Amherst College
Human Resources Department

Supervisory Forum
May 7, 2015
<table>
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<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:30 AM</td>
<td>Welcome and Introductions</td>
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<tr>
<td>11:35 AM</td>
<td>Substance Abuse – Policy, Signs, Symptoms and Management</td>
</tr>
<tr>
<td>12:30 PM</td>
<td>Applicant Tracking Update</td>
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<tr>
<td>12:35 PM</td>
<td>Performance Management Process – Questions/Discussion</td>
</tr>
<tr>
<td>12:55 PM</td>
<td>Announcements/Reminders</td>
</tr>
<tr>
<td>1:00 PM</td>
<td>Adjourn</td>
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</tbody>
</table>
Substance Abuse
Signs and Symptoms
Substance Abuse

• Drugs and Alcohol Policy

[https://www.amherst.edu/offices/human_resources/employeehandbooks/staff-handbook#drugs](https://www.amherst.edu/offices/human_resources/employeehandbooks/staff-handbook#drugs)

• Recognizing the Signs

• Using LifeScope as a resource
• This presentation will give you a better understanding of the behavior and personality changes that you may see when an employee is abusing alcohol and/or other drugs.

• It will also give examples of the signs and symptoms users may experience WHILE under the influence of alcohol or another drug.

• Caution: medical or mental health issues may sometimes present in the same manner and professionals should be consulted.

• Always consider consulting with another supervisor

   In an emergency, call the Amherst College Police

   413- 542-2111
General Signs and Symptoms – Behavior Changes

- Changes in peer group
  - Association with known abusers
  - Disassociation from old friends and family
- Argumentative
- Unusual borrowing of money
- Stealing
- Secretive behavior
- Avoids attention
- Decline in personal hygiene / physical appearance
- Trouble with the police (DUI, domestic dispute, etc)
General Signs and Symptoms – Changes in Work Habits

- Frequent tardiness
- Absenteeism – especially Mondays
- Avoiding supervisors or coworkers
- Numerous personal problems or illnesses
- Neglecting details
- Continued procrastination
- Changes in attitude
- Withdrawal from responsibility
WHAT ARE SOME DRUGS OF ABUSE?

- ALCOHOL
- MARIJUANA
- COCAINE
- HEROIN
- ACID/LSD
- PRESCRIPTION MEDICATIONS
- INHALANTS
- METHAMPHETAMINE
Alcohol

• Use is not prohibited by Law
• Actions under the influence of alcohol may be illegal, such as impaired operation of a car
• Be careful-the appearance of alcohol impairment and a diabetic reaction are very similar
Alcohol - Signs of Use

• Odor of an alcohol beverage
• Glazed over eyes
• Poor hygiene / physical appearance
• Degradation of work quality
• Absenteeism (especially Mondays)
• Flushed skin
• Loss of memory (blackouts)
Marijuana

• All forms of marijuana are mind-altering
• All forms contain THC (delta-9-tetrahydrocannabinol) which is the main active chemical in marijuana
• Marijuana also contains more than 400 other chemicals
• The THC content of marijuana has been increasing since the 1970s
Methods of Use

• Marijuana is usually smoked
  – Hand rolled cigarette (joint)
  – Pipe
  – Bong (water pipe)
  – Most recently appeared in cigars (blunts)

• Can be eaten
Signs of Use

• Appear dizzy and have trouble walking
• Silly and giggly for no reason
• Have very red, bloodshot, watery eyes
• Have a hard time remembering things that just happened
Cocaine

- Powerful central nervous system stimulant
- Prepared from the leaf of the coca bush which grows primarily in Peru and Bolivia
- Introduced as a tonic/elixir to treat a wide variety of real or imagined illnesses
- Later used as a local anesthetic
- Continues today to have limited employment in surgery
Types of Cocaine

• Cocaine HCL (Powder)
• Cocaine Base (Crack)
Methods of Use

• “Snorted”
• Rubbed onto lining of mouth
• Injected
• Smoked (cocaine base)
Signs of use

- Dilated pupils
- Increased temperature
- Increased heart rate
- Increased blood pressure
Duration of effects

- If snorted - 15 to 30 minutes
- If smoked - 5 to 10 minutes
- Increased use can reduce the period of stimulation
Heroin

Heroin is a fast-acting opiate. When it's injected, there is a surge of euphoria that arrives within seconds. Those using the drug other ways may not feel this surge as sharply.
Methods of Use

• Heroin can be injected into a vein or a muscle.
• It can be smoked in a pipe or mixed with a marijuana joint or a regular cigarette.
• Its smoke can be inhaled through a straw, a process known as "chasing the dragon."
• As a powder, it can be snorted.
Signs of Use

• Dry mouth and skin will flush.
• Pupils will be constricted.
• He will feel heavy and droopy and may fade in and out of wakefulness. **Heroin users may nod off suddenly.** Breathing will be slowed, which is how an overdose kills.
• When awake, the person's thinking will be unclear. They will tend to lose some of their memory. Their decision-making and self-control are likely to deteriorate
LSD

• Generic name for lysergic acid diethylamide-25
• Discovered by Dr. Albert Hofmann in 1938
• One of the most potent mind-altering chemicals known
Ways of Ingesting

- Usually taken orally (on candy, sugar cubes, blotter paper or liquid directly on tongue)
- Liquid drop to the eye
- Liquid drop onto skin
Signs of Use

• Effects are unpredictable.
• Effects last approximately 30 to 90 minutes.
• Physical effects include dilated pupils, high body temperature, increased heart rate, increased blood pressure, sweating, loss of appetite, sleeplessness, dry mouth and tremors.
Prescription Medications

• Types of Abused Prescription Medications
  – Opioids
  – CNS Depressants
  – CNS Stimulants
Opioids

- Morphine
- Codeine
- Oxycontin
- Vicodin
- Dilaudid
- Demerol
Opioids

- Sometimes referred to as narcotics
- Are prescribed because of their effective analgesic or pain relieving properties.
- Opioids act by attaching to opioid receptors found in the brain, spinal cord and gastrointestinal tract.
- Opioid drugs can also affect regions of the brain that mediate what we perceive as pleasure.
- This results in an initial euphoria.
CNS Depressants

• Valium (diazepam)
• Librium
• Xanax (alprazolam)
CNS Depressants

- Slow down normal brain functions.
- In higher doses, some CNS Depressants can become general anesthetics.
- Divided into two groups
  - Barbiturates
  - Benzodiazepine
CNS Stimulants

- Ritalin
- Adderall (amphetamine based)
CNS Stimulants

- Enhance brain activity
- Cause an increase in alertness, attention and energy that is accompanied by increases in blood pressure, heart rate and respirations.
Inhalants

• Inhalants are breathable chemical vapors that produce psychoactive effects.
• Many people do not think of these products, such as paint, glue and cleaning fluids as drugs because they were never meant to be used to achieve an intoxicating effect.
Signs of Use

- Inhalants produce short-term effects similar to anesthetics.
- They slow the body down
- Signs close to someone very intoxicated on alcohol
- Look for the paint around mouth and nose.
Methamphetamine

• Amphetamine and its close chemical relations, methamphetamine and dextroamphetamine, are central nervous system stimulants whose actions resemble those of adrenaline.

• Powder

• Rock (ICE)
Methods of Use

- Smoked (most common)
- Snorted
- Injected
- Eaten
- Rubbed into lining of mouth
Signs of Use

- increased attention and decreased fatigue.
- increased activity and wakefulness.
- increased talkativeness.
- decreased appetite.
- euphoria and experiencing a rush.
- increased respiration.
- rapid/irregular heartbeat.
- hyperthermia.
Important Telephone Numbers

• On Campus Emergency (Police and EMS)
  – 413-542-2111

• Human Resources
  – 413-542-2372

• Cooley Dickinson Hospital
  – 413-582-2000

• Off Campus Emergency
  – 9-1-1
Objectives of Training

• Impact of substance abuse in the workplace
• Understanding addiction
• Supervisor responsibilities
• Enabling and supervisor traps
• LifeScope EAP as a management resource
Impact of Substance Abuse in the Workplace

Employee Health – People who abuse alcohol and/or other drugs may depress their immune system resulting in:

– Higher use of health benefits
– Increased use of sick time
– Higher absenteeism/tardiness
Impact of Substance Abuse in the Workplace

Productivity – Employees who are substance abusers can be physically and/or mentally impaired on the job. This is likely to result in:

– Reduced output
– Increased errors
– Lower quality of work
Impact of Substance Abuse on the Workplace

Decision Making - People who abuse alcohol and other drugs often make poor decisions, and can have distorted perception of reality. They also experience:

- Reduced creativity
- Reduced innovation
- A decline in competitiveness
- Lack of focus on necessary tasks, daily and strategic
Ways People Use Alcohol/Drugs

- **Substance Use as a Stress Reliever**
  - Many people use alcohol or drugs to help them cope with stress
  - May or may not lead to addiction

- **Substance Abuse**
  - Use of a substance to modify or control mood in a manner that is illegal or harmful

- **Addiction to a Substance**
  - Irresistible compulsion to use alcohol and drugs despite:
    - Adverse consequences
    - Repeated failures to control use
    - Increased tolerance
    - Increased family/work disruption
Ways People Use Alcohol/Drugs

• **Experimentation**
  – Out of curiosity, urging of peers, try drinking or using drugs illegally
  – If not repeated such experimentation may not be problematic

• **Social/Recreational**
  – True social use of alcohol does not cause problems for user or family or work
  – Social/recreational use of marijuana is illegal
Understanding Addiction

• Addiction is a life-threatening, chronic, and progressive disease from which a person can recover, but relapse will result in rapid return to addiction.
• Addiction gets worse over time, causing biochemical changes in nervous system that result in progressive damage.
• Addiction has physical, psychological, cognitive, and spiritual consequences.
Understanding Addiction

• Alcohol and drugs change one’s moods in a way that provides some source of pleasure.
• People do not generally go to their PCP for help “getting off aspirin.”
• Denial, rationalization, and minimization are commonly used in order to maintain the habit.
• The job may be the final loss because it is the source of income to purchase alcohol and drugs.
The Responsibility of the Supervisor

It is NOT your responsibility to:

• Diagnose drug and alcohol problems
• Have all the answers
• “Fix” the situation or the individual
• Provide counseling or therapy
• Cover for the individual
• Become a police officer
Supervisors’ Responsibilities

It **is** your responsibility, as a supervisor to:

- Learn as much as you can about the issue
- Maintain a safe, secure and productive environment for employees
- Attend to signs and symptoms
- Evaluate and discuss performance with employees
- Act in a manner that does not demean or label people
- Maintain confidentiality
Avoiding What’s not Helpful: Enabling

• Enabling refers to any action you take that protects the employee from the consequences of his/her actions and actually helps the employee to NOT deal with the problem.

• Examples of enabling:
  – Covering up
  – Rationalizing
  – Withdrawing or avoidance
  – Taking on tasks that the individual should be doing
  – Blaming other factors for a person’s use
# Early Phase

## Disease Progression
- Uses to relieve tension
- Tolerance increases
- Memory blackouts
- Lies about use

## Impact
- 10% decrease in efficiency
- Feedback from boss
- 25% decrease in efficiency

## Visible signs
- **Job Performance**
  - More mistakes
  - Missed deadlines
- **Attendance**
  - Late
  - Absent
- **General Behavior**
  - Complaints
  - Overreacts to
## Middle Phase

<table>
<thead>
<tr>
<th>Disease Progression</th>
<th>Impact</th>
<th>Visible signs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Sneaks use</td>
<td>Loss of Drive and Opportunity at Work</td>
<td>Job Performance</td>
</tr>
<tr>
<td>• Guilty about use</td>
<td>• Warnings from boss</td>
<td>o Spasmodic work performance</td>
</tr>
<tr>
<td>• Tremors</td>
<td>• Increase family problems</td>
<td>o Difficulty</td>
</tr>
<tr>
<td>• Depression</td>
<td>• Increase financial problems</td>
<td>Concentrating</td>
</tr>
<tr>
<td>• Loss of interest in activities</td>
<td></td>
<td>More days off</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Undependable</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Avoids coworkers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exaggerates</td>
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</tbody>
</table>
## Late Middle Phase

<table>
<thead>
<tr>
<th>Disease Progression</th>
<th>Impact</th>
<th>Visible signs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Avoids discussion of use of alcohol/drugs</td>
<td>• Increase disciplinary action</td>
<td><strong>Job Performance</strong></td>
</tr>
<tr>
<td>• Attempts to control use fails</td>
<td>• Legal problems</td>
<td>o Far below expectations</td>
</tr>
<tr>
<td>• Neglects food</td>
<td>• Work efficiency declines by 70%</td>
<td><strong>Attendance</strong></td>
</tr>
<tr>
<td>• Isolates self</td>
<td>• Serious family problems</td>
<td>o Frequent time off</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Doesn’t return after lunch</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>General Behavior</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Aggressive; belligerent</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Prevention</td>
</tr>
</tbody>
</table>
Late Phase

<table>
<thead>
<tr>
<th>Disease Progression</th>
<th>Impact</th>
<th>Visible signs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Blames people, places and other external causes for life problems</td>
<td>• Final warnings at work</td>
<td><strong>Job Performance</strong></td>
</tr>
<tr>
<td>• Use interferes with life responsibilities and activities</td>
<td>• Termination</td>
<td>o Formal discipline</td>
</tr>
<tr>
<td></td>
<td>• Serious financial problems</td>
<td>o No improvement</td>
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**Attendance**
- Prolonged unpredictable absences

**General Behavior**
- Using on the job
- Physical deterioration
LifeScope EAP as Management Resource

• Informal Referral
  – Faculty or staff has admitted to a problem with alcohol or drugs and is seeking help.
  – Have the person call LifeScope at 1 800-828-6025

• Formal referral to EAP due to observed and documented job performance issues
  – Consult with HR
  – Call the dedicated line (1 877-267-1585) at LifeScope for HR, Managers, supervisors to facilitate a formal referral
Always available. Always confidential.
1 800-828-6025
www.LifeScopeEAP.com
User name: amherst college
Password: guest
## Potential Wage Pool Allocation

*(All figures are illustrative only)*

<table>
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<tr>
<th>Rating</th>
<th>Illustrative Raise Distribution</th>
<th>Typical Distribution</th>
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<tbody>
<tr>
<td>Exceptional</td>
<td>3.0% - 5.0%+</td>
<td>5% - 10%</td>
</tr>
<tr>
<td>Highly Effective</td>
<td>2.5%</td>
<td>20% - 40%</td>
</tr>
<tr>
<td>Effective</td>
<td>2.0%</td>
<td>40% - 60%</td>
</tr>
<tr>
<td>Achieves Most</td>
<td>1.5%</td>
<td>5% - 10%</td>
</tr>
<tr>
<td>Does not Meet</td>
<td>0%</td>
<td>N/A</td>
</tr>
</tbody>
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* Note: actual raise % amounts to be determined based upon wage markets and budget affordability

Employees rated “Effective” receive “base pool” increase amount

Employees rated “Highly Effective” and “Exceptional” eligible to receive increase above the base pool

Possibility exists to incentivize and reward “Exceptional” results with a discretionary raise that may exceed base pool by a substantial amount
Applicant Tracking
Applicant Tracking

Introducing Interfolio ByCommittee

We are excited to announce that the College will be moving forward with using Interfolio for staff and administrative searches beginning on or before July 1st.

- Interfolio is an online platform designed for higher education use. There are presently over 300 academic institutions using Interfolio for faculty searches. They also have partnerships with a number of professional organizations.
Applicant Tracking

- Due to its ease of use and flexibility, Interfolio is being used by some of our peers for staff searches.

- The major reason for this change is that the College will no longer support the current applicant tracking system which has been in place since 2008.

- The College started using Interfolio last summer for all faculty searches with much success.

- Interfolio has great features and offers excellent service to the hiring manager, search committee members, and applicants.

https://www.interfolio.com/

We will keep you updated as we move forward!
Announcements/Reminders
Announcements/Reminders

• Sue Smoyer – New Employee Relations Manager – Starting July 13
• Deadline for Performance Evaluations – May 15th
• New Sick Time Leave in Massachusetts
• Retirement and Service Dinner – Tuesday, May 13th
• Five Year Milestones Celebration – June (date TBD)
• Employee Picnic and Recognition Event – Wednesday, June 3rd
• Next Supervisory Forum – August 13th  Alumni House
Future Meetings

Let us know what you want to know!
Questions?
Thank you for your participation!