


## The World of Work

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### Taking the Work Culture into Consideration

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**Far and away the best prize that life offers is the chance to work hard at work worth doing.**

***Theodore Roosevelt (1858 - 1919),  
Speech in New York, September 7, 1903***

## Work Place Cultural Competency


### Understanding Work Place Balance

- Employee Rights
- Employee Responsibilities
- Employer Rights
- Employer Obligations




## Goals of Management and Labor

- Management Goals
  - Increase profits
  - Lower costs and increase output
  - Flexibility to meet competitive challenges and consumer demands
  - Manage increases in wages and benefits
  - Control over work rules and schedules



## Goals of Management and Labor

- Goals of Labor Unions
  - Obtaining satisfactory pay and working conditions
  - Give workers voice in decisions that affect them
  - Influence the way pay and promotions are determined
  - Equal pay for equal work – seniority system
  - Reduce arbitrary treatment
  - Consistent application of the rules



## EAP Goals

- Identify problems at an early stage before there is serious impact on the job
- Motivate employees to seek help through easy access to assessment and referral
- Direct employees to high quality resources
- Help hold down insurance costs and workers compensation claims through early intervention
- Offer management alternative tools for managing employee issues and difficult situations


### Shared Goals

- Committed to:
  - Company success
  - Employee competence
  - Safe workplace
  - Healthy employees
  - Job satisfaction
  - Job security/reduced turnover
  - Relationship that helps them work together to pursue joint interests



### Employee Rights Statutory Rights

- **Protect from discrimination**
- **Safe working conditions**
- **Right to form unions**



### Right to Form Unions

- Union
  - An organization that represents the workers and in collective bargaining has the legal authority to negotiate with the employer and administer the labor contract.
- Collective Bargaining
  - The process whereby formal labor agreements are reached by union and management representatives; it involves the negotiation of wages, hours, and conditions of employment and the administration of the labor contract.

### Employee Rights Contractual Rights

- Employment contract
- Union contract
  - Impacts return to work issues
  - Impacts flexibility and accommodation
- Implied contract
- Employment policies
  - Including Drug Free Workplace Policy
  - Work Rules
  - Disciplinary Procedures




### Employee Rights Other Rights

- Ethical treatment
- Limited privacy
- Limited free speech
- Constitutional rights (such as free speech and privacy) relate to government - not employers



### Management Rights

- Run business and retain any profits
- Manage workforce: hire, promote, assign, discipline, discharge employees
- Influenced by stakeholders
- Employment at will



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### Management Obligations

Create Safe and Healthy Work Environment


- Define clear expectations
- Focus on safety
- Treat employees equitably
- Adhere to reasonable standards



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### The Drug-Free Workplace Policy:

- Protect the health and safety of all employees, customers and the public
- Safeguard employer assets from theft and destruction
- Protect trade secrets
- Maintain product quality and company integrity and reputation
- Comply with the Drug-Free Workplace Act of 1988 or any other applicable laws




### Consider the Culture

- Thinking about the work place where your client spends the majority of their waking hours is an important part of an assessment and continuing care plan



### Multiple Constituencies

- Employee/Client
- Union
  - Shop Steward
  - Business Agent
- Employer
  - Supervisor , Manager
  - HR, DER, Safety, Occupational Health
  - Benefits
- EAP



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### Organizational Culture

- Williams, Dobson and Walters (1989) state that culture is the commonly hold and relatively stable beliefs, attitudes and values that exist within organization.
- Robbins et al.(2001) states that culture is a common perception held by the organization's members; a system of shared meaning.

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### Organizational Culture

- The above definitions have following implications:
  - Organisational culture is a perception based on what organisational members see, hear or experience within the organisation.
  - Individuals within a organisation may have different backgrounds or work at different levels, they tend to describe culture in similar terms.



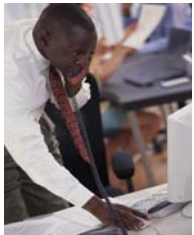
### Organizational Culture

- In summary, organizational culture is an expression of the values, beliefs and assumptions that dominate the organization. It tells employees what is important and what type of behavior is expected.



### Elements in Workplace Culture

- Type of Organization and Environment
- Work Orientation
- Structure and Autonomy
- Pace and Control
- Overall Social "Mood"



### Type of Organization and Environment

- Public or private sector
- Non profit, government, agency
- Well established vs. startup
- Unionized vs. nonunion
- "Hip" vs. "Traditional"
- Physical environment




### Social Factors at Work

- The majority of jobs and occupations require people to work together to get the job done
- Workers rely on each other for information, tools and support
- One workers actions has effects on others
- Many jobs require attention to security or safety

*• Institute of Behavioral Research – Texas Christian University – Drugs in the Workplace Project*


### Social Factors

- Substance abuse does not occur in isolation
- Coworkers are affected
- Coworkers can enable the problem or encourage their peers to get help



### Performance Concerns

- Employee Substance Abuse
  - Misuse of alcohol
  - Misuse of RX
  - Use of illicit drugs
- Potential Performance Problems
  - Absences
  - Accidents
  - Isolating
  - Antagonism
  - Risk of Violence



## Organizational Culture

- Organizations develop substance use policies

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graph LR
    A[Individual & Problematic Substance Use] -- Leads to --> B[Policy Testing Education Discipline EAP]
    B -- Regulates --> A
    
```

- Designed to regulate individual and problematic use

```

graph TD
    A[Individual & Problematic Substance Use] -- Leads to --> B[Policy Testing Education Discipline EAP]
    B -- Regulates --> A
    C[Organizational Culture] --> A
    C --> B
    
```

- Organizational**
  - Risks: Safety Related Jobs, Drinking Climate
  - Strengths: Social Integration, Organizational Wellness
- Group or Team**
  - Risks: Neutralization & Enabling
  - Strengths: Teamwork (Cohesion)
- Individual**
  - Risks: Exposure to Coworker Use, Tolerance
  - Strengths: Support Policy

## Workplace Environment

	Risks	Strengths
<ul style="list-style-type: none"> <li><b>Organizational</b></li> </ul>	<ul style="list-style-type: none"> <li>Safety Related Jobs</li> <li>Drinking Climate</li> </ul>	<ul style="list-style-type: none"> <li>Social Integration</li> <li>Organizational Wellness</li> </ul>

- Work culture of an organization contains factors associated with alcohol and drug use
  - Occupational data
- Cultures that emphasize employee involvement, family friendly policies, good communication show lower levels of abuse

## Occupational Data

- Percentage of Full –Time Workers, Age 18-49 Reporting Current Illicit Drug Use and Heavy Alcohol Use

	Drug	Alcohol
◦ Hospitality Industry	18.7	15.0
◦ Construction	14.1%	12.4%
◦ Sales	9.1	4.1
◦ Machine Operators	8.9	9.0
◦ Handlers, Helpers, Laborers	6.5	13.5

Source: Office of Applied Studies, SAMHSA, National Household Survey on Drug Abuse, 1994 and 1997.

## Group Processes

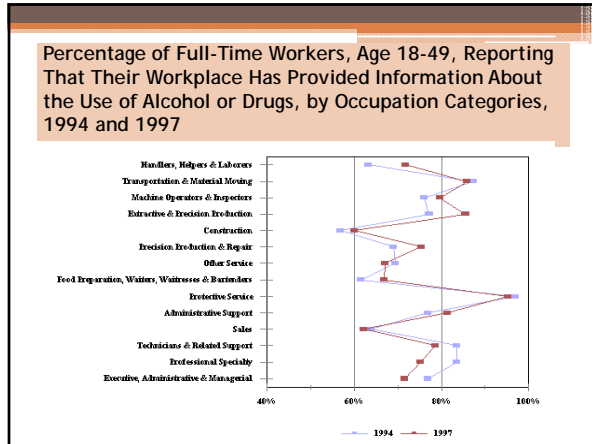
	Risks	Strengths
<ul style="list-style-type: none"> <li><b>Group or Team</b></li> </ul>	<ul style="list-style-type: none"> <li>Neutralization &amp; Enabling</li> </ul>	<ul style="list-style-type: none"> <li>Teamwork (Cohesion)</li> </ul>

- Research shows that employees can ignore, minimize, or enable coworkers
- Conversely, alcohol and drug use is less when employees report working in a positive team environment and cohesive work groups

## Perceptions and Attitudes

	Risks	Strengths
<ul style="list-style-type: none"> <li><b>Individual</b></li> </ul>	<ul style="list-style-type: none"> <li>Exposure to Coworker Use</li> <li>Tolerance</li> </ul>	<ul style="list-style-type: none"> <li>Support Policy</li> </ul>

- For example, coworkers who are willing to tolerate (cover up, fail to report) employees who use are more likely to themselves be drug users
- Conversely employees who have clear and positive attitudes toward the policies are less likely to abuse alcohol or drugs



### Occupational Assessment

Do you know the answers about their work?

- How long have you worked for your current employer?
  - Investment
- Does your employer know you are in treatment?
  - Self ID to supervisor?
  - Workplace incident?
- Are you subject to drug testing at work?
  - Positive test?
- Are you in a "Safety Sensitive" job?
  - Higher standard, testing, retention issues

### Occupational Assessment

Do you know the answers about their work?

- Are you a union member?
  - Changes employment contract, disciplinary procedure, chance to keep job
- Are you involved in a grievance?
  - Is there a process underway, is treatment part of positioning
- Did you ever use at work?
  - Culture of use, coworkers, availability, relapse

### Occupational Assessment

Do you know the answers about their work?

- What are the consequences for violating the policy?
  - Termination, suspension, last chance agreement
- Are you facing disciplinary action?
  - Previous discipline, suspension
- What type of assistance is available to employees needing help?
  - Resources, EAP, Peer support, benefits
- Do you have an EAP? At work or outside service?
  - Internal EAP VS External EAP, role in RTW and continuing care

### Occupational Assessment

Do you know the answers about their work?

- How is employee confidentiality protected?
  - Who knows what, coaching re: self disclosure
- Are there Return-to-Work Agreements (RTWA)?
  - Continuing care requirements, monitoring
  - Union concerns re: RTWA
- Is this a "last chance agreement"?
  - Condition of employment, limited rights

### Develop Your Work Place Cultural Competency

- Ask questions and gather data about the workplace
- Ask questions about employees job and disciplinary record
- Ask questions about on-the-job attitudes about drugs and alcohol
- Use this information for relapse prevention

**Your assessment is not complete unless you know some important things about where your client spends most of their waking hours.**

Developing Workplace  
Cultural Competency

- **Questions?**