

Top tips: planning training to manage drug and alcohol misuse at work

The CIPD's [Drug and Alcohol Misuse survey](#) found that only 12% of organisations surveyed provide one-off training for line managers and only 25% provide regular refresher training, however, investments in line manager training and awareness were rated highly in terms of effectiveness in helping prevent drug and alcohol misuse.

Here are some top tips on planning training for line managers:

- 1 Make clear the important role line managers play in addressing drug and alcohol misuse at work and the difference they can make to an individual and to the organisation. Line managers are best placed to manage workloads, spot early warning signs and signpost people to support, but they need the training to feel confident and capable to do so effectively.
- 2 While you should cover legal responsibilities, also make clear that the organisation wants to create a supportive culture where people are enabled to get help, and how line managers can foster this.
- 3 Cover key health and safety considerations so line managers know what immediate action to take should an incident occur and so they can contribute to any risk assessments which need to take place.
- 4 Provide a point of contact in HR and offer online resources and sources of support that line managers can refer to as and when needed, as well as sending them on training courses.
- 5 Make sure line managers are trained on your organisation's policy and procedures, but also in dealing with the disclosure of problems with drugs and/or alcohol through training in having sensitive conversations.
- 6 Ensure line managers know the type of information to record or make note of (e.g. disclosure conversations) but also that they know what information should be kept confidential.
- 7 Make sure line managers are aware they shouldn't try to handle or solve any issues themselves, but instead should know where to signpost people to get professional help.
- 8 Encourage line managers to think about work adjustments that might help individuals who are struggling to get the support they need, for example, flexible working options or role adjustments where someone finds part of the job particularly stressful.
- 9 Make managers aware of key work factors (e.g. long working hours) that have been found to be particularly associated with drug and alcohol misuse at work. Encourage managers to review working practices in their teams to ensure they support staff wellbeing, while also rethinking the nature of any work socialising to ensure it's inclusive.
- 10 Ensure managers understand their role in supporting employees on their return to their workplace (e.g. a phased return) and that they know how to plan and manage such measures.

Make sure you read the CIPD's [full line manager and employer guides](#), as well as the research report and training scenarios for further information and advice.