

Alcohol and Other Drugs: Can Health Management and Performance Management Co-exist in the Workplace?

Chris Kennedy

Occupational Therapy Australia, Melbourne, Victoria, Australia

Workplace performance management can be a difficult task at the best of times. But what happens when an employee's poor performance is complicated by an alcohol and/or drug problem. It is at this point that we enter a complex and difficult world that blends employment law with anti discrimination law, occupational health and safety law and health management.

With the recognition of substance abuse and dependence in DSM IV, no longer can alcohol and other drugs be considered merely a performance management issue in the workplace. This paper will present the role of health professionals in the management of a vexing human resource management issue. In addition, this paper will case study the collaboration between health management and human resource management to introduce a mandatory alcohol and other drugs testing programme using a case management model in a large, complex and politically charged environment.