



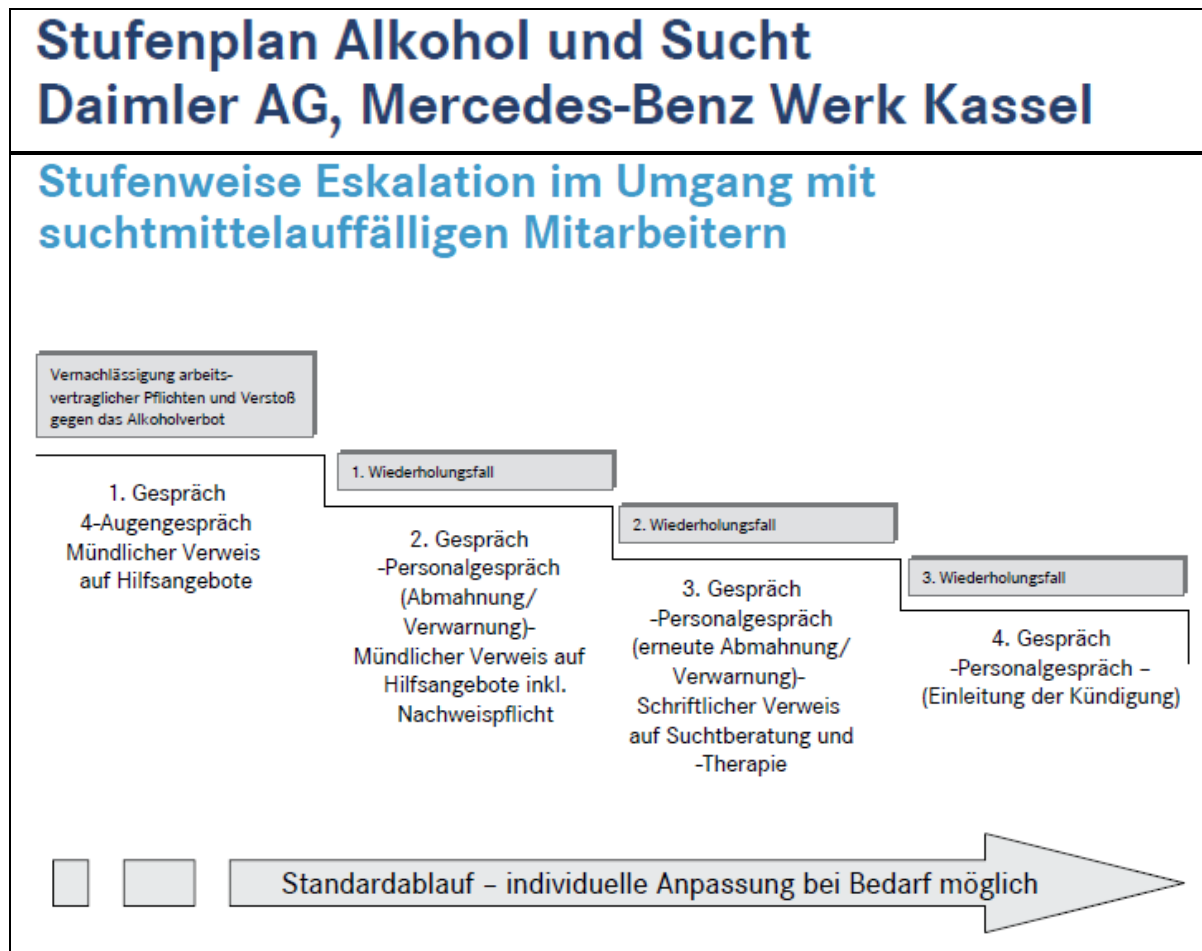
Germany (2)

Country:	Germany
Name of the project:	Stufenmodell zum Umgang mit suchtmittelauffälligen Mitarbeitern
Name of the company/organisation:	Daimler AG, Mercedes-Benz-Werk Kassel
kind of company	Profit organisation Company in the production sector
Company size	Big enterprise (501 and more staff members)
Number of employees	2776
Location	Multinational company
Main aims and objectives	a) general prohibition of alcohol (firm location Kassel) - Employment agreement "alcohol and addiction", b) sensitization of line manager for employees with substance abuse; c) support concerned employees in leading a life without addictive drug; d) prevention of addiction, especially for apprentices
main prevention strategy	Behavioural prevention
main target groups of the project	All staff members
initiative started and implemented by	- Management - Work council
How does the PPP work: Is it valid in the whole company or only in some locations or specific work areas?	Only in one location of the company
How was it developed?	It started as a pilot project only in one sector of the company.
Start of the PPP in the company	Between 2000 and 2009
Duration of the PPP applied	Permanent measure/offer
project is funded by	company
financing for a successful implementation is guaranteed	Long-term (over 2 years or permanent)

Focus of the alcohol policy:	
a) Universal prevention	<ul style="list-style-type: none"> - Complete ban on alcohol in the workplace. - Managers are trained to identify alcohol problems at an early stage. - Managers are instructed to take disciplinary measures if an employee was deemed to be under the influence of alcohol during working hours.
b) Selective prevention	<ul style="list-style-type: none"> - Linked with <i>specialist alcohol services</i> where employees with alcohol problems could be referred - Support and care: company has <i>own medical staff</i> to take care of employees experiencing alcohol-related problems - Others: special program "drink driving" for apprentices
cooperation with other companies, organisations, counsellors in the context of the PPP	<p>Yes,</p> <ul style="list-style-type: none"> - Blaues Kreuz (Blue Cross) - Verkehrswacht (Road-safety-promoting organization) in the district Nordhessen (region); - police headquarters Nordhessen
General tools being used	Alcohol policy implementation generally includes the broad dissemination of written information, training or discussion groups for employees and staff, and extra training for managers.
a) Management tools	<ul style="list-style-type: none"> - Organised extra training or produced additional information for managers
b) Dissemination of the Alcohol policy developed:	<ul style="list-style-type: none"> - Information disseminated in the workplace by letters, by posters and by <i>intranet</i>. - company agreement "alcohol and addiction"
c) Participation of the employees:	-
trigger for the decision to develop and to implement a workplace alcohol policy	<ul style="list-style-type: none"> - Safety aspects - Education campaign for young employees - Policy is an important part of the workplace health promotion program - Others: company agreement "Alcohol and addiction" as concession for the security of the economic future of the location
main aims of a workplace alcohol policy	Educate employees about the risks of alcohol use in the workplace
the PPP has been documented (not generally applicable to laws) by	<p>Yes,</p> <ul style="list-style-type: none"> - company agreement "Alcohol and addiction"; - guideline for line manager in handling periods of disability

evaluation	No evaluation is being intended.
evidence effect by the PPP for a <i>positive cost-benefit calculation for the company</i>	<p>Yes.</p> <ul style="list-style-type: none"> - number of employees with (potential) alcohol problems in this location is "normal"; - there is a social counselling service in supporting measures of therapy and rehabilitation; - each year there are between 20 and 30 supported employees by this institution (one-third comes on one's own initiative; one-third referred by line manager and one-third by a member of the work council)
pre-conditions for success for the PPP/ main lessons to be learnt from it	<ul style="list-style-type: none"> - unanimously agreed by the work council; - ban on alcohol has been an important cultural behaviour change
sense to transfer the PPP to other companies <i>and/or</i> in other countries	Yes, a complete ban on alcohol at the workplace as a part of an employment agreement must be possible everywhere and in each company.
documents, reports, websites e.g. publicly available of this policy (in national language or in English) or a legal law, official guidelines by government etc.	Yes, company agreement "Alcohol and addiction" (annex 1)
Organisation:	Daimler AG, Mercedes-Benz Werk Kassel
Contact person:	Jana Jung
Email address:	jana.jung@daimler.com
Organisational website:	www.daimler.com

Annex 1: Extract of the company agreement "Alcohol and addiction", Daimler AG Kassel



	1. Gespräch	2. Gespräch	3. Gespräch	4. Gespräch
Gesprächs-Art	4-Augengespräch	Personalgespräch, Aussprache der Abmahnung/Verwarnung	Personalgespräch, Aussprache der erneuten Abmahnung/ Verwarnung	Personalgespräch, evtl. Einleitung der Kündigung
Teilnehmer	Betroffener Mitarbeiter (MA), direkter Vorgesetzter (VG), auf Wunsch des MA BR und/oder SB	Betroffener MA, direkter VG, nächsthöherer VG, auf Wunsch SOB, BR oder SB	Betroffener MA, direkter VG, nächsthöherer VG, Personalbetreuer und auf Wunsch SOB, BR oder SB	Betroffener MA, direkter VG, nächsthöherer VG, Personalbetreuer und auf Wunsch SOB, BR oder SB
Ausgangssituation	Vernachlässigung arbeitsvertraglicher Pflichten und Verstoß gegen das Alkoholverbot	1. Wiederholungsfall	2. Wiederholungsfall	3. Wiederholungsfall
Inhalt	1. Nennung konkreter Fakten 2. Besorgnis über Verdacht formulieren 3. Hinweis auf Hilfsangebote (SOB, WD, ext. Beratungsstellen) 4. Benennung der Erwartungshaltung des VG und Aufzeigen der Konsequenzen (Abmahnung /Verwarnung im Wiederholungsfall)	1. Nennung der neuen Fakten und Bezugnahme auf 4-Augengespräch 2. Zusammenhang zum Suchtmittelgebrauch aufzeigen 3. Erneuter Hinweis auf Hilfsangebote, Aufforderung eine Beratung aufzusuchen und Nachweis über das Beratungsgespräch zu erbringen 4. Ankündigung von weiteren Konsequenzen im erneuten Wiederholungsfall (erneute Abmahnung/Verwarnung)	1. Nennung der neuen Fakten und Bezugnahme auf die vorherigen Gespräche 2. Zusammenhang zum Suchtmittelgebrauch aufzeigen 3. Nochmaliges Angebot von Hilfen 4. Schriftliche Aufforderung, sich in Suchtberatung und -therapie zu begeben -> Unterstützung wird zugesagt	Ist immer noch keine Verhaltensänderung erkennbar und der MA nicht bereit Hilfsangebote anzunehmen, wird die eventuelle Kündigung eingeleitet
Vereinbarung	Weiteres Gespräch, zwecks Rückmeldung über Verhaltensentwicklung	Schriftliche Dokumentation des Gespräches und Weiterleitung an P-Bereich, SOB, MA und verantwortlichen BR	Schriftliche Dokumentation des Gespräches und Weiterleitung an P-Bereich, SOB, MA und verantwortlichen BR	