a reasonable suspicion (reasonable cause) determination.

In making a reasonable suspicion determination, the supervisor should follow these steps:

1. Observe
2. Temporarily remove the worker from driving or other safety-sensitive functions
3. Talk to the worker
4. Review your findings
5. Make the reasonable suspicion decision
6. Transport the worker for testing
7. Arrange for transportation home
8. Document the events

Prepare a written document describing all circumstances, information and facts supporting the reasonable suspicion determination. Include all dates and times of reports, observations and what actions were taken. A supervisor should prepare and sign the documentation as soon as possible, before test results are received, but always within 24 hours of the observed behavior.

Supervisors of safety-sensitive employees must remember that the Federal Aviation Administration regulations specify the situations that require a reasonable cause (suspicion) drug and or alcohol test.

§ 120.109 At least two of the employee's supervisors, one of whom is trained in detection of the symptoms of possible drug use, must substantiate and concur in the decision to test an employee who is reasonably suspected of drug use; except that in the case of an employer, other than a part 121 certificate holder, who employs 50 or fewer employees who perform safety-sensitive functions, one supervisor who is trained in detection of symptoms of possible drug use must substantiate the decision to test an employee who is reasonably suspected of drug use.

However, even if not required by the regulations, if possible, two supervisors should observe and review the situation and agree that there is reasonable suspicion to test the worker.

The reasonable suspicion (reasonable cause) test must be based on a trained supervisor's specific, *contemporaneous*, *articulable* observations based on the worker's *appearance, behavior, speech or body odors*.

"Specific" means that there was an actual event that the supervisor observed. For example, "John's eyes were red and his speech abnormally slow and slurred as he inspected his truck this morning."

"Contemporaneous" means that the behavior or incident is current.

A pattern of poor work performance over time may be an indicator of a drug or alcohol problem but cannot be the sole determination for a reasonable suspicion test under the DOT regulations. For example, "John is often absent on Mondays and after paydays," is not by itself a valid reason for a test under the DOT regulations because it is not contemporaneous and not based on the worker's *appearance, behavior, speech or body odors*.

SUPERVISOR'S GUIDE -- WORK PERFORMANCE BEHAVIORS

Indicators: Certain criteria (i.e., work performance, social interaction, personal health) can identify on-the-job/work related behavioral characteristics that may indicate a chemical abuse problem.

Apply these criteria to the employee whose performance is causing concern or who may be in violation of the drug-free workplace policy.

These criteria are to be used as a general guide to help you identify the employee conduct indicating possible drug abuse. Be alert to deteriorating performance or changes in an employee's usual work patterns.

A. Absenteeism (What is it?)

- Unauthorized leave
- Excessive sick leave (in relation to the average)
- Frequent Monday and /or Friday absences
- Repeated absences, that follow a pattern
- Excessive tardiness, especially on Monday mornings or in returning from lunch
- Leaving work early
- Peculiar and/or improbable excuses for absences
- Higher absenteeism rate than other employees for common illnesses
- Frequent unscheduled short-term absences (with or without medical explanation)

B. "On-the-Job" Absenteeism

- Frequent absences from workstation in excess of job requirements
- Long coffee breaks
- Repeated undealt-with physical illness on the job

C. High Accident Rate

- Accidents on the job
- Accidents off the job (which affect job performance).

D. Difficulty in Concentration

- Work requires greater effort
- Jobs take more time

E. Confusion

- Difficulty in recalling instructions, details, etc.
- Increasing difficulty in handling complex assignments
- Difficulty in recalling own mistakes

F. Sporadic Work Patterns

- Alternate periods of high and low productivity

G. Reporting for Work

- Reporting to work in an obviously abnormal condition

H. Generally Reduced Job Efficiency

- Misses deadlines

- Make mistakes due to inattention or poor judgment
- Wastes material
- Makes bad decisions
- Subject of complaints from customers or clients
- Offers improbable excuses for poor job performance

I. Poor Employee Relationships on the Job

- Over-reacts to real or imagined criticism
- Wide swings in morale
- Borrows money from co-workers
- Subject of complaints from co-workers
- Demonstrates unreasonable resentments
- Avoids associates

2. On the Job Behavior - Work Performance

The following criteria may indicate on the job behavior and work habits which adversely affect efficiency and effective task accomplishment.

A. Has work quality or quantity changed?

- Greatly changed rate of production
- Changed level of work involvement

B. Have more mistakes or bad judgments been made?

- Has numerous accidents
- Ignores errors or reprimands
- Denies mistakes
- Unnecessary self-condemnation for mistakes

C. Has efficiency decreased?

- Has trouble arriving at decisions
- Often fails to meet deadlines
- Needs repeated directions for easy tasks

D. Are concentration difficulties apparent?

- Forgets important or obvious things
- Acts without thinking
- Daydreams too much
- Doodles too much
- Repeats same action

E. Is absenteeism noticeable?

- Reports late or is absent, especially Monday or Friday
- Often takes off half-days
- Leaves work without notice
- Falsifies attendance records
- Uses excessive sick leave
- Gives improbable excuses for absences

F. Is the employee "absent on the job?"

- Aimless (wandering) movement in workplace
- Takes excessively long lunches and breaks
- Avoids a part of the workplace because of fear
- Gets sick while at work

G. Does the employee adhere to organization policy?

- Steals or damages property
- Disregards rules
- "Bends" the rules

H. Is "overcautiousness" evident?

- Overreacts to normal conditions
- Freezes or disappears in an emergency
- Overly concerned about details/accuracy
- Double-checks work too much

I. Has the employee become overzealous?

- Never takes breaks
- Comes to work early
- Stays after normal work hours
- Volunteers excessively for overtime
- Suddenly exceeds work expectations

J. Is "risk-taking" a factor?

- Drives recklessly
- Operates equipment carelessly on or off the job
- Shows poor judgment in dangerous physical activities
- Gambles a lot

K. Has cooperation with co-workers changed?

- Refuses to share equipment or information
- Refuses to take direction
- Refuses to accept help from others

3. On-the-Job Social Interactions

The following are indicative of the type and quality of relationships with work associates that may reflect in team performance.

A. Is the employee less sociable than before?

- Isolated/withdrawn
- Shallow friendships
- Smiles and talks to self
- Refuses social contacts
- Poor eye contact
- Lacks a sense of humor
- Overly suspicious of others
- Holds grudges/sulks

B. Is the employee too sociable?

- Talks too much with other employees
 - Unusual talking together
 - Plays pranks/jokes
 - Monopolizes conversation
 - Inappropriate sexual behavior
 - Flashes money
- C. Are there changes in the employee's choice of friends?
- Especially for breaks/lunch or transportation
 - Only those younger or easily dominated
 - Has separate set of friends just for drinking or gambling
- D. Do other workers react differently to the employee?
- Ignore or avoid
 - Demonstrate anger
 - Condescend
 - Complain
 - Mistrust
 - Plays pranks
 - Joke about employee
- E. Does the employee show more anger?
- Impatient
 - Overreacts to real or imagined criticism
 - Irritable
 - Argumentative
 - Physical fights
 - Temper outbursts
- F. Does the individual manipulate others?
- Builds up "brownie points"
 - Brags/exaggerates
 - Acts naive or innocent
 - Lies
 - Shows off
 - Borrows money
- G. Have you noticed any changes in the employee's speech behavior?
- Talks slower/faster
 - Talks more/less
 - Stammers
- H. Has the employee's speech content changed?
- Jumps from topic to topic
 - Talks about hopeless future
 - Occupied with suicide, disasters, destruction
 - Occupied with one topic
 - Never chats about family/interests

I. Does the employee have more complaints about:

- Physical ailments
- Back pain/muscle aches
- Co-workers or superiors
- Being ignored/left out
- Family/money problems
- Lack of privileges
- Filling out required forms
- Or has stopped complaining

4. Personal Health

Physical and emotional conditions that affect work behavior.

A. Are you aware of any signs of "nerves" and/or emotional upset?

- Headaches (frequent)
- Startles easily
- Cries easily
- Shaky voice

B. Does employee use alcohol or drugs?

- Drinks too much
- Alcohol on breath
- Preoccupied with drinking or drugs
- Gulps drinks, especially the first couple
- Encourages others to "use"
- Frequently "on the wagon"

C. Has the employee had an unusual illness?

- Claims large amounts of dental/medical, emotional benefits
- Slow recovery from illness
- Preoccupied with death
- Ignores own illness

D. Has the employee's energy level changed?

- Yawning
- Fatigue
- Restlessness
- Fidgeting

E. Are you aware of any changes in the employee's daily living or daily work routine that impact job performance?

- Sleep difficulties
- Change in after-work hobbies or activities
- Change in the amount and/or pattern of eating
- Rigidly follows same pattern without reason

F. Have you noticed any changes in the employee's general appearance?

- Appears more poorly groomed (or better groomed)
- Walks differently (slower/stumbles)

- Change for the worse in posture
- G. Have you noticed any facial changes?
- Blushing or paleness
 - Red eyes
 - Dry mouth (frequent swallowing/lip-wetting)
 - Dilated pupils
 - Puffy face
 - Difficulty hearing
- H. Have you noticed any changes in the employee's body or limbs?
- Shaky hands
 - Nail biting
 - Weight loss/gain
 - Cold, sweaty hands
 - Twitching
 - Sweating, especially nonseasonal
- I. Has the employee had any gastrointestinal changes?
- Nausea/vomiting
 - Stomach ache/gas
 - Frequent trips to the rest room
 - Excessive use of antacids, coffee/tea or other liquids, aspirin, cigarettes
- J. Does the employee have any cardiovascular difficulties?
- Dizziness/fainting
 - Breathing irregularities
- K. Have you noticed any changes in the employee's thinking patterns?
- Sees things that aren't there (hallucinations)
 - False beliefs (delusions)
 - Bizarre or unusual ideas

Alcohol & Drug Impairment Indicators

Caution: Possibly due to alcohol or drugs but could be an indication of a medical condition

Flushed face, neck and/or head	Amnesia	Unusually talkative
Dilated pupils	Tremors of fingers and hands	Profuse sweating
Constricted pupils	Disorientation and/or confusion	Difficulty concentrating
Redness or irritation around nasal area	Blank stare appearance	Use of sunglasses at inappropriate times
Uncoordinated gait	Glue/solvent/paint odor on clothes	Staggering gait
Thick, slurred speech	Unusual body posture	Coma
Poor motor coordination	Muscle rigidity	Convulsions
Glassy-eyed	Difficulty with speech	Isolation
Sleepiness and drowsiness	Hearing and/or seeing things	Belligerence
Jerky movement of eyes (nystagmus)	Poor perception of time & distance	Unable to perform normal routine tasks
Red-eyes	Extremely nervous	Mood changes
Odor of marijuana (burnt rope)	Odor of alcohol or fruity odor on breath or clothes	

Reality Testing

Is the employee completely in touch with himself and the reality of the situation? Here is a list of questions a supervisor may ask an employee who appears to be confused and/or disoriented in the workplace. The questions should be simple, and related to who, what and where the employee is at the given moment. Document which questions were asked and the employee's response. More than two incorrect answers could indicate that the employee is confused.

What is your name?

What day of the week is it?

What is your mother's maiden name?

What is your employee (or social security) number?

What is the name of your immediate supervisor?

In an emergency, who do you notify at work?

What is today's date?

What is my name?

Who is the President of the U.S.?

What date did you start working here?

What are your assigned duties?