



## ***WORKPLACE CONSULTATION AND TRAINING***

*Jorgensen/Brooks Group provides training and workplace development for leaders, supervisors, and employees across the United States and around the globe.*

*Jorgensen/Brooks Group services are customized to meet the increasing "soft skills" person-focused needs of businesses and work organizations.*

*We help companies become more productive and individuals become more effective leaders.*

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***Jorgensen/Brooks Group***  
***Organizational Consultation and Workplace Training Services***  
**2009 TRAINING TOPICS**

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**Jorgensen/Brooks Group**  
***Organizational Consultation and Training Services***

***Our Philosophy of Learning***

The Jorgensen/Brooks Group Approach ⇒ Adult Learning

We believe in a learning process that emphasizes the following:

- ◆ Participants' needs and uniqueness are honored, where abilities and life achievements are acknowledged and respected.
- ◆ An environment where participants are peers -- intelligent, experienced adults whose active involvement and opinions are vital and appreciated.

***Training Methods and Approach:***

The Jorgensen/Brooks Group utilizes interactive training techniques to present meaningful content and skill development in an active, relaxed manner.

The formats utilized by the Jorgensen/Brooks Group were developed, tested and employed in workplace settings of both large and small size organizations across the United States, Europe and Asia.

The Jorgensen/Brooks Group presents each training seminar in a free-standing, modular format design. Each program gives all participants a common set of skills to build confidence in themselves and their ability to meet their needs, the needs of their consumers and their organization.

***Training and Consultation Fees:***

Jorgensen/Brooks Group Consultation and Personal Effectiveness Training Seminars fees are determined according to a variety of factors, including time, location, materials and customized needs of the client company. Hourly, daily and project rates are available.

*Call (520) 575-8623 for information.*

## SECTION I.

### Transition Management/ Coping with Change

*Time: 2 hours*

*Organizations continue to reorganize at a rapid rate, whether just to stay alive or to increase their success or influence in business. Whether you are experiencing downsizing, mergers, explosive growth, or just constant change, the effects of change on the organization, on work teams and on each individual can must be recognized and resolved in order to achieve success.*

#### ***Seminar includes:***

- How to plan an effective transition
- How to effectively communicate the purpose for the transition
- Understanding the emotional impacts of change
- Learning how to provide effective support and motivation
- Learning how to re-energize work teams
- Overcoming the distrust and stress during and after the transition
- Navigating the "transition curve"
- Taking control of change - your personal effectiveness plan

#### ***Change Leadership***

The course explores the key roles, actions, and behaviors that leaders need to successfully guide their organizations through a transformation. This class is critical for leaders who will be guiding others through the change process. Program includes...

- Understanding the process of transformational change and how to support it in your team.
- Understanding the role of leadership in transformational change.
- Developing skills that will enhance your capacity to lead transformational change, with the underlying assumption that personal change is the key to transforming an organization's culture.
- Building capability in self and others.
- The Essentials of Major Change
- Critical Review of Behaviors and Goals
- Planning the next steps

## **Creating A Collaborative Team Environment**

*Time: 2 hours*

Managing a collaborative team is an ongoing process for any supervisor. In many ways, that collaborative environment serves as the foundation for so many other aspects of team success.

Collaboration enables the supervisor to effectively manage conflict, make consensus decisions, develop new ideas, solve work-related problems, and continuously improve work processes. Without collaboration, these tasks become quite difficult and painful. We will take a close look at the six components of a collaborative team environment and provide each participant with an opportunity to discuss and practice ways to apply these tools with their team.

### **Objectives**

Participants will be able to:

- Assess a team's collaborative environment.
- List the steps to establishing common purpose.
- Discuss the process of building and sustaining trust.
- Articulate clear roles and expectations.
- Discuss the concept of open communication
- Understand "need indicators".
- Understand how to value diversity.
- Demonstrate the ability to balance tasks and relationships.

### **Training includes...**

- The Six Key Components of a Collaborative Team Environment
- How to Assess Your Team's Collaborative Environment
- Team Vision and Assessment – Identifying Team Strengths and Team Needs (exercise)
- Building and Sustaining Trust
- Maintain Clear Roles and Expectations
- Maintain Open Communication
- Team Vision and Assessment - Open Communication
- Recognize and Value Diversity
- How to Balance Work Tasks and Relationships
- Creating a 60 day Team Improvement Plan

## **Conflict Resolution**

*Time: 2 hours*

What do you do when...

***Two co-workers start shouting (or wrestling) in the break room?***

***Your secretaries and receptionists talk to the public, but not each other?***

***Your new "work team" doesn't work, and doesn't act like a team?***

***Competition between departments turns negative?***

***Memos and rumors are the preferred modes of communication?***

If you've had to face any challenges like these, you know how tough it is to resolve conflict in the workplace. All the examples above just expose the problems above the surface - "the tip of the iceberg" - while the causes or real workplace challenges remain hidden, waiting to erupt again.

***It is estimated that 18% of a manager's time is spent addressing employee disagreements or workplace clashes.***

The Jorgensen/Brooks Group method of Conflict Management takes a realistic and honest view of conflict and the path toward resolution. We believe that -

- *Conflict is natural*
- *Conflict is neither positive or negative*
- *There are many paths to resolution*
- *Problem solving is a collaborative effort*

Learn how to encourage people to participate in problem resolution

Find more than one way to reach the same result

Understand the types of conflict, and appropriate resolution strategies

Utilize effective communication

Learn how to employ collaborative problem solving skills

Personal Communication Checklist

Developing Rapport / Listening Skills

Non-Verbal Techniques / Verbal Techniques

Role Play

## **Reducing the Threat: Workplace Violence Prevention**

*Time: 2 hours*

### ***How Would You Handle...***

*An actual e-mail – “You can’t just delete people like e-mail without suffering the consequences.”*

*An angry spouse entering the workplace...*

*A patient who threatens a staff member...*

*A visitor who becomes physical assaultive...*

*An employee who threatens a co-worker...*

*“Learn Proven Methods to Reduce the Threat of Violence in Health Care Settings with this practical training experience.”*

### ***What You Will Learn From This Workshop:***

*The 3 Types of Workplace Violence – and the one you are most likely to see*

*How to Handle Domestic Violence Threats in the Workplace*

*Gaining Control of Threatening Situations*

*Warning Signs of Violent Clients*

*De-escalation Tools and Techniques for Staff Members*

*Non-violent Intervention Skills*

*How to Defuse a Violent Situation*

*Find the Danger Zones in Your Workplace*

*A 10-Point Prevention Checklist*

*Hiring Tips*

*Employee Violence: Assessment and Intervention*

*Workplace Crisis Response Plans*

### ***What’s the Benefit?***

- Staff confidence to respond to crisis situations
- Reduced liability
- A safer environment for your staff and patients
- Greater peace of mind for your staff
- Potential reduction in insurance costs

## **Peer Support Training for Crisis Response**

*Time: 2 hours*

*A Critical Incident is a situation or event faced by a work group or individual that causes a distressing, dramatic or profound change or disruption in their physiological or psychological functioning.*

**Jorgensen/Brooks Group provides Peer Support Training to develop a team of on-site peers that can offer immediate assistance after a critical event occurs (defusing) and before professional assistance for Critical Incident Stress Debriefing is provided.**

### ***Training Content:***

- Peer Support – Early Response During & After Crisis
- What Is a Critical Incident: Types of Incidents
- Defusings & Critical Incident Debriefings: The Difference
- Personal Characteristics – Effective Peer Support
- This Just In . . . . . Role Play
- Tools for Active Listening
- Defusing Planning Strategies
- The Organization as Client
- Self Assessment
- Losses Associated With Trauma
- Depression In The Work Place
- Signs Of Suicide: Do's and Don'ts
- Symptoms of Complicated Grief
- Self-care After An Event
- Symptoms in Children – Emotional Overload
- Grief & Loss (Phases)
- Coordinating Services with your EAP

## **Succession Management**

*Time: 3 - 4 hours*

Jorgensen/Brooks Group assists organizations with the development of a practical, effective process for identifying likely candidates for promotion and/or leadership development.

- Organization managers and directors will create a process for utilization of the succession management tools and planning system.
- The organization will develop an education and improvement plan for leadership candidates.

### ***Training Content:***

Segment One:

- Development of customized "Assessment of Leadership" Tool\*
- "Assessment of Leadership" as Self-Test
- Administer "Self Analysis" to participants

Segment Two:

- Application of "Assessment of Leadership" to recent experiences
- Participants apply the "Assessment of Leadership" tool to each individual who was recently promoted to a leadership
- Identification of key findings and differences
- Evaluation of results

Segment Three:

- Apply "Assessment of Leadership" to current candidates
- Identification of Key needs / differences by departments
- How to Utilize Findings for Candidate Education or Training
- How to Establish A Process for Presentation to Candidates
- Identification of Future Succession Planning Needs

## **Effective Communication Skills**

*Time: 1 - 2 hours*

*First of all, did you know that WHAT you say is the least important factor in getting your message across!*

First Impressions are made this way:

|                |
|----------------|
| 37% Voice      |
| 55% Appearance |
| 8% Content     |

Most of us would agree that communication is an essential element to team effectiveness. But how many of us find it difficult at times to express our point of view, or to understand the views of others? For most teams, communicating effectively does not happen automatically.

### ***Participants will learn to:***

- Discuss and evaluate their team's basic communication processes.
- Learn basic skills for getting your message heard and understood.
- Apply basic skills for listening to and understanding others.
- Discuss the communication process.
- Identify characteristics of open and closed communications.
- List the basic steps to getting a message across.
- Learn the basic listening skills of hearing, understanding and responding.

### ***Participants will learn about...***

*Team Communications Process*  
*Characteristics of Open and Communications*  
*Basic Communication Principles*  
*Getting Your Message Across*  
*Listening to Understand Others*  
*Basic Listening Skills*  
*Self Assessment on Listening Skills*

## **ALCOHOL AND DRUGS IN THE WORKPLACE**

*Time: 1 – 1.5 hours*

The inclusion of a clear and practical alcohol and drug education program in your workplace provides the understanding of the impact of drug and alcohol use, abuser and addiction on the workplace, and how to help.

Alcohol and Drug Abusers ...

- *Cause 10 million on-the-job accidents per year.*
- *Miss work 43% more often.*
- *File 3 times more workers compensation claims.*
- *Are 3.6 times more likely to be in an accident.*
- *Are five (5) times more likely to file grievance claims.*
- *Compared to other workers, alcohol and other drug users are 25-33% less productive.*

### ***Topics Covered:***

- Effects Of Alcohol & Drugs
- What is "Normal Drinking?"
- Abuse or Addiction
- Abusers in the Workplace
- Alcohol and Drugs: Effects on Body and Behavior
- Symptoms of Alcoholism/Addiction
- Signs in the Workplace: Performance Issues
- Performance Issues: Behaviors
- Work Patterns and Production
- Risky behaviors
- Workplace Interventions
- How To Help / How to Use your EAP

## **ETHICS IN THE WORKPLACE**

*Time: 1.5 - 3 hours*

A high performing workplace will establish and adhere to a clear Code of Ethics defines responsible behavior that holds the highest and best interest for the public, coworkers, and business.

- *73% of MBA's would hire a rival employee for trade secrets; 60% of the convicts would.*
- *58% of workers feel no one care about business ethics – why should I?*

**Jorgensen/Brooks Group offers training and guidance for understanding and developing your company's own Code of Ethics.**

- *Philosophy - the system of beliefs we use that determines how we see our world and the way in which we fit into it.*
- *Ethics - the system of values we use that determine what behavior is appropriate.*
- *The Media - Revealed*
- *Trust, Morale, Ethics*
- *"There is a big difference between what we have a right to do and what is right to do."*
- *Rationalizing Ethics*
- *Case to Consider - Exercise*
- *You are a supervisor – what do you do?*
- *The Sandbox*
- *Pressure to conform.*
- *Code of Silence.*
- *National Enquirer Model*
- *Testing Your Ethics*
- *If You Are Not Sure– What To Do*

## **Sexual Harassment**

*Time: 2 hours*

*"There is a mistaken impression that harassment is on a continuum with attraction; Harassment is on a continuum with intimidation."*

*- Raymond Bourdeau*

### **QUIZ: How Far Is Too Far?**

- Myths
- Assumptions
- Inaccuracies
- Investigations
- Dirty Jokes
- Power & Domination
- Corrective Action

### **Seminar Topics:**

- Definition
- EEOC Guidelines
- The Two Types of Sexual Harassment
- Did You Know?
- Quid Pro Quo
- A Hostile Environment
- Employer Liability
- Employer Must Know...
- Exercises: Physical Boundaries
- Importance of Boundaries
- Behaviors - Sexual Harassment
- Improper suggestions - descriptive comments
- If You Feel Harassed:
- Avoid Being Charged With Sexual Harassment
- Establishing A Code of Ethics

## **CULTURAL DIVERSITY AND HARASSMENT**

*Time: 1.5 - 2 hours*

*Note: See "Sexual Harassment" training description for specific focus on that issue*

In this workshop we discuss cultural diversity in the workplace as well as age, gender, and other diverse "identifiers." The impact of these identifiers on hostile work environments, harassment, bullying and boundaries is explored. Each attendee will understand on a personal level how to establish an inclusive work environment. The attendee will understand the value of a diverse workplace – and to do what is right.

Topics covered in this training include:

- The Impact of Background and beliefs
- How far is too far, myths, assumptions, dirty jokes, power and domination.
- Kinds of harassment.
- Hostile environment
- Specific Diversity Issues
- Group exercises
- Boundaries.
- Harassment and intimidation.
- A different kind of racism.
- Escape from discrimination.
- Bullying behaviors.
- What can you do?

## **WORKPLACE STRESS MANAGEMENT**

*Time: 1 - 2 hours*

Is your stress level out of control? Jorgensen/Brooks can help by delivering a practical, entertaining look at understanding and reducing stress in the workplace and in our personal lives.

Our Stress Seminar includes a look at...

- *Understand life and work issues and their relationship to stress.*
- *Learn how stress affects us professionally, personally our work and families.*
- *Learn two mechanisms to help cope with stress and change.*
- *What charges and drains you?*
- *Change = perceived loss (fear, denial, anger, remorse, grief, reconciliation).*
- *Reactions to Stress (Physical, emotional, cognitive & behavioral)*
- *Stress busters.*
- *Organizational reactions to change.*
- *Change Is Not The Enemy!*
- *What worked in the past - We Choose Our Response!*
- *Self care.*
- *OK – What's next?*
- *Taking Control*

## **DEPRESSION IN THE WORKPLACE**

*Time: 1 - 2 hours*

- *Psychological problems such as depression account for 61% of absences from work each year, 65-85% of employee terminations and 80-90% of industrial accidents.*
- *An estimated 1,000,000 workers are absent because of stress related complaints.*
- *Unscheduled absenteeism costs employers as much as \$688 per employee per year.*

### **Seminar Topics covered:**

- *Mental Health Statistics and Work*
- *Myths or Facts*
- *Depression In The Work Place*
- *Symptoms of Depression*
- *Symptoms In The Work Place*
- *Other Symptoms*
- *Types of Depression*
- *Seasonal Affective Disorder*
- *What Can Cause Depression*
- *Stress and Depression – the link*
- *Genetics*
- *Workplace Decisions*
- *Treatment Options*
- *Medication*
- *How can Counseling and EAP Help?*
- *Exercise*
- *Helping Yourself*

## **ADDICTIVE GAMBLING**

*Time: 1 - 2 hours*

Addictive gambling is increasing in our country. The gaming industry has learned that it is in their best interest to assist the employee and customer with gambling issues in obtaining assistance. Employees in casino learn how to respectfully deal with the unruly customer as well as recognize the impaired gambler.

*In this workshop we address the following topics:*

- Addictive gambling
- Types of gamblers
- Phases of gambling
- General theory of addictions
- Action vs. escape gambler
- Recognizing the impaired customer
- Theory of addictions
- Depression
- Specific role plays of real life issues at work
- Recovery from Addiction

## **BECOMING ASSERTIVE**

*Time: 1 – 1.5 hours*

Because of upbringing, cultural issues, life learning and personality factors it is hard for some of us to be assertive. This course is designed to assist those that are uncomfortable being assertive learn to express needs in a manner that others can understand their needs.

Further participants will learn the basics of expressing opinions.

In this workshop participants will learn:

- Myths of being assertive
- Assertion, aggression, submission and passivity – how and why we behave the way we do.
- Becoming assertive – role plays – safe situations
- Learning to be in control of life
- Learning to not be a victim
- Learning compromise
- Dealing with conflict
- Describing feelings
- Expressing annoyance and anger
- Human rights
- Assumptions of assertiveness

## **MANAGING ANGER**

*Time: 1.5 - 2 hours*

Anger can cause us to lose our jobs, families, dignity and sense of purpose. Some of us benefit from learning to interfere with our impulse to become angry and act in a manner that could harm the people we care about and ourselves.

In this workshop participants will learn:

- Facts about anger
- Dirty fighting – how we manipulate others
- Healthy and unhealthy anger
- Learning to manage anger and reduce tension
- Anger and health
- Learning about events that create hot thoughts, negative beliefs and destructive actions.
- Interventions that can create cool thoughts, positive beliefs and constructive actions.
- Anger logs
- Coping strategies
- Progressive muscle relaxation
- Meditation
- Finding the “safe place”
- Assertiveness vs. hostility
- Expressing feelings in an assertive manner

## **SECTION II.**

### **Leadership Training Programs**

Leadership is an elusive subject, rooted in both hard science and more emotional, abstract qualities. It's easy to recognize leadership when we see it, but difficult to analyze what it is and how it occurs.

Jorgensen/Brooks Group will help participants understand and utilize their personal leadership style, and develop a blueprint for development personal leadership skills.

**Leadership Skill Training: Leadership Styles**

**Effective Supervision: Team Leadership**

**Effective Supervision: Employee Intervention Training:**

## **Leadership Skill Training:**

## **Leadership Styles**

*Time: 2 - 3 hours*

Leadership is an elusive subject, rooted in both hard science and more emotional, abstract qualities. It's easy to recognize leadership when we see it, but difficult to analyze what it is and how it occurs. Some attributes of leadership can be defined and observed; some are invisible or transparent. At an intuitive level, we understand its intriguing blend of passion and strength. Indeed many of us have personally experienced the excitement and energy that comes with a leadership role, as well as the ambiguity and vulnerability. The Jorgensen Group will help participants understand and utilize their personal leadership style, and develop a blueprint for development personal leadership skills.

### ***Leadership Styles Training will help participants learn:***

- *To help potential leaders learn how to inspire, initiate and communicate beneficial personal and organizational change*
- *To teach participants how to create a clear vision, develop strategies and relationships for sustaining and achieving that vision*
- *To help potential leaders learn how to align people toward a purpose and to coordinate the efforts of a team or group.*

### ***Participants will ...***

- Understand what makes a person a leader.
- Identify the characteristics of different styles of leadership.
- Conduct a self-assessment on the elements of leadership.
- List the core elements of leadership.
- Develop an action plan for the leadership journey.
- Discuss how to create a vision.
- Understand how to best utilize their personal leadership style

## **Effective Supervision I:**

*Time: 2 - 3 hours*

The Supervisor, as an influential leader, has a strategic role in developing your organization as a high-performance work system. Jorgensen/Brooks Group provides specialized training and education for supervisory and management level leaders. This course, ***provided at your worksite***, focuses on effective identification and intervention with troubled employees.

### ***Participants will learn to:***

- Identify and intervene with troubled employees
- Reduce the impact of personal problems on workplace performance
- Retain skilled employees

### ***Seminar includes...***

- The Role of The Supervisor
- Basic Employee Needs
- Barriers to Effective Supervision
- Effective Identification of warning signs and symptoms of troubled employees
- Observation And Identification Of Job Performance Problems
- Effective Methods Of Documentation
- Effective Use Of Intervention And Referral Techniques
- Do's and Don'ts for Supervisors
- Linkages to EAP, DFW and Drug Testing Programs
- Use of Behavioral checklists

## **Effective Supervision II: Team Leadership**

*Time: 2 - 3 hours*

Developing effective leadership skills is a critical role for supervisors. It's no exaggeration to say that facilitating an effective work group is a key element in guiding teams by changing the way group members interact with their work and with each other.

In the journey towards high commitment, team members also begin to learn the use of business tools and develop skills in problem solving, information sharing and decision making, so that leaders can gradually increase their involvement in helping run the organization or team.

### ***Supervisors will learn to -***

- 
- Understand the facilitation techniques that work.
- Explain the keys to holding a successful meeting.
- Demonstrate strategies for dealing with disruptions.
- Explain the different decision making methods.
- Keeping the consensus process on the right track.

### ***Contents include...***

*Utilization of Effective Prevention And Intervention Methods*

*Role playing with Difficult Employee Scenarios*

*Strategies for Dealing with Disruptions*

*Tools for Facilitating Process*

*Basics of Decision Making Methods*

*Tips for Meeting with Difficult Employees*

## **SECTION III.**

### **Drug-Free Workplace Training Series**

*"The DFW Training Programs help us respond to the requests of our corporate clients. It meets a need for companies with drug testing programs, and the modules are easy to use. These programs take our services to another level." –A Jorgensen/Brooks EAP Corporate Client, 2005*

The Drug Free Workplace training seminars provide interactive, practical training to create and effective program for your company, improve your supervisor skills, meet the latest federal training requirements, and increase workplace effectiveness.

You will learn the answers to such questions as,

- What is the cost of an impaired employee to your business?
- How can you comply with federal workplace and drug testing laws at low cost?
- Who are subject to these laws?
- Do your managers know how to identify an addicted employee?
- What do you do when a worker needs help with alcohol or drugs?

Each individual training seminar provides a "hands-on" format with the latest information, step-by-step guidelines for businesses and supervisors, real-life examples, samples policies, and resource materials.

Training Seminars include:

- Creating A Drug-Free Workplace
- Drug-Free Workplace: Education For Supervisors
- Drug-Free Workplace: Education for Employees

## Creating A Drug-Free Workplace

*Time: 2 hours*

This training module provides participants with an understanding of the components that are necessary for development of a Drug-Free Workplace.

Participants will learn how to:

- Identify the specific needs of their organization.
- Follow a step-by-step approach to create an effective Drug-Free Workplace program.
- Learn how the specific state and federal laws and regulations that address drug-free workplace and drug testing programs apply to your organization
- Create an organization-specific drug-free workplace plan.
- Recognize the effects of alcohol and drug abuse on the workplace.

### ***Content:***

- Why Do You Need A Drug-Free Workplace?
- Who is Required to Have One?
- The 5 Key DFW Program Components:
  - Develop A Written Substance Abuse Policy
- Supervisor Training And Education
- Employee Education
- Establish An Employee Assistance Program (EAP)
- Implement A Drug-Testing Program (if appropriate)

## **Drug-Free Workplace Training for Supervisors\***

*Time: 2 hours*

### **Objective:**

To provide supervisors and managers with a complete training course covering their responsibilities in comprehensive drug free workplace program.

Participants will learn how to:

- Understand the role and responsibilities of supervisors of workers in a drug free workplace
- Understand the concept of "reasonable suspicion" in the workplace.
- Observe and document unsatisfactory job performance
- Confront workers about unsatisfactory job performance
- Understand the effects of substance abuse in the workplace
- Know how to refer an employee suspected of having a substance abuse problem for diagnosis and assistance

*Seminar includes...*

The Role of The Supervisor  
Putting Your Drug Free Program into Action:  
Reviewing Your Company's Policy  
Identifying Alcohol or Drug Use in the Workplace  
Effective Documentation  
Employee Intervention  
Tips for Meeting with Difficult Employees  
Referral and Follow-up  
Handling Critical Situations

The training format for all **drug-free workplace training courses** includes a combination of practical experience and scenarios, written and verbal exercises for individuals and groups, role playing with various examples, discussion and collaborative planning.

*\* meets Department of Transportation (DOT) training requirements*

## **Drug-Free Workplace Training for Employees\***

*Time: 1 hour*

### **Objective:**

To provide employees with a complete training course covering their responsibilities in comprehensive drug free workplace program.

Participants will learn how to:

- Understand the effects of substance abuse in the workplace
- Know how to refer an employee suspected of having a substance abuse problem for assistance

*Seminar includes...*

*Reviewing Your Company's Policy*

*DOT Regulations*

*The Prohibited Drugs*

*Types of Testing*

*Consequences*

*Identifying Alcohol or Drug Use in the Workplace*

*What is "Normal Drinking?"*

*Abuse or Addiction*

*Alcohol and Drugs: Effects on Body and Behavior*

*Symptoms of Alcoholism/Addiction*

*How to Help*

The training format for all **drug-free workplace training courses** includes a combination of practical experience and scenarios, written and verbal exercises for individuals and groups, role playing with various examples, discussion and collaborative planning.

*\* meets Department of Transportation (DOT) training requirements*