



## ADMINISTRATION POLICY:

### Substance Use

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**Policy number:** HR-TR-005 (B)  
**ALT report:** ALT2018-0725  
**Approved by:** Administrative Leadership Team (ALT)  
**Effective date:** 2008 / 04 / 01  
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**Department/BU:** Corporate Services / Human Resources (Total Rewards)

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### BACKGROUND

The Corporation of The City of Calgary (“The City”) is committed to:

- Maintaining and promoting a safe, healthy, respectful and productive work environment for all its employees, contractors and volunteers.
- Ensuring employees, volunteers and contractors understand they must report to work fit for duty and know their role when dealing with current and emerging substance use issues (see definition).
- Providing programs that emphasize awareness, education and assistance regarding the use of substances.
- Supporting employees with substance dependencies (previously called addictions) by providing them with the opportunity to seek professional assistance to help them deal with their substance use.
- Accommodating employees with substance dependencies, to the point of undue hardship.
- Supporting the prevention and early identification of substance use issues by providing employees experiencing emerging substance abuse/misuse issues with resources and support so they can remain fit for work.

This commitment is supported by The City’s:

- Corporate vision, mission, values, and corporate direction.
- The 4 C’s of our Culture (Character, Competence, Commitment, Collaboration)
- The Code of Conduct
- Occupational Health and Safety Policy (HS-ESM-001)
- Duty to Accommodate in Employment Policy (HR-EMP-001)
- Respectful Workplace Policy (Administration Policy HR-LR-001)
- Labour Relations Policy (Administration Policy HR-LR-002)
- Workplace Smoking Policy (HR-006).

For information about the procedures and guidelines for implementing this policy, please refer to:

- The City's Substance Use Procedures
- The City of Calgary Accommodation Guidelines
- The City's "Health Management" web pages (calgary.ca)
- The City's Code of Conduct web pages (calgary.ca)
- The City's Employee & Family Assistance Program (EFAP) provider.

The purpose of this policy is to ensure that The City, as the "employer":

- Continues to demonstrate its commitment to maintaining and promoting a safe, healthy, respectful and productive working environment. The City does this by reinforcing its high standard of workplace behaviours required of public sector employees, contractors and volunteers regarding the use of legal or illegal substances that impact their ability to report and remain fit for work and perform their duties safely and efficiently.
- Complies with the legal duty, safety and other legislated or contractual requirements, to accommodate employees with psychological and/or physical disabilities and manage the risks associated with substance abuse/misuse or dependency especially in safety sensitive positions.
- Have processes and procedures to effectively and efficiently deal with substance-use issues that impact the workplace and /or an individual's ability to safely and efficiently perform their assigned tasks.
- Provides individuals with substance dependence the opportunity to get well.

## **DEFINITIONS**

1. Fit for work – For the purpose of this policy, being able to safely and acceptably perform assigned duties without any limitations due to the use or after effect of alcohol, cannabis, illicit drugs, medications or other substances.
2. Leaders – The City Manager, General Managers, Directors, Managers, Supervisors, Foremen or any other persons who are in a position of directing work relating to any City workplace, project, contract or volunteer operation. This includes positions such as a Foremen, Lead Hands or Coordinators.
3. Safety Sensitive Position – A position where impaired performance could result in a significant incident affecting the health and safety of employees, the public, property and/or environment.
4. Substance - Any chemical or biological matter with a particular set of characteristics (including but not limited to alcohol, cannabis, legal/illegal drugs, and medication) that have known mind/mood altering and/or motor function altering effects on the human body.
5. Substance Dependence - The Canadian and the American Societies for Addiction Medicine define dependence as a chronic disease, characterized by impaired control over the use of a psychoactive substance and/or behaviour. It is characterized by

- the inability to consistently abstain,
- impairment in behavioural control,
- craving,
- diminished recognition of significant problems with one's behaviours and interpersonal relationships, and
- a dysfunctional emotional response.

Without treatment or engagement in recovery activities, addiction is progressive and can result in disability or premature death. "Dependence" is the same as "Addiction" and is a medically diagnosed disability.

6. Substance Use – Any use of substances (as defined above) regardless of whether it relates to recreational use, medicinal use, misuse, abuse, or dependency.
7. Substance Use Professional – An external (non-City) expert on substance use, who evaluates employee substance use and makes recommendations regarding education, treatment, follow-up testing, and aftercare. Such experts typically have the following backgrounds (see list) in addition to specific training related to substance use issues:
  - A licensed physician (Doctor of Medicine)
  - A licensed or certified social worker
  - A licensed or certified psychologist
  - A licensed or certified employee assistance professional
  - An alcohol and drug abuse counselor

## **POLICY**

### **1.0. Scope/Exceptions**

#### **1.1. Scope**

This policy applies to all City employees, volunteers and contractors who perform work or provide services to or on behalf of The City of Calgary. This includes work or services performed on City premises or affiliated sites. All parties have a shared responsibility concerning substance use.

#### **1.2. Exceptions**

None.

## **2.0. Consequences of Non-Compliance**

- 2.1.** Employees who violate this policy may be subject to disciplinary action, up to and including termination of employment.
- 2.2.** Volunteers who are found in violation of this policy may be subject to consequences, up to and including termination of their voluntary assignment.
- 2.3.** Contractors who are found in violation of this policy may be subject to suspension or termination of the contract.
- 2.4.** All policy violations will be investigated by the appropriate parties to determine the most suitable course of action.

## **3.0. Responsibilities**

- 3.1.** All City employees, volunteers and contractors share the responsibility for workplace safety and are responsible for:
  - 3.1.1. “Taking reasonable care to protect the health and safety of self and others present, and follow all applicable legislative requirements, industry standards, policies and procedures during daily work activities.” (OHS Roles and Responsibilities Standard ESM Revision#4)
  - 3.1.2. Reporting fit for work and remaining fit for work at all times while on City of Calgary business (including while on standby or on call).
  - 3.1.3. Abstaining from the use of any substance prior to or during a work shift that could impact their ability to safely and efficiently perform their duties.
  - 3.1.4. Informing their supervisor immediately if they are unable to safely and efficiently perform their duties due to the consumption or after effects of substance(s).
  - 3.1.5. Refraining from the possession, distribution, offering or sale of illegal or legal substances at the workplace.
  - 3.1.6. Assuming responsibility for their substance dependency and seeking professional assistance, including participating in and following any recommended treatment and relapse prevention programs post-treatment.
  - 3.1.7. Encouraging co-workers whom you believe to have substance issues to seek assistance and inform your Leader if you become aware of individuals that are not fit for work.

**3.2.** Leaders are accountable for:

- 3.2.1. Understanding their role and the procedures related to substance use in the workplace.
- 3.2.2. Informing their staff of the policy and guidelines and applying them in a consistent manner.
- 3.2.3. Taking appropriate action when an employee's work performance is unacceptable, or an individual's actions jeopardize the safety of themselves, others or the reputation of The City of Calgary. However, no attempt should be made to diagnose a health problem or substance dependency. This may include a referral to the Corporate Health Consultant for a Fitness for Work Assessment.
- 3.2.4. Determining whether alcohol will be made available at business or staff functions. If alcohol will be made available, the policy standards and guidelines for hosting business or staff functions must be met, as per Guidelines for the Hosting of Social Events.

**3.3.** Human Resources is accountable for:

- 3.3.1. Supporting business units in the interpretation and application of this policy and related guidelines.
- 3.3.2. Maintaining the policy and informing the appropriate stakeholders when substantive changes to the policy or procedures occur.
- 3.3.3. Managing service providers who are contracted to perform duties related to procedures for managing substance use in the workplace (e.g., Substance Use Professional, EFAP provider, contracted medical provider, etc.)
- 3.3.4. Consulting with leaders, employees, contractors and volunteers regarding the policy and procedures.

**4.0. Prevention, Early Intervention, and Assistance of Emerging Substance Issues**

- 4.1. Any employee who voluntarily discloses a concern or emerging substance issue to a Leader or Human Resources will be referred to the Employee Family Assistance Provider (EFAP), and/ or CHC for assistance. Employees are encouraged to actively participate in the process and follow any recommendations and treatment proposed towards a lasting recovery.

If substance use is impacting an employee's fitness for work, the employee is required to disclose that to a leader or to Human Resources or the Corporate Health Consultant

## 5.0. Substance Testing

- 5.1. Substance testing is one part of the investigative process regarding substance issues at the work place.
- 5.2. An employee will not arbitrarily be asked to submit to substance testing.
- 5.3. Testing is only completed by a qualified service provider and paid for by The City.
- 5.4. The City may require the employee submit to substance testing in three situations:
  - 5.4.1. **Reasonable cause**, where an employee exhibits, or evidence points to, behaviour sufficient to give the employer reason to suspect the employee is not fit for work and has consumed a substance(s). Observed behaviours may include slurred speech, scent of alcohol or cannabis, etc. (Refer to Substance Use Procedures)
  - 5.4.2. **Post treatment** (random testing for monitoring abstinence), where a medical professional has recommended testing as part of relapse prevention or post treatment regime. In most cases abstinence monitoring is recommended following treatment, to mitigate safety risks, especially when the employee is returning to a safety sensitive position or where supervision is limited. In some cases, abstinence monitoring will be recommended in non-safety sensitive positions to check for and encourage abstinence. Employees will only be tested as recommended by the Substance Use Professional (SUP).
  - 5.4.3. **Post incident / Near miss (where reasonable cause exists)**, where an event has occurred and there is a need to inquire into that event to determine the cause. This is done only in cases where there is a possibility that the event may have been caused by an employee's substance use.

## 6.0. Treatment Costs

- 6.1. The City is responsible for the treatment costs for employees when:
  - 6.1.1. A leader has made a formal or mandated referral for the employee to meet with the Corporate Health Consultant and a subsequent

referral is made to a Substance Use Professional who has diagnosed a substance dependency and has provided treatment recommendations, or

6.1.2. The employee voluntarily approaches the leader or Human Resources and requests financial support for treatment. The employee will be referred to The City Corporate Health Consultant who may arrange an appointment with a Substance Use Professional to confirm dependency and determine the appropriate next steps.

a. Self disclosure of a substance dependency is sufficient to require The City to provide financial support for treatment recommended by a Substance Use Professional, regardless of whether or not there are workplace performance or behaviour issues.

6.1.3. Individuals may be financially supported in treatment no more than twice in a five-year period for substance dependency. Each case will be reviewed based on the unique set of circumstances presented in order to determine the most reasonable and appropriate course of action.

## **7.0. Hosting Business or Staff Functions**

7.1. Individuals hosting City business or staff functions where there will be the use of alcohol, on or off City of Calgary premises, must ensure the event is managed in a way that avoids the potential for accidents, including identifying and eliminating potentially harmful situations.

7.2. Leaders should ensure that they have communicated their intent to have alcohol available at such events and seek approval from their leader. Leaders may authorize the cost and use of alternate transportation such as taxis or public transit for individuals leaving such events.

## **SUPPORTING REFERENCES AND RESOURCES**

Please note that some of the items listed below may not be publicly available.

### **Links to related corporate-wide procedures, forms and resources**

- [The City of Substance Use Procedures](#)
- [The City of Calgary Accommodation Guidelines](#)
- The City's [Employee Family Assistance Program\(EFAP\)](#) provider
- The City's [Health Management](#) web pages (calgary.ca)
- The City's [Wellness](#) web pages (Calgary.ca)
- [Fleet Operator's Handbook](#)

**References to related [Council policies](#), bylaws and [administration policies](#)**

- The 4 Cs of our Culture
  - Character, Competence, Commitment, Collaboration
- Code of Conduct (consisting of nine corporate policies)
  - Acceptable Use of City Technology Policy (IM-IT-002)
  - Conflict of Interest Policy (HR-LR-004)
  - Environmental Policy (Council Policy UEP001)
  - Freedom of Information and Protection of Privacy Act
  - Occupational Health & Safety Policy (HS-ESM-001)
  - Social Media, Media Relations and Public Statements Policy (MP-001)
  - Respectful Workplace Policy (HR-LR-001)
  - Substance Use Policy (HR-TR-005)
- Workplace Violence Policy (GN-040)
- Duty to Accommodate in Employment (HR-EMP-001)
- Labour Relations Policy (HR-LR-002).
- Health and Wellness (HR-037)
- Workplace Smoking (HR-006)

**REVISION HISTORY**

<b>Review Date</b>	<b>Description</b>
2018 06 01	Revisions; addition of Prevention & Early Intervention Section; removal of the Driving Limitations and Restrictions Section
2014 11 26	Revisions
2008 04 01	Revisions
2001 06 19	New Policy
1982 03 30	Chapter 38: Occupational Health Policy (in the hard-copy-based editions of the Administration Manual)