

SUPERVISOR'S GUIDE

TO RECOGNIZING & MANAGING IMPAIRMENT IN THE WORKPLACE



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Introduction

Employers and supervisors have always had the obligation to monitor the workplace for impairment to help ensure the health and safety of employees, clients and the public. While this guide focuses on managing impairment in the workplace, supervisors have a critical role educating staff about impairment. Having workplace discussions about impairment, what fit for duties means in your workplace and creating an open environment where staff can come forward to report possible impairment issues or substance use disorders are keys to managing workplace impairment.

What is Impairment?

Workplace impairment means not being fit for duty due to the effects of factors such as drugs, alcohol, prescription drugs or over-the-counter drugs, and fatigue.

Impairment affects a person's ability to work safely, putting them or their co-workers at risk of injury. A person who is impaired on the job can injure themselves or others. Impairment also impacts employees' ability to perform their job duties and conduct themselves in a manner that upholds public trust. Impairment can come from many different sources, for example:

- Prescription drugs
- Medications, and over the counter drugs
- Alcohol
- Cannabis
- Medical conditions
- Illicit drugs
- Fatigue

The effect of any of these can cause impairment, and in some cases the effects are additive (for example fatigue and alcohol combined). All of us are affected differently by the list above and each individual should be assessed on a case-by-case basis.

Supervisor Responsibilities

As a supervisor or manager in the BC Public Service you have a responsibility to monitor for impairment in the workplace and manage any impairment issues to ensure a safe, healthy, productive workplace. All supervisors must:

- Be knowledgeable about and comply with:
 - [The Standards of Conduct](#)
 - [BC Public Service HR Policy 4](#) Occupational Safety and Health Policy WorkSafeBC's [Occupational Health and Safety Regulation 4.19-4.20](#)
- Understand 'fit for duty' as it applies to your workplace and recognize the signs of impairment
- Orient employees to these HR policies
- Have timely conversations with employees if they show signs of impairment and/or substance use disorder

- Ensure employees follow the Standards of Conduct, which includes direction that employees must be free from impairment at work
- Take action when an employee reports impairment or you observe signs of impairment.

What are the Responsibilities of all BC Public Service Employees?

As employees, we all have responsibilities when it comes to impairment. We all must:

- Be knowledgeable about and comply with:
 - [The Standards of Conduct](#)
 - [BC Public Service HR Policy 4](#) Occupational Safety and Health Policy
 - WorkSafeBC's [Occupational Health and Safety Regulation 4.19-2.20](#)
- Understand what fit for duty means
- Report if an employee may be impaired, or not fit for duty to their supervisor
- Report if we observe an employee who may not be fit for duty

The Standards of Conduct state:

Employees must conduct themselves professionally, be fit for duty, and be free from impairment (for example: from alcohol or drugs).

Under HR Policy 4 and *Occupational Health and Safety Regulation 4.19* all employees must report any impairment to their supervisor:

WorkSafeBC's Occupational Health and Safety Regulation requires employees who are impaired for any reason, including but not limited to the use of legal substances, to report the fact they are impaired to their supervisor. Employees must report impairment to their supervisor prior to attending, commencing or continuing work who will then assess the employee's fitness for duty.

WorkSafeBC's *Occupational Health and Safety Regulation 4.19-4.20* also states:

In the application of sections 4.19 and 4.20, workers and employers need to consider the effects of prescription and non-prescription drugs, and fatigue, as potential sources of impairment. There is a need for disclosure of potential impairment from any source, and for adequate supervision of work to ensure reported or observed impairment is effectively managed.

Employees must report impairment and potential impairment from any source.

Employees must not stay at work if they are impaired and create an undue risk to themselves or others. An employer cannot allow an employee to stay at work in this condition. HR Policy states:

The Occupational Health and Safety Regulation also prohibits supervisors from assigning employees to activities where a reported or observed impairment may create an undue risk to the worker or anyone else.

The employer must not knowingly permit a person to remain at any workplace while the person's ability to work is affected by alcohol, a drug or other substance so as to endanger the person or anyone else.

What is Fit for Duty?

In the BC Public Service fit for duty is defined as:

“a physical, mental and emotional state which enables employees to perform their job tasks competently and continuously in a manner which does not compromise the integrity of the BC Public Service or create a safety hazard to themselves or others.”

Competently means a person can proficiently complete their tasks to the acceptable standard required, in a repeatable manner at the acceptable pace set by the employer.

Continuously means the entire shift, split shifts or when an employee comes back from lunch or paid breaks. Being fit for duty is not limited to the commencement of an employee's shift and the Standards of Conduct apply at all times during the working day.

Does not compromise the integrity of the BC Public Service. The Standards of Conduct states that BC Public Service employees will:

“exhibit the highest standards of conduct. Their conduct must instill confidence and trust and not bring the BC Public Service into disrepute.”

Being impaired at work for any reason could bring the BC Public Service into disrepute. Work mistakes made due to impairment or client/public facing positions where impairment can be observed are examples of not instilling trust or confidence in the Public Service.

Create a safety hazard to themselves or others means the person is not creating a condition that may expose themselves or co-workers to a risk of injury or occupational disease. The injury level can be minor and can be physical or psychological.

Fit for duty is not limited to physical tasks. Supervisors and staff must take into account all job activities including cognitive tasks like written and verbal communications, problem solving, decision making, memory and judgement when determining fitness for duty.

Impairment that affects fitness for duty can initially occur hours prior to work and continue into working hours. Employees are responsible for their consumption or use of legal substances (including medications, cannabis, or alcohol) preceding a work shift and must allow sufficient time for any impairing substances consumed to be fully metabolized, and for the impairing effects of those substances to have fully resolved.

Staff should consult their personal physician or pharmacist to determine if medication use will have any potential effect on job performance or create a safety risk to themselves or others. Staff must report to their supervisor any potential risk, limitation or restriction for whatever reason that may require modification of duties, temporary reassignment or accommodation.

Managing Impairment in the Workplace

If you observe signs or behaviours indication impairment in an employee, the employee self-reports their impairment, or you receive a report that a worker is showing signs of impairment you must take action without delay. The six steps to address the situation are:

1. Ensure the safety of staff, public and clients
2. Observe the employee
3. Speak to the employee in private to discuss their behaviour and your concerns
4. Determine if the employee is fit for duty
5. Determine if the employee needs to leave the worksite or if they can be assigned to other duties
6. Follow up

You can contact [AskMyHR](#) for assistance at any time if required.

Ensure the Safety of Staff, Public and Clients

As quickly as possible ensure the safety of staff, clients and public is not immediately compromised by an employee's possible impairment or behaviour. This could include tasks like driving, operating equipment or machinery, physical tasks or if employee's mobility/balance is negatively affected.

If there is a safety risk, immediately ask the employee to stop their work and have a private discussion with them. Determine if they are fit for duty, if they can be re-assigned to other duties or if they need to leave the workplace.

Observe the Employee

Your job is to determine if the employee is fit for duty based on their current state. Using the Observation Report for Possible Acute Impairment in [Appendix A](#), note the location, date and time of any signs of impairment you observe. If possible have another supervisor observe the employee and compare your results. Focus on visible behaviours and signs. Impairment varies widely; for example, two people can use the same amount of cannabis and one can be less impaired than another, and prescription medicine impacts different people differently. Do not assume that any specific substances are the cause of your observations.

Speak to the Employee in Private to Discuss their Behaviour and your Concerns

Take the employee to a private office or work area. If a shop steward is readily available ask the employee if they wish to have them present. The meeting cannot be unreasonably delayed or postponed to allow for representation.

If possible have a second supervisor or manager present especially if they assisted with observing the employee for impairment. Have a conversation to share your observations and ask the employee to respond.

Keep the conversation focused and to the point:

“I want to express my concern about your safety and well-being. I have observed the following behaviours that lead me to believe you may be impaired in some way.” Then share your observations from the Observation Report for Possible Acute Impairment.

Allow the employee to respond. If the employee disagrees with your observations ask for clarification of why they are exhibiting signs or behaviours of impairment. If the employee says they may be impaired, ask the employee about the circumstances that led to this situation. Do not automatically assume it has been caused by the use of drugs or alcohol. Approach the employee respectfully, with empathy and without judgment.

If an employee states that they have used some type of impairing substance but at a safe level or long enough ago that they aren't impaired, focus the conversation on behaviours you're seeing, not the amount or type of substance an employee may have taken.

Document your conversations with the employee. Also make note of any witnesses present during the meeting. Supervisors must remain objective by focusing on the facts of each case and not let their personal views on alcohol and drugs affect their judgment and actions.

Supervisors should be prepared for push back from the employee, as they may not recognize that their behaviour is inappropriate or that their performance has been affected. Do not enter into a debate or argument with the employee, state what you have observed, the effect on their work and the workplace, and do not discuss discipline in any way.

Determine if the Employee is Fit for Duty

Based on your observations and conversation with the employee, determine if they are fit for duty. Referring to the BC Public Service definition of *fitness for duty*, key questions you must answer as the supervisor are:

- Does the employee pose a safety threat to themselves or others?
- Is the employee having observable difficulty performing their duties proficiently?
- Can the employee complete their tasks to the acceptable standard required?
- Can the employee complete their tasks at an acceptable pace?
- Is the employee presentable to the public, clients, and co-workers?
 - e.g. are there visible signs of impairment that a public or client would recognize?
- Could the employee compromise the integrity of the BC Public Service?
 - Could work mistakes made due to impairment affect the BC Public Service or citizens?
 - Are the employee's cognitive skills affected in such a way that their judgment, decision making or overall work would be compromised?

You can document your decision on the Observation Report for Possible Acute Impairment form in [Appendix A](#).

Determine if the Employee needs to Leave the Worksite or if they can be Assigned to Other Duties

If the employee presents a safety risk to themselves or others they must not be allowed to stay at the worksite. [Occupational Health and Safety Regulation 4.20](#) states:

“The employer must not knowingly permit a person to remain at any workplace while the person’s ability to work is affected by alcohol, a drug or other substance so as to endanger the person or anyone else.”

This includes reviewing the employee’s job tasks, and the general hazards of the workplace. Other reasons an impaired employee may need to leave the worksite:

- there are no parts of the job that the employee can do without a risk to safety and there are no other suitable tasks available for the employee
- the employee’s impairment is impacting their behaviour toward others
- the employee’s impairment may harm the reputation of the public service.

In some cases you may be able to reassign the employee or have their duties temporarily changed to allow them to continue to work. For example, an employee discloses that are on a medication that may affect their ability to drive. If the employee’s work can be arranged such they don’t have to drive and the items listed above are not an issue they may be able to stay at the workplace.

If the employee will need to leave the worksite inform them and keep the conversation short and to the point. If safety of the employee or others is at risk:

“For your safety and the safety of others, I want you to leave the work site as soon as possible. Under WorkSafeBC Occupational Health and Safety Regulation and Pubic Service HR Policy 4, I can’t allow you to stay at the worksite.

I am placing you on Administrative Leave with pay for the remainder of the workday. I want to ensure you have safe transportation home. Is there a relative or friend that you can call to give you a ride? If not, to ensure your safety and the safety of others travelling I can arrange for a cab ride home.”

If there is no safety risk but you cannot reassign the employee:

“Based on my observations, I believe that you are not fit for duty, and there is no other suitable work that I can assign you to complete.

*I am placing you on Administrative Leave with pay for the remainder of the workday. I want to ensure you have safe transportation home.
Is there a relative or friend that you can call to give you a ride? If not, to ensure your safety and the safety of others travelling I can arrange for a cab ride home.”*

If the employee will be leaving the worksite due to possible impairment, you must ensure their safety and the safety of the public while they are travelling home. Inquire how they travelled to work and if necessary arrange for a pick up or a cab ride home. The employer will pay for the cab to ensure the safety of the staff and public. Document the time that you asked the employee to leave, the method of transportation home and the time they left the workplace.

If you are assigning the employee to other duties, continue to monitor them to ensure that their impairment does not affect the work you have assigned. If they are not fit to complete their newly assigned duties, or their condition worsens, you may have to ask them to leave the worksite.

Whether the employee is assigned other duties or will be leaving the workplace contact [AskMyHR](#) and request to speak with a Human Resource Advisor for advice on next steps.

Follow Up

All employees of the BC Public Service have an obligation to attend work ready to complete their job tasks and be fit for duty. You will need to meet with the employee to establish why the employee was not fit for duty, educate the employee about impairment and fitness for duty, establish expectations about fitness for duty and if necessary create a plan with the employee for moving forward on meeting the expectation of being fit work.

It is recommended that you schedule the meeting for as soon as possible upon the employee's return. If the employee was assigned other duties meet the next day. In all cases ensure that the employee is not showing any signs of impairment when they return to the workplace or when you meet with them. Approach the situation in a non-judgmental manner and with compassion. Remember impairment can be a result of many things including a medical condition, not just legal or illegal substance use. You may need to ask the employee if there is anything going on with their health that the employer should be aware of that could impact their safety or performance.

Some Tips for the Meeting

- Emphasize that you are only concerned with work performance or conduct
- Have documentation of work performance and observations when you talk to the employee
- Remember that many problems get worse without assistance
- Emphasize that Employee & Family Assistance Services (EFAS) is available and is confidential
- Explain that the EFAS is there to help the employee
- Don't try to diagnose the problem or the reason(s) for impairment
- Don't moralize, or judge. Limit comments to work performance and/or conduct issues
- Don't discuss alcohol and drug use. Stick to the topic of performance on the job.
- Don't be misled by sympathy-evoking tactics.
- Don't cover up for the employee, take action

Adapted from the Atlantic Canada Council on Addictions Toolkit

Since the purpose of the meeting with the employee will be an enquiry and to discuss performance, an employee must be offered union representation. For advice on conducting a follow up meeting, content questions or conducting investigative meetings submit a MyHR ticket and ask for assistance from a Human Resource Advisor.

Supporting Employees who may have Substance Use Issues

If this is not the first instance of an employee showing signs of impairment and you are concerned that an employee is showing signs of substance use it is your duty to inquire if the employee may have a substance use problem, or a medical condition that may be impacting their behaviour. Examples of indicators of impairment due to longer-term substance use are located in [Appendix B](#).

If you think an employee may have a substance use problem, submit an [AskMyHR](#) ticket and ask for assistance from a Human Resource Advisor.

If an employee reports to you that they may have substance use issues

Thank the employee for sharing this with you, and be empathetic and non-judgmental in your conversation. Share with the employee the resources available to them. These include counselling and other services offered by [Employee and Family Assistance Services](#), the [Occupational Health Program](#) and the [Substance Use Disorder Treatment Funding](#) program.

Contact MyHR for assistance in putting together a plan to support the employee. Remember:

- As a supervisor, you have obligations to workplace safety under BC Public Service policy and WorkSafeBC regulations. If the employee is impaired at work, you must ensure they are not assigned to tasks that create a safety hazard to themselves or others; or they may have to leave the worksite.
- The employer must also abide by the *BC Human Rights Code* in not discriminating against employees with disabilities, including substance use or an addiction.

Cannabis

The cannabis plant contains a number of chemical compounds called cannabinoids. The most researched cannabinoid is delta-9-tetrahydrocannabinol (THC). THC affects areas of the brain that are involved in important functions such as memory, concentration, and coordination. To learn more, visit [Get Cannabis Clarity](#). Non-medical cannabis use is legal in Canada as of October 17, 2018.

Under the [Standards of Conduct](#), employees must conduct themselves professionally, be fit for duty, and be free from impairment (for example: from alcohol or drugs). Impairment at work is not acceptable regardless of the legality of non-medical cannabis consumption.

As outlined in [Health Effects of Cannabis](#), the effects of cannabis on the brain can be felt within seconds to minutes of smoking, vaporizing or dabbing cannabis. The effects that people can feel after consuming cannabis in these ways can last up to 6 hours or longer.

If you eat or drink cannabis, these perceptible effects can occur within 30 minutes to 2 hours and can last up to 12 hours or longer.

However, it is important to know that **impairment** lasts longer than the effects people can feel after they consume cannabis. Impairment can last for more than 24 hours after cannabis use, well after other effects have faded. See the [Government of Canada factsheet](#) for more information.

Employees need to make informed decisions and must be aware of how long the effects of an impairing substance may last for them specifically. Additionally, employees must allow sufficient time for any impairing substances to have fully resolved so they are not impaired and are fit for duty at all times while at work. Employees must consider all of this information when making decisions about their off work hours.

Medical Cannabis and Workplace Accommodation

Medical cannabis use must be “authorized” by the patient’s health care practitioner. A medical cannabis authorization does not entitle an employee to:

- Be impaired in the workplace or not be fit for duty
- Create a safety risk to themselves or others.

An employee with an authorization must meet the Standards of Conduct, Occupational Safety and Health policy, and WorkSafeBC regulations at all times and meet workplace performance expectations.

If you observe impairment in an employee and they state they are using cannabis for medical reasons or an employee presents you with an authorization for medical cannabis they may require an accommodation.

A request for accommodation is a joint responsibility and requires participation and cooperation from the employee, their union and the employer. The process is complex and to ensure appropriate support, submit a MyHR ticket and ask for assistance from an HR Advisor.

Resources

Atlantic Canada Council on Addiction

- Guide and Toolkit:
www.health.gov.nl.ca/health/publications/addiction_substance_abuse_workplace_toolkit.pdf

BC Ministry of Health

- Get Cannabis Clarity:
cannabis.gov.bc.ca/
- Addictions, Alcohol and Other Substances:
www2.gov.bc.ca/gov/content/mental-health-support-in-bc/addictions-alcohol-and-other-substances

BC Ministry of Public Safety & Solicitor General

- Cannabis Control and Licensing Act:
www2.gov.bc.ca/gov/content/safety/public-safety/cannabis

Canadian Centre for Occupational Health and Safety

- Impairment at Work:
www.ccohs.ca/oshanswers/hsprograms/impairment.html
- Risk of Impairment from Cannabis:
www.ccohs.ca/products/publications/cannabis_whitepaper.pdf
- Substance use in the workplace:
www.ccohs.ca/oshanswers/psychosocial/substance.html

Government of Canada

- Cannabis Health Effects:
www.canada.ca/content/dam/hc-sc/documents/services/campaigns/27-16-1808-Factsheet-Health-Effects-eng-web.pdf
www.canada.ca/en/services/health/campaigns/cannabis/health-effects.html
- Cannabis in Canada:
www.canada.ca/en/services/health/campaigns/cannabis.html
- Problematic Substance Use:
www.canada.ca/en/health-canada/services/substance-use/about-substance-abuse/about-substance-abuse.html

WorkSafeBC

- Substance Use & Impairment in the Workplace:
www.worksafebc.com/en/health-safety/hazards-exposures/substance-use-impairment
- Occupation Health and Safety Regulation Physical and Mental Impairment:
www.worksafebc.com/en/law-policy/occupational-health-safety/searchable-ohs-regulation/ohs-regulation/part-04-general-conditions#SectionNumber:4.19

APPENDIX A
OBSERVATION REPORT FOR POSSIBLE
ACUTE IMPAIRMENT

Observation Report for Possible Acute Impairment

Print this out table to use as a guide. Note any items with an X or circles that are present

Employee name:		Supervisor name:			Date:	
Was there a report received from another: employee, client or public? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes: Witness name, time and date</i>				Location of Observations (address or work area)		
If the observation report was initiated by the supervisor describe why:						
Visible Signs of Possible Impairment						
Walking	Holding on	Stumbling	Unable to walk	Other:		
	Staggering	Swaying	Falling			
	Unsteady	Needs Assistance	Normal for individual			
Standing	Swaying	Feet wide apart	Unable to stand	Staggering	Other:	
	Sagging at the knees	Dizziness	Needs assistance	Normal for individual		
Movements	Fumbling	Jerky	Nervous	Slow	Other:	
	Reduced reaction time	Diminished coordination	Tremors	Normal for individual		
Eyes	Bloodshot	Watery	Droopy	Glassy	Other:	
	Closed	Dilated/Constricted Pupils	Normal for individual			
Face	Flushed	Pale	Sweaty	Other:		
Breath	Alcoholic odor	Cannabis tobacco odor	Chemical odor	Excessive use of breath spray	Other:	
	Normal	Whispering	Slurred	Incoherent		
Speech	Shouting	Silent	Rambling	Slow	Other:	
	Rapid	Inability to verbalize	Dry mouth frequent swallowing/lip wetting			
Appearance	Neat	Dishevelled	Dirty	Bodily fluid stained clothes	Other:	
	Partially dressed	Cannabis odour	Alcohol odour	Normal for individual		
Behavioural Signs of Possible Impairment						
Actions	Hostile	Fighting	Profanity	Drowsy;	Other:	
	Threatening	Erratic	Hyperactive	Calm		
	Problems communicating	Paranoid	Panicked	Normal for individual		
Demeanour	Cooperative	Polite	Sleepy	Crying	Other:	
	Argumentative	Excited	Withdrawn	Overreactions		
	Excessive laughter	Forgetful	Mood swings	Normal for individual		

Other Items of Concern

Bizarre Behavior (describe)

Presence or possession of paraphernalia that appears to be drug or alcohol related (describe)

Possession of substance that appears to be drugs or alcohol (describe)

Other (describe):

Has a second supervisor completed an observation report? Yes No *If yes name:*

Are there any other witnesses? Yes No *If yes name(s)*

Describe any concerns with the employee's work performance. For example can the employee complete their tasks to the acceptable standard required, and at an acceptable pace?

Do you believe the employee is unfit for duty?

- Does the employee present a risk to themselves or other's safety?
- Is the employee presentable to the public, clients, and co-workers?
 - e.g. are there visible signs of impairment that a public or client would recognize?
- Could the employee compromise the integrity of the BC Public Service?
- Could work mistakes made due to impairment affect the Public Service or the citizens of BC?
- Are the employee's cognitive skills affected in such a way that their judgment, decision making or overall work would be compromised?

Yes No **Describe:**

Meeting with the Employee to discuss concerns: Yes No

Time, date and list all attendees:

Employee's response to observation report:

Will the employee be leaving the workplace?

- The employee presents a health and safety risk to themselves or others
- there are no parts of the job that the employee can do without a risk to safety and there are no other suitable jobs or task available for the employee to work on
- the employee's impairment is impacting their behaviour toward others
- employee's impairment may harm the reputation of the public service

Yes No If yes describe reasons, If no describe alternate duties assigned or duties employee will not be performing

Transportation arrangements for the employee to go home so they do not drive?

Pick up by relative or friend Cab Other (describe): Time notified to leave: am/pm
Time left the worksite: am/pm

Other Comments:

Supervisors Signature:

Date and time:

APPENDIX B
SUBSTANCE USE DISORDERS

Substance Use Disorders

The following signs and symptoms are common indicators of problematic substance use and may help you in the early identification of an employee who might need help. It is important to note that these signs and symptoms alone or in combination do not necessarily mean that somebody has a substance use problem. However, they may be indicators that your employee is in trouble or in need of some help regardless of if the issue stems from problematic substance use or another cause.

Psychosocial Impacts

- Family disharmony (how the colleagues speaks of family members)
- Mood fluctuations (e.g., swinging from being extremely fatigued to 'perkiness' in a short period of time)
- Inappropriate verbal or emotional response
- Irritability
- Confusion or memory lapses
- Inappropriate responses/behaviour
- Isolation from colleagues
- Lack of focus/concentration and forgetfulness
- Lying and/or providing implausible excuses for behaviour

Workplace Behaviors and Professional Image

- Calling in sick frequently (may work overtime)
- Moving to a position where there is less visibility or supervision
- Arriving late for work, leaving early
- Extended breaks; sometimes without telling colleagues they are leaving
- Forgetfulness
- Errors in judgment
- Deterioration in performance
- Excessive number of incidents/mistakes
- Non-compliance with policies
- Doing enough work to just 'get by'
- Sloppy, illegible or incorrect work (e.g., writing, reports, etc.)
- Changes in work quality

Phase of Substance Use	Job Performance	Attendance	General Behaviour
Early	<input type="checkbox"/> Makes more mistakes <input type="checkbox"/> Misses deadlines	<input type="checkbox"/> Late or absent	<input type="checkbox"/> Co-workers complain <input type="checkbox"/> Overreacts to criticism <input type="checkbox"/> Complains about being ill <input type="checkbox"/> Lies
Middle Phase	<input type="checkbox"/> Spasmodic work pace <input type="checkbox"/> Difficulty concentrating	<input type="checkbox"/> More days off for vague reasons	<input type="checkbox"/> Undependable <input type="checkbox"/> Avoids associates <input type="checkbox"/> Borrows money <input type="checkbox"/> Exaggerates <input type="checkbox"/> Unreasonable resentments
Late-Middle Phase	<input type="checkbox"/> Far below expectations	<input type="checkbox"/> Frequent time off <input type="checkbox"/> Doesn't return after lunch	<input type="checkbox"/> Aggressive, belligerent <input type="checkbox"/> Domestic problems interfere <input type="checkbox"/> Loss of ethicals, values <input type="checkbox"/> Won't talk about the problem
Late	<input type="checkbox"/> Formal discipline <input type="checkbox"/> No improvement	<input type="checkbox"/> Prolonged unpredictable absences	<input type="checkbox"/> Use on the job <input type="checkbox"/> Physical deterioration

Adapted from Atlantic Canada Council on Addictions Toolkit



Where ideas work

Useful Links:

Impairment in the Workplace:

www2.gov.bc.ca/gov/content/careers-myhr/managers-supervisors/occupational-health-safety/workplace-impairment

Contact the BC Public Service Agency:

www2.gov.bc.ca/gov/content/careers-myhr/about-the-bc-public-service/contact-the-bc-public-service-agency