

Reasonable Suspicion

Overview—

As an employer, CRG has the right to require team members to come to work sober and unimpaired as outlined in our Team Member Manual. Within that right, CRG is able to test team members for drugs and alcohol when you suspect they are under the influence while on the job.

It can be hard for a manager to address reasonable suspicion with a team member for a variety of reasons: fear of being wrong, having a personal relationship with the team member, fear of retaliation. However, our guests deserve the best dining experience we can give them, and an impaired server or bartender cannot provide that.

Signs/indicators of impairment—

Sometimes it's obvious when a team member shows up impaired. They may slur their words, reek of booze, act overly animated or confused. They may make repeated mistakes. When faced with a team member whose behavior and appearance often lead you to suspect they are impaired on the job, you should mention your concerns to the team member to indicate they are not “flying under the radar” and are being watched. Sometimes, that is enough to make them stop using during work shifts.

Physical Signs

- Eyes: bloodshot, glassy/glazed over, dilated or constricted pupils
- Speech: slurring, drastic changes in the rate of speech (very slow or fast)
- Body: stumbling, fumbling, shaking, fidgeting, sweating, shivering, unusual breath or body odor

Behavioral Signs

- Difficulty staying awake or sleeping on the job
- Inappropriate laughing or crying
- Decline in appearance, lack of grooming
- Worsening job performance, attendance, unexplained breaks

Psychological Signs

- Irritability, outbursts, withdrawn
- Sudden or unexplained changes in personality
- Unexplained fear or paranoia or inability to focus

Taken individually, any of these symptoms can indicate other psychological or health issues. That's why you should observe two or more signs before moving forward with reasonable suspicion testing.

Steps for sending for testing:

1. Involve someone else in management to observe the team member. See if they see actions/behaviors that are indicative of impairment.
2. If they agree with your suspicions, jot down notes about date/time, signs and symptoms of impairment, other manager's observations, etc.
3. Contact VP of Human Resources - Krystal Belton, 317.225.9243 to discuss and develop a plan.
4. When you're ready to initiate the plan, remove the team member to a private area with a witness (typically the other management observer). You can start by saying, "I've noticed some things that are concerning me about your behavior during this shift." Then, present the specific facts you've jotted down based on your direct observation and that of your witness. Tell the team member that, based on your observations, you are requiring them to be drug tested.
5. Have a copy of and provide the consent form for the test. If the team member refuses to submit to the test, indicate that CRG regards a refusal as a positive test and that the team member will face termination based on the consequences under section 701 of the "Team Member Manual" that they have signed authorization to abide by at the time of employment.
6. If the team member agrees to the test, arrange for transportation to the testing facility (see Locations tab for Workers' Compensation). Ohio employees can self-direct their care but have to comply with the required testing requirement. Call a taxi or ridesharing service to provide transportation. In no instance is a manager or fellow team member to drive the consenting team member to the test. Tell the team member to call you when the testing is completed so that transportation home can be arranged.
7. Provide the facility form (see "Safety Manual") and the consent form (see "Safety Manual") to the team member as they leave for the testing. Let the taxi driver or ridesharing service driver they are only authorized to take the team member to the facility and not to any other destination.
8. If the test is positive, appropriate disciplinary and/or termination actions will be taken. If the test is negative, the team member is allowed to return to work at their next scheduled shift.