



## The Corporation of the Town of Midland

---

**Human Resources Committee Meeting  
with Closed Session  
Thursday September 13, 2018  
2:00 pm  
Council Chambers**

### **AGENDA**

---

1. **Call to Order**
2. **Declarations of Pecuniary Interest**
3. **Adoption of Previous Minutes**
  - a) Minutes of the July 12, 2018 Human Resources Committee Meeting;
  - b) Minutes of the August 17, 2018 Human Resources Committee Meeting.
4. **Presentation – Cannabis Legalization and Use**
  - Presentation by the Simcoe Muskoka District Health Unit to provide an overview on substance use implications in the workplace with respect to legalization of Cannabis.
5. **Overview - Draft Corporate Policy: Substance Use**
6. **Closed Session**
  - a) **Motion to move into closed session**

*That the Committee move into a closed session in accordance with the Municipal Act, 2001, Section 239 (2) for the purposes of considering the following subject matters:*

*(b) personal matters about an identifiable individual, including municipal or local board employees;.*

    - i) **Closed Session Items**
      - a) Midland Bay Landing Development Corporate Board of Directors Recruitment
  - b) **Motion to Rise to Open Session**

*That the closed session of the Human Resources Committee be adjourned and the Committee now rise and report to Open Session.*

**7. Open Session**

- a) Motions arising from closed session

**8. Adjournment**



## The Corporation of the Town of Midland

---

### Minutes of the Human Resources Committee with Closed Session held on Thursday July 12, 2018, at 2:00 p.m. in the Municipal Office Council Chambers.

**Present:** Chair Councillor J. Contin  
Mayor G. McKay  
Councillor G. Canning  
Councillor S. Strathearn

**Staff Present:** Chief Administrative Officer, J. Skorobohacz  
Director of Human Resources/Health & Safety, L. Yourkin

1. **Call to Order:**

The Chair called the meeting to order at 2:05 p.m.

2. **Adoption of Agenda**

The Committee reviewed the meeting agenda. It was then

**Moved by: Stewart Strathearn**

Resolution No. 2018-24

**Seconded by: Gord McKay**

**That the July 12, 2018 Human Resources Committee Meeting Agenda be approved as printed and circulated.**

**CARRIED.**

3. **Declarations of Pecuniary Interest:**

There were none.

4. **Adoption of Minutes:**

a) Minutes of the May 17, 2018 Closed Meeting

The Committee reviewed the minutes of the previous meeting held May 17, 2018. It was then

**Moved by: Stewart Strathearn**

Resolution No. 2018-25

**Seconded by: Gord McKay**

**That the report of the Human Resources Committee held May 17, 2018 be adopted as printed and circulated.  
CARRIED.**

**5. Closed Session:**

**Moved by: Stewart Strathearn Resolution No. 2018-26  
Seconded by: Gord McKay**

**That the Committee move into closed session; and  
Further that this portion of the meeting be closed to the public pursuant to section 239 of the *Municipal Act, 2001*, as indicated:  
Subsection 2b) Information about an identifiable individual  
d) labour relations or employee negotiations.**

**CARRIED.**

i) Closed Session Items

a) Recruitment – Midland Bay Landing Development Corporation Board of Directors – Review of Applications

The recruitment for the MBLDC Board of Directors closed on June 15, 2018, and fourteen applications were received. The Committee reviewed the applications. Following discussion, the Committee directed staff to prepare the appropriate motion for consideration in Open Session.

b) Labour Relations – Collective Agreements

The Committee received a verbal update from the Director of Human Resources/Health and Safety regarding labour relations, and the CAO and Director responded to questions raised by Committee members. Following discussion, the Committee directed staff to prepare the appropriate motion for consideration in Open Session. It was then

**Moved by: Gord McKay Resolution No. 2018-27  
Seconded by: Stewart Strathearn**

**That this Closed Meeting of the Human Resources Committee be adjourned at 3:04 p.m.; and**

**That the Committee now rise and report to open session.**

**CARRIED.**

**6. Open Session:**

**a) Motions arising from closed session**

**i. Midland Bay Landing Board of Directors Recruitment**

**Moved by: Gord McKay** Resolution No. 2018-28  
**Seconded by: Stewart Strathearn**

**That Administration be directed to invite the Top 7 selected candidates as identified by the Human Resources Committee for interviews for the Midland Bay Landing Development Corporation Board of Directors.**  
**CARRIED.**

**ii. Labour Relations**

**Moved by: Gord McKay** Resolution No. 2018-29  
**Seconded by: Stewart Strathearn**

**That Administration be directed to meet with the respective collective bargaining units regarding negotiations, as directed by the Human Resources Committee.**  
**CARRIED.**

**7. 2019 Holiday Schedule**

The Director reviewed Report HR-HS 2018-04, 2019 Holiday Observances and Christmas Closure Schedule with the Committee, and responded to questions raised by Committee members.

It was then

**Moved by: Gord McKay** Resolution No. 2018-30  
**Seconded by: Stewart Strathearn**

**That Report HR-HS 2018-04 dated July 12, 2018 setting out the 2019 Holiday Observances and Christmas Closure Schedule be received; and**

**That the Town of Midland Municipal offices be closed on December 23, 2019 through January 1<sup>st</sup>, 2020, re-opening for regular business hours on Thursday, January 2, 2020.**  
**CARRIED.**

**8. Employee Recognition Policy**

The Director reviewed Report HR-HS 2018-05, Employee Recognition Policy with the Committee, and responded to questions raised by Committee members. It was then

**Moved by: Gord McKay**

Resolution No. 2018-31

**Seconded by: Stewart Strathearn**

**That Report HR-HS 2018-05 dated July 12, 2018 regarding the Town's Employee Recognition Policy be received; and**

**That the Draft Employee Recognition Policy be recommended to Council for consideration and adoption; and**

**That a Service Level Increase of \$10,000 for Employee Recognition be included as part of the annual Human Resources/Health and Safety Operating Budget for consideration by Council in 2019; and**

**That subject to the exigencies of the Town's service requirements, a two-hour closure of Town services be authorized on September 12, 2018 for an Employee Appreciation Celebration from 11:30 am through 1:30 pm ; and**

**That the 2018 Employee Appreciation Celebration budget of \$9,000 be funded from the 2018 CAO Organizational Transformation Budget.**

**CARRIED.**

**9. Other Business**

**10. Recruitment**

At the request of the Committee, the director reviewed the list of current positions and responded to questions raised by Committee members.

**11. Next Meeting**

September 13, 2018 at 2:00 pm.

12. **Adjournment:**

**Moved by: Gord McKay**  
**Seconded by: Stewart Strathearn**

Resolution No. 2018-32

**That this Meeting of the Human Resources Committee with closed session be adjourned at 4:04 p.m.**

**CARRIED.**

Minutes approved \_\_\_\_\_, 2018, Resolution No. \_\_\_\_\_-18.

DRAFT



**Minutes of the Special Closed Meeting of the Human Resources Committee held on Friday August 17, 2018, at 1:30 p.m. in the Municipal Office Harbourview Room.**

**Present:** Mayor G. McKay  
Councillor G. Canning  
Councillor S. Strathearn

**Staff Present:** Director of Human Resources/Health & Safety, L. Yourkin  
Director of Corporate Services/Town Solicitor, A. Sidhu  
Recording Secretary, A. Grenier

**Regrets:** Chair, Councillor J. Contin

**1. Call to Order:**

As Chair J. Contin was unable to attend the meeting, Councillor Canning agreed to act as Chair in his absence.

Councillor Canning called the meeting to order at 1:30 p.m.

**2. Declarations of Pecuniary Interest:**

There were none.

**3. Closed Session:**

**Moved by: Stewart Strathearn**  
**Seconded by: Gord McKay**

Resolution No. 2018-33

**That the Committee move into closed session; and**

**Further that this portion of the meeting be closed to the public pursuant to section 239 of the *Municipal Act*, 2001, as indicated:**

**Subsection 2 d) labour relations or employee negotiations.**

**CARRIED.**

i) Closed Session Items

a) MPFFA Negotiations

The Committee received a verbal update from the Director of Human Resources on the upcoming negotiations with MPFFA. The Director



responded to questions raised by Committee members. Following discussion, the Committee directed staff to prepare the appropriate motion for consideration in Open Session.

**Moved by: Stewart Strathearn**  
**Seconded by: Gord McKay**

Resolution No. 2018-34

**That this Closed Meeting of the Human Resources Committee be adjourned at 2:10 p.m.; and**

**That the Committee now rise and report to open session.**

**CARRIED.**

**4. Open Session:**

a) Motions arising from closed session

i. Labour Relations – MPFFA Negotiations

**Moved by: Gord McKay**  
**Seconded by: Stewart Strathearn**

Resolution No. 2018-35

**That Administration be directed to proceed with negotiations as recommended by the Human Resources Committee; and**

**That the matter be brought before Council at the next Council meeting scheduled for August 27, 2018.**

**CARRIED.**

**5. Adjournment:**

**Moved by: Gord McKay**  
**Seconded by: Stewart Strathearn**

Resolution No. 2018-36

**That the Special Meeting of the Human Resources Committee with closed session be adjourned at 2:14 p.m.**

**CARRIED.**

Minutes approved \_\_\_\_\_ Resolution No.2018-\_\_\_\_\_.



## CORPORATE POLICY MANUAL

<b>Policy Name:</b> Substance Use	<b>Policy Number:</b> CP-2018-XX
<b>Adopted:</b> <b>(Date)</b>	<b>Division/Department:</b> Human Resources
<b>Authority:</b> Resolution/Bylaw Number	<b>Supersedes:</b>
<b>Review by Date:</b>	<b>Last Modified:</b>

### 1. Purpose

Impairment can adversely affect the health, safety, performance and conduct of employees on the job, and impose hardships on employees, colleagues, families and residents we serve as representatives of the Corporation.

The Substance Use Policy (“Policy”) is focused on supporting employees by;

- fostering a safe and healthy workplace, free from the negative effect of substance use,
- protecting employees and others from unnecessary risks of harm,
- respecting employees’ dignity, self-worth and privacy,
- ensuring they utilize the services of qualified professionals to properly assess the situation,
- ensuring they are in appropriate treatments when warranted,
- allowing the use of benefits while seeking treatments as defined in the respective collective agreements, or provided by the Municipality,
- providing support for a workplace accommodation if required.

**Impairment in the workplace is unacceptable. Employees are expected to report to work Fit for Duty.**

### 2. Policy Statement

The Town of Midland is committed to providing services in an efficient and professional manner in keeping with its Strategic Plan, Mission Statement and Corporate Values, and to deliver services within a safe and healthy workplace.

### 3. Scope

This Policy applies to all employees, including but not limited to; full-time, part-time, seasonal, student, co-op and contract service employees who work in municipal or municipally owned or controlled offices, facilities and work sites.

## **4. Responsibility**

### **4.01 Employer**

- a. Identify hazardous practices and conditions, and make the necessary changes to correct these conditions,
- b. Communicate to all employees on this Policy, including providing education and training to employees and supervisors on identifying impaired behaviour and what steps will be taken,
- c. Provide employees with information to enable them to work safely,
- d. Shall be responsible to ensure that these procedures are followed by all employees,
- e. Address employees' questions and concerns,
- f. Observe and monitor employees for signs of impairment, and if impairment is observed, identify the source with the employee privately, and take appropriate action if the employee's work performance has deteriorated to an unacceptable level, or their actions or physical condition could jeopardize their safety or that of others and the immediate environment,
- g. Provide a comprehensive Return to Work/Remain at Work Plan for those requiring accommodations due to a substance abuse and or dependency, or who may use a substance to treat a disability,
- h. Undertake a hierarchy of disciplinary action.

### **4.02 Supervisors**

- a. Shall acquaint workers with this Policy and ensure the necessary training is provided,
- b. Shall be responsible to ensure that these procedures within the Policy are followed by employees,
- c. Address their direct report employees' questions and concerns,
- d. Observe and monitor their direct report employees for signs of impairment; and if impairment is observed, identify the source with the employee privately, and take appropriate action if the employee's work performance has deteriorated to an unacceptable level, or their actions or physical condition could jeopardize their safety or that of others,
- e. Assess an employee reporting for work not Fit for Duty to determine whether the employee can safely perform his or her regular duties, and if not, take the appropriate action including sending the employee home. (with the appropriate transportation precautions
- f. Assess any employee who may potentially be not fit for duty using the Fit for Duty Incident Report,

- g. Prohibit any employee from performing the duties and responsibilities of a safety-sensitive position or customer service role that is observed and/or reported not Fit for Duty,
- h. Receive and investigate any concerns from other employees or others suspecting an employee to be impaired, and take appropriate action to safeguard the safety of the employee, co-workers and the public,
- i. Notify Human Resources for assistance/information/direction regarding an employee suspected of substance use or dependency who cannot perform the essential duties of their employment,
- j. Coordinate with Human Resources, any appropriate disciplinary response for violations of this Policy.

#### **4.04 Employees**

- a. Work in a manner required by the Occupational Health and Safety Act and Regulations, Human Rights Commission and any other applicable rules, regulation and legislation,
- b. Employees are required to report to work and to remain throughout their scheduled work, Fit for Duty, and be able to perform assigned duties safely and acceptably without any limitations due to the use or after effects of alcohol, illicit or recreational drugs, non-prescription drugs, prescribed medications, or any other substance that may impair judgement or performance,
- c. Employees contacted to report to work for an emergency or other unscheduled reason shall refuse the assignment if they have reason to believe they could not report Fit for Duty,
- d. Employees on-call for work shall abstain from consuming any substance that could impair their ability to report to work Fit for Duty,
- e. Without limitation, it is strictly prohibited to be on-duty while impaired by drugs or alcohol including the after-effects of the use of alcohol or drugs,
- f. Employees not Fit for Duty shall immediately advise their Supervisor or Manager of that fact and those occupying a safety-sensitive or customer service positions shall not assume or otherwise carry out their duties and responsibilities while not Fit for Duty,
- g. Employees shall not use, consume, possess, distribute, sell or transfer:
  - i. Alcohol: while on duty unless the sale thereof is an express requirement of their duties and responsibilities,
  - ii. Drugs: while on duty (including breaks, on or off the Corporation's property) or on the Corporation's property including the Corporation's owned, leased, and rented premises or in/out Corporate vehicles/equipment,

- h. Employees who are taking medications and/or prescribed medications are required to use their medications/prescribed medications responsibly. The possession in the workplace (including corporate vehicles) of prescribed medication without a legally obtained prescription/authorization is prohibited.
- i. Consumption of medical cannabis in any area of the Corporation's enclosed workplaces (including vehicles) is prohibited.
- j. The consumption of medical cannabis, the place of consumption, during the employees shift, including on breaks, must first be the subject of an express, prior written accommodation plan with the Corporation,
- k. Given their potential for causing impairment, employees on medications/prescription medications are required to investigate with their treating medical practitioner or pharmacist, the effects of their medications/prescription medications on their ability to report Fit for Duty. If the employee's medications/prescription medications may reasonably adversely impair the employee's ability to report Fit for Duty, the employee is to immediately report, prior to assuming work, any risk, to his or her Manager/Supervisor so that the appropriate precautions (including time and place for consumption, if consumption is required during the employees shift, including breaks) if any, may be taken. The Corporation, with the employee's prior consent and authorization, may ask the employee's medical professional and/or pharmacist to provide additional information on the impacts of the medications and/or prescribed medications on the employee's ability to safely perform his or her work or cause the employee to request from their medical practitioner such information and provide it to the Corporation.
- l. Employees must report to their Supervisors/Managers any employees reasonably suspected of not being Fit for Duty while carrying out their duties and responsibilities for the Corporation. In addition, employees should encourage those individuals to report their condition to their Supervisors/Managers.

#### **4.04 Contractors**

- Any persons contracted to perform work on behalf of the Town shall comply with legislative requirements set out in the Occupational Health and Safety Act, and shall work in a manner that is consistent with this procedure.

## 5. Definitions

For the purposes of this Policy:

- **Alcohol** means beverage alcohol, ethyl Alcohol, such as beer, wine, distilled spirits and any mixture thereof.
- **Corporation** means the Corporation of the Town of Midland.
- **Drugs** means any substance capable of changing or adversely affecting an employee's physical and/or cognitive abilities such as non-medical cannabis and any drug or substance, the sale, possession, purchase or transfer of which is restricted or prohibited under Canadian law including, without limitation; cocaine, opiates, heroin, and fentanyl.
- **Disability** means while there is not one single definition used across jurisdictions, disability can be defined as: Any previous or existing mental or physical disability and includes disfigurement, and previous or existing dependence on alcohol or a drug.
- **EAP** means the Town's Employee Assistance Program.
- **Fit for Duty** means the ability (physical and mentally) to safely perform assigned duties and responsibilities to an acceptable standard, free from the impairing effects of the use or after effects of drugs and/or alcohol, and in a manner that does not compromise or threaten the employee's and/or other's safety or health or ability to provide customer service. For greater certainty, the requirement to report Fit for Duty does not preclude an employee from reporting to work while afflicted by a minor, transient illness or injury such as a headache, cold, etc...provided that the employee's illness or injury does not pose a reasonable, foreseeable threat of injury to the employee or other person.
- **Fit to Work** means a medical assessment has been completed when an employer wishes to be sure an employee can safely complete a specific job or task. The purpose is to determine if medically the employee can perform the job or task under the working conditions. Typically the employee will visit a medical professional who will determine if the person is able to do a particular job. The medical professional may consider physical or mental abilities, sensory acuity, level of skill, functional limitations, etc. The medical professional will typically only report one of three conclusions back to the employer;
  - a. fit,
  - b. unfit
  - c. fit subject to work modifications.

- **Impairment** means while not formally defined by the Canadian Human Rights Commission, the appearance of impairment at work is described as '(eg. odor, of alcohol or drugs, glassy or red eyes, unsteady gait, slurring, poor coordination)."
- **Medication** means a drug legally obtained over the counter.
- **Prescribed Medication** means a drug legally obtained through a treating medical practitioner's prescription or authorization. This includes medical marijuana.
- **Safety-Sensitive Position-** means, in accordance with the Canadian Human Rights Commission definition of a safety-sensitive position, one which 'if not performed in a safe manner, can cause direct and significant damage to property, company image and/or injury to the employee, others around them, the public, and/or the immediate environment'. Positions involving safety sensitive decisions would also be included. Safety Sensitive Positions includes the following positions, but is not limited to:
  - a. a position requiring an employee to operate motorized vehicles, trucks, heavy equipment, or machinery,
  - b. use of sharp objects
  - c. any other positions as identified from time to time by the Corporation.
- **Substance Abuse** means when someone consumes alcohol or drugs regularly, despite that it causes issues in their life. People who abuse drugs and alcohol continue to consume them regardless of the consequences.
- **Substance Dependency** means a full-blown addiction. There are many symptoms of substance dependency, including developing a tolerance for the drug, going through withdrawal symptoms without it, and struggling to cut back. Substance Dependency is classified as a disability.
- **Substance (Use)** means when someone consumes alcohol or drugs. This does not always lead to addiction; substance use always comes with the risk that it might lead to addiction.
- **Town** means the Corporation of the Town of Midland.
- **Workplace/Worksite** means the office, corporate buildings, lunchrooms, washrooms, work-sites, vehicles and any other location where the business of the municipality is being conducted. Includes not only physical locations, but also any other location associated with the work of the Corporation, such as corporate social gatherings, conferences, training sessions, business travel or customer calls. Places and occasions where people are gathered together for work purposes are all considered to be worksites.

## 6. Application

### 6.01 Accommodations for Employees

- a. The primary purpose of this Policy is the prevention of health and safety incidents and the provision of assistance and when required, accommodation to employees suffering from a disability including substance abuse or dependency,
- b. Consequently, the Corporation recognizes that employees may suffer from a disability from time to time preventing them from reporting to work Fit for Duty as this Policy requires,
- c. The Corporation is open and prepared to helping such employees,
- d. Employees who suffer from a disability, including substance use or abuse or dependency, and the consumption of which would render the employee not capable of reporting to work Fit for Duty or otherwise cause the employee to violate this Policy, are required to:
  - i. Before job safety is compromised and before violating any term of this Policy, communicate the substance use in confidence to the manager or supervisor,
  - ii. Inform the manager or supervisor of the used products' effects on the employee's ability to safely perform his or her duties and responsibilities to an acceptable performance standard: and
  - iii. Cooperate with the Corporation in the accommodation process.
- e. At all times, employees suffering from a disability, including substance use, have access to the Corporation's EAP for personal and confidential assistance,
- f. The Corporation is prepared to provide an employee suffering from a disability with reasonable work accommodations. Accommodations will be considered on a case by case basis, taking in to account the employee's functional abilities, the costs of the accommodation, reasonable health and safety considerations and any other relevant factors. Accommodations may take various forms, including but not limited to:
  - i. modifications to tasks or work,
  - ii. modified hours tor performance requirements as per medical assessments,/fit for work assessments/functional abilities forms,
  - iii. adjustment in hours to accommodate treatment, appointments etc.,
  - iv. modifications of the work environment (e.g. assistive devices etc.)
  - v. possible re-assignment of duties, and
  - vi. leave of absences,
- g. An employee who requires accommodation to perform the essential duties of a job, has a responsibility to communicate the need, in confidence, to the manager or supervisor in sufficient detail and to cooperate in consultations to enable the person responsible for accommodation to respond to that request,
- h. In order to properly accommodate an employee, the Corporation requires sufficient information from a medical professional called a 'Fit to work' assessment.



- i. The accommodation plan will include but not limited to;
  - i. Roles, responsibilities and expectations regarding conduct and behaviour,
  - ii. Identify accommodation components based on the employee's medical information,
  - iii. Designate a go-to person that an employee can go to with concerns or questions about accommodation plans
  - iv. Determine what changes in the employee's behaviour or performance that will be deemed significant and when there would be a need for updated medical information,
  - v. The accommodation agreement shall be signed by all parties.
- j. An employee who seeks workplace accommodation from the Corporation on account of a disability, including substance abuse, prior to any job safety incident or performance issues arising and/or violation of this Policy, will not be subject to discipline or any other adverse employment consequences.

## 6.02 Testing

In an effort to maintain a safe and healthy workplace, the Corporation reserves the right to require an employee to submit to drug and/or alcohol testing in the following circumstances:

### a. Reasonable Cause

The Corporation may require an employee in a safety-sensitive position to undergo testing where a Supervisor or Manager has reason to believe that there is reasonable cause to suspect violation of this Policy.

The decision to test will be made by Human Resources upon a report from the Supervisor or Manager whom in conjunction with a second Manager/Supervisor observed the employee presenting in such ways that are considered consistent with impairment. These personal observations, such as, but not limited to:

- i. Observed use or evidence of a substance (odour, flushed face, glassy eyes, unsteadiness, etc.)
- ii. Erratic or atypical behaviour,
- iii. Changes in the physical appearance or in the behaviour of the employee,
- iv. Changes in speech patterns, etc.

b. Post-Accident/Incident

The Corporation may require an employee to undergo testing where a Supervisor or Manager has reason to believe, acting reasonably, that the cause of a significant accident, incident or near miss is unexplained and may involve or is likely to involve a Policy violation. A significant accident, incident or near miss generally involves incidents resulting in injury, death, damage to property and incidents that could have resulted in the same.

c. Return to Work

As part of any condition of continued employment, or as part of an accommodation, the Corporation may require testing as a condition of reinstatement to active duty in a safety-sensitive position in accordance with the terms and conditions of reinstatement set out on a case by case basis.

### **6.03 Confidentiality**

Information provided to the Corporation by employees seeking accommodations will be kept confidential and private and will only be used by the Corporation for the purposes of accommodations and disclosed on an “as needed basis”.

Employees who report to their Supervisor or Manager their suspicion of an employee being not Fit for Duty may do so in confidence, and the reporting employee’s name and identity will be kept confidential to the extent possible but subject to any disclosure imposed by law.

### **6.04 Violation**

Violations of this Policy may result in corrective action up to and including dismissal.

### **6.05 Contacts**

- All employees have access to fully confidential assistance at any time, 24-hours a day, through the EAP,
- Any questions or advice regarding the intent of this policy can be directed to Human Resources,
- Employees may wish to consult with the Human Rights Commission or their union steward for further information on their legal rights and entitlements.

<b>Signs and Symptoms of Problematic Substance Use (not specific to any causal agent)</b>	
	<b>Indicators</b>
<b>Physical</b>	<ul style="list-style-type: none"> <li>• deterioration in appearance and/or personal hygiene</li> <li>• unexplained bruises</li> <li>• sweating</li> <li>• complaints of headaches</li> <li>• tremors</li> <li>• diarrhea and vomiting</li> <li>• abdominal/muscle cramps</li> <li>• restlessness</li> <li>• frequent use of breath mints/gum or mouthwash</li> <li>• odour of alcohol on breath</li> <li>• slurred speech</li> <li>• unsteady gait</li> </ul>
<b>Psychosocial impacts</b>	<ul style="list-style-type: none"> <li>• family disharmony (e.g., how the colleagues speak of family members)</li> <li>• mood fluctuations (e.g., swinging from being extremely fatigued to 'perkiness' in a short period of time)</li> <li>• inappropriate verbal or emotional response</li> <li>• irritability</li> <li>• confusing or memory lapses</li> <li>• inappropriate responses/behaviours</li> <li>• isolation from colleagues</li> <li>• lack of focus/concentration and forgetfulness</li> <li>• lying and/or providing implausible excuses for behaviour</li> </ul>
<b>Workplace performance and professional image</b>	<ul style="list-style-type: none"> <li>• calling in sick frequently (may work overtime)</li> <li>• moving to a position where there is less visibility or supervision</li> <li>• arriving late for work, leaving early</li> <li>• extended breaks; sometimes without telling colleagues they are leaving</li> <li>• forgetfulness</li> <li>• errors in judgement</li> <li>• deterioration in performance</li> <li>• excessive number of incidents/mistakes</li> <li>• non-compliance with policies</li> <li>• doing enough work to just 'get by'</li> <li>• sloppy, illegible or incorrect work (e.g., writing, reports, etc.)</li> <li>• changes in work quality</li> </ul>

Source - "A Toolkit to Address Problematic Substance Use that Impacts the Workplace" as published by the Atlantic Canada Council on Addiction (ACCA) (no date)

**References:**

- a. Occupational Health and Safety Act
- b. Ontario Human Rights Commission
- c. Canadian Center for Occupational Health and Safety (CCOHS)

**Related Policies/Forms:**

<b>Policy/Form Name</b>	<b>Policy/Form #</b>	<b>Corporate Policy or SOP</b>
Fit for Duty Incident Report	Form #	Corporate
Fit for Work Assessment	Form #	Corporate
Return to Modified Work	Policy # 7	Corporate

DRAFT