



# A Partnership and Campaign To Address Drug and Alcohol Program Deficiencies

**Connecticut Rural Transit Assistance Program  
2017 Spring Conference**



**Wednesday April 5, 2017**

# For the Next 10 Minutes...

- Deficiencies Existed in the Program
- A Multi-Agency Partnership Established to Address Deficiencies
- Campaign with New Internal Processes and Monitoring
- Outcome

# The Data

	2005	2005	2006	2006	2007	2007	2008	2008	2009	2009	2010	2010	TOTAL	TOTAL
	Total	Pos	Total	Pos	Total	Pos	Total	Pos	Total	Pos	Total	Pos	TESTS	POS
Pre-Employment	7	0	24	0	33	0	28	0	28	0	10	0	130	0
Random	103	0	104	0	71	0	64	0	69	0	69	1	480	1
Post Accident	44	1	20	0	61	2	28	0	38	1	51	0	242	4
Reasonable Suspicion	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Return-to-Duty	2	0	0	0	6	0	0	0	1	0	1	0	10	0
Follow-Up	21	0	14	0	6	0	10	0	5	0	6	1	62	1
													924	

# The Data

## The Agency

Consortium	2,200 SS employees
Agency	137 SS employees
<b>6.22% of Total Program</b>	

## PA Positives

Consortium	10 Positive PA
Agency	4 Positive PA
<b>40% of Total Program</b>	

So, what were we missing?

# Problem Areas - Overview

- Lengthy Chain for Random Test
- Database (Pool) Maintenance Concerns
- Hiring Practices – Prior Employer Testing Lacking
- Poor Organization of Files – Difficult to Audit
- Limited Data on Immediacy
- High Number of Post Accident Tests – Meeting FTA Criteria?
- Limited Supervisor Engagement/Participation
- Limited Inspection of Collection Sites



# Partners

- Agency Management and *Operations* Staff
- Connecticut Consortium
- Connecticut Department of Transportation
- Federal Transit Administration
- Third Party Administrator

# Improvement Initiative

- GBT Management Team Consortium/CDOT/TPA
- Institution of Blitz Campaign (strategic short and long term initiatives to address deficiencies and change culture)
- Creation of Timeline of Tasks and Responsibilities
- On-Site/Off-Hour Testing
- Retraining
- New Processes
- Changes in Responsible Staff
- Improved Tracking of Statistical Data
- Consortium Oversight of Follow-Up Process

# Improvement Initiative

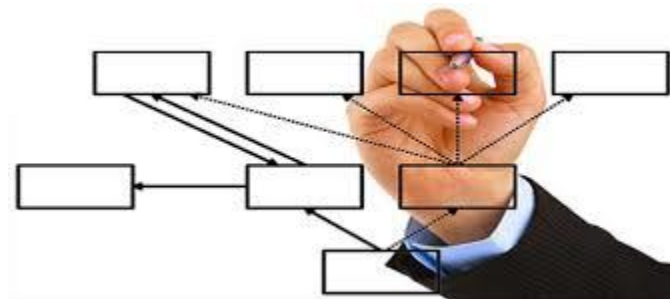
## GBT Drug and Alcohol Testing Program Improvement Initiative

Task	Target Date	Responsible Party	Complete
GBT Supervisor Refresher Training	10/20/2011	Alex Rose, Foley Services	10/20/2011
Utilize Forms DA-2 and DA-3 during Hiring Process	Immediately	GBT Management Team	Immediately
Utilize Form DA-11A to Track Test Collection Progression	Immediately	GBT Management Team	Immediately
Utilize D&A Tracking Spreadsheet Spread/Immediacy	Immediately	GBT Management Team	Immediately
Schedule GBT Management Planning Meeting	11/7/2011	K Dunham	11/10/2011
GBT Management Planning Meeting	11/17/2011	GBT Management Team/KD/RS/DOT	11/17/2011
Schedule GBT On-Site DAPM Training	11/7/2011	K Dunham	11/10/2011
GBT On-Site DAPM Training	TBD	GBT Management Team/KD/RS/DOT	11/17/2011
Schedule GBT Safety Sensitive Employee Training	11/7/2011	K Dunham	11/7/2011
GBT Safety Sensitive Employee Training	11/12/2011	D Bidwell/A Torres, Foley Services	11/12/2011
	11/14/2011	Alex Rose, Foley Services	11/14/2011
	11/19/2011	Toni Clay, Foley Services	

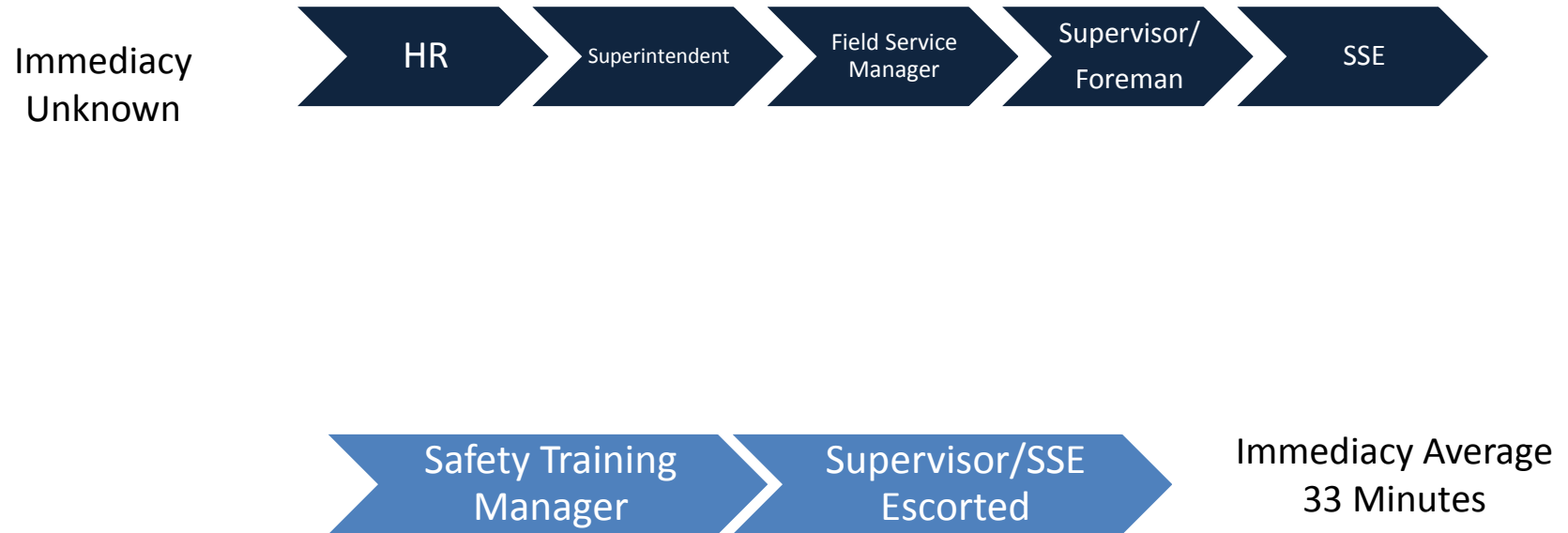


# Involvement of New Staff

- GBT Human Resources
- GBT Field Service Manager
- GBT Supervisors
- Creation of Safety Training Manager Position



# Compressing Our Process



# Increasing Random Tests - The Blitz

- Blitz Commenced November 2011
- Average Annual D&A Random Tests from 2005-2010 = 80
- Random D&A Tests in 2011 = 107
- Random D&A Tests in 2012 = 177
- Average Annual Random Drug Tests = 41
- December 2011 = 55 Tests in one month
- Close Attention Given to Spread to Match Service Schedule
- Focus Areas Early Morning, Late Evening, Weekends, Holidays

# Tracking the Process

- Limited Data on Tracking Immediacy
- Polling of Staff Indicated Immediacy Anywhere from 90 Minutes to Two Days for Employee Notification of Random Tests
- Today Immediacy Averages 33 Minutes
- A Data Base Tracks Each Test, Immediacy, Lost time and Other Metrics.
- Supervisor Escort Decreases Amount of Turnaround Time

Time of Notification	Arrival At Collection Site	Time of Test	Time Waiting	Time Test Completed	Total Time At Collection Site	Immediacy (Time between initial notification and test commencement)	Weekday
16:35	16:50	17:12	0:22	17:15	0:25	0:37	Wednesday
8:10	8:25	9:16	0:51	9:21	0:56	1:06	Saturday
11:43	12:06	12:25	0:19	12:39	0:33	0:42	Friday
13:47	13:56	14:13	0:17	14:23	0:27	0:26	Friday
9:50	10:07	10:42	0:35	10:46	0:39	0:52	Friday
8:27	8:50	9:07	0:17	9:14	0:24	0:40	Friday
14:25	14:30	14:50	0:20	15:05	0:35	0:25	Tuesday
		<b>Minimum:</b>	<b>0:00</b>	<b>Minimum:</b>	<b>0:00</b>	<b>0:00</b>	
		<b>Maximum:</b>	<b>2:21</b>	<b>Maximum:</b>	<b>2:55</b>	<b>2:32</b>	
		<b>Average:</b>	<b>0:19</b>	<b>Average:</b>	<b>0:39</b>	<b>0:33</b>	

# Managing the Pool

$$\begin{array}{c} \text{Ex-Staff Members in Pool} \\ + \\ \text{Current Staff Members Absent from Pool} \\ + \\ \text{Delays in Updating Pool} \\ = \\ \text{A Diluted Pool} \end{array}$$

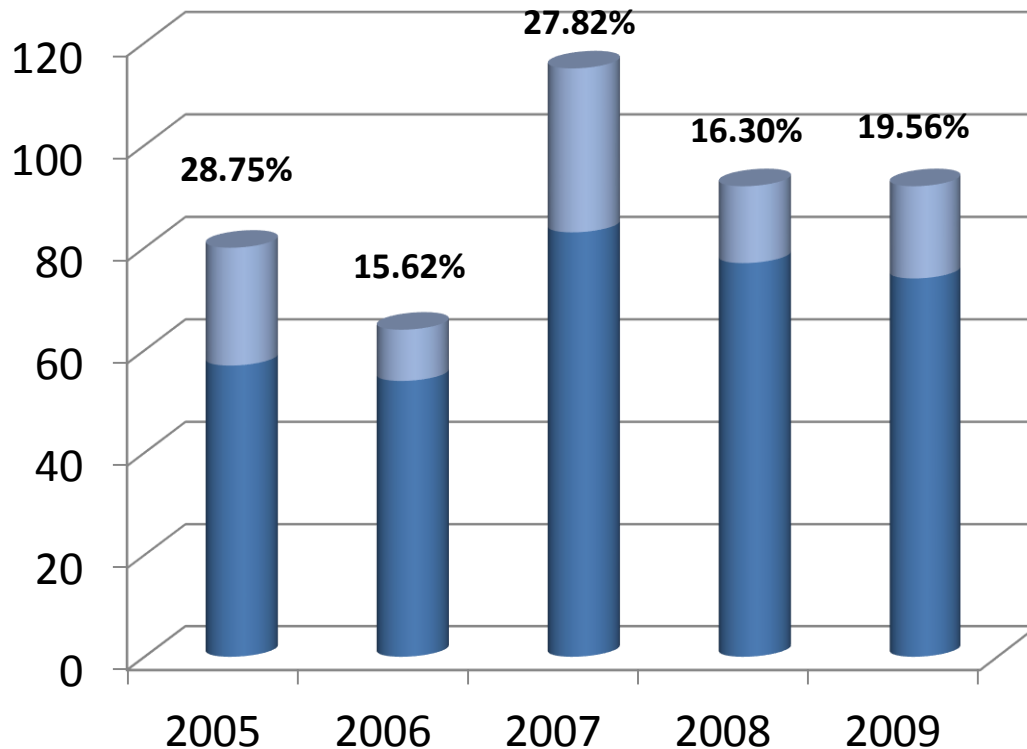
Today – Pool Updated Immediately Upon Change of  
Status by *Operations Division*

# Checking The Post Accidents

- Consortium Noticed a High Number of Post Accident Tests
- Polling of Supervisors Indicated Lack of Training in Making this Determination

Today - All Supervisory Staff Receives Annual Training and PA Tests Often Include Consultation with TPA.

# Checking The Post Accidents



**Today GBT is  
5.9 % of Consortium  
And  
5.0% of the PAs**

Source: 2016 Consortium and GBT MIS Reports

# Reasonable Suspicion Training

- Four Post Accident Positives
- No RS Tests Conducted Between 2005 – 2012
- Polling of Supervisors Indicated a General Fear/Concern About This Test and The Need for Re-training
- Had Policy in Place That Two Supervisors Must Concur and HR Must Approve

Today - All Supervisory Staff Receives Annual Refresher Training Related to Reasonable Suspicion Testing





## Greater Bridgeport Drug and Alcohol Testing Program

Covered Employee Name: \_\_\_\_\_

Date of Test: \_\_\_\_\_ File Completed by: \_\_\_\_\_

### Type of Test (please circle)

#### Random Test:

- ☐ 1) Complete DOT Drug Screening Test Results (if applicable)
- ☐ 2) Complete Federal Drug Testing Chain of Custody Report
- ☐ 3) Complete U.S. Department of Transportation Alcohol Testing Form (if applicable)
- ☐ 4) Complete GBT Drug and Alcohol Service Report (complete with supervisor comments)
- ☐ 5) Complete DA-13 Federal Test Notification and Authorization

#### Pre Employment Test:

- ☐ 1) Complete Test Results
- ☐ 2) Complete Federal Drug Testing Chain of Custody Report
- ☐ 3) Complete GBT Drug and Alcohol Service Report (complete with escorts comments)
- ☐ 4) Complete DA-13 Federal Test Notification and Authorization

#### Other:

- ☐ Complete DA-2 Form – Information for alcohol and controlled substances from previous two years DOT employers
- ☐ Complete DA-3 Form – Applicant/Covered Employee Certification Statement
- ☐ Complete DA-4 Form – Acknowledgement of Receipt and Review of GBT's controlled Substances and alcohol Policy and Educational Materials

#### Post Accident Test:

- ☐ 1) Complete Test Results
- ☐ 2) Complete Federal Drug Testing Chain of Custody Report
- ☐ 3) Complete U.S. Department of Transportation Alcohol Testing Form
- ☐ 4) Complete GBT Drug and Alcohol Service Report (complete with escorts comments)
- ☐ 5) Complete DA-13 Federal Test Notification and Authorization
- ☐ 6) Complete and Signed FTA- Post Accident Drug and Alcohol Testing Decision Form

#### Follow-Up Test:

- ☐ 1) Consortium Report – Follow Up Test (to GHTD administrator of consortium)
- ☐ 2) Complete DOT Drug Screening Test Results (if applicable)
- ☐ 3) Complete Federal Drug Testing Chain of Custody Report
- ☐ 4) Complete U.S. Department of Transportation Alcohol Testing Form
- ☐ 5) Complete GBT Drug and Alcohol Service Report (complete with supervisor comments)
- ☐ 6) Complete DA-13 Federal Test Notification and Authorization
- ☐ 7) The Lexington Group employer notification Reminder Letter

#### Reasonable Suspicion Test:

- ☐ 1) Complete Test Results
- ☐ 2) Complete Federal Drug Testing Chain of Custody Report
- ☐ 3) Complete U.S. Department of Transportation Alcohol Testing Form
- ☐ 4) Complete DA-13 Federal Test Notification and Authorization
- ☐ 5) Complete and Signed FTA- Reasonable Suspicion Decision Form

#### Return to Duty Test:

- ☐ 1) Copy of Follow-up Schedule
- ☐ 2) Complete Test Results
- ☐ 3) Complete Federal Drug Testing Chain of Custody Report
- ☐ 4) Complete U.S. Department of Transportation Alcohol Testing Form
- ☐ 5) Complete GBT Drug and Alcohol Service Report (complete with escorts comments)
- ☐ 6) Complete DA-13 Federal Test Notification and Authorization

Revised: February 1, 2012

# Auditing Files

- Covers all tests
- Requires review of all documents
- Requires responsible party signature
- Printed on cover of folder
- Each test has separate folder in chronologic order



memorandum

TO: Crystal Engram, Bernie Bausch  
FROM: Doug Holcomb  
DATE: March 21, 2012  
SUBJECT: Drug and Alcohol Testing Program Monthly Program Review Agenda  
March 26, 2012  
COPY: Drug and Alcohol Testing Program Master file

---

**March 26, 2012  
GBT Administrative Conference Room  
11:00 am**

Human Resources

- ☐ List of all New Hires - **There were none in this reporting period.**
- ☐ D&A File for each New Hire
  - ☐ Completed DA-2 Form
  - ☐ Completed DA-3 Form
  - ☐ Pre-Employment Test Result
  - ☐ Completed DA-11A Form for PE Test
  - ☐ Acknowledgement of Receipt of Policy
- ☐ List of Terminated Employees
- ☐ Immediacy Spreadsheet – Pre-Employment Tests
- ☐ Test Results (PE Tests)

Human Resources/Operations/Management

- ☐ Random Database List (including all new hires)
- ☐ Random Selection List (Current Month)
- ☐ Completed DA-11A Form for All Tests (Other than PE)
- ☐ Immediacy Spreadsheet – All Other Tests – **Up to Date through Friday March 23<sup>rd</sup>.**
- ☐ Test Results – All Other Tests
- ☐ Reasonable Suspicion Tests Completed – Checklists and Documentation
- ☐ Follow Up Tests Required/Completed
- ☐ Post Accident Tests Completed – Determination Forms
- ☐ Random Selection List (Next Month)
- ☐ Next Month Testing Strategy

**For Discussion:**

- ☐ **Updated Policy**
- ☐ **SAP Process**

Please let me know in advance of the meeting if you foresee any problems assembling or presenting these materials.

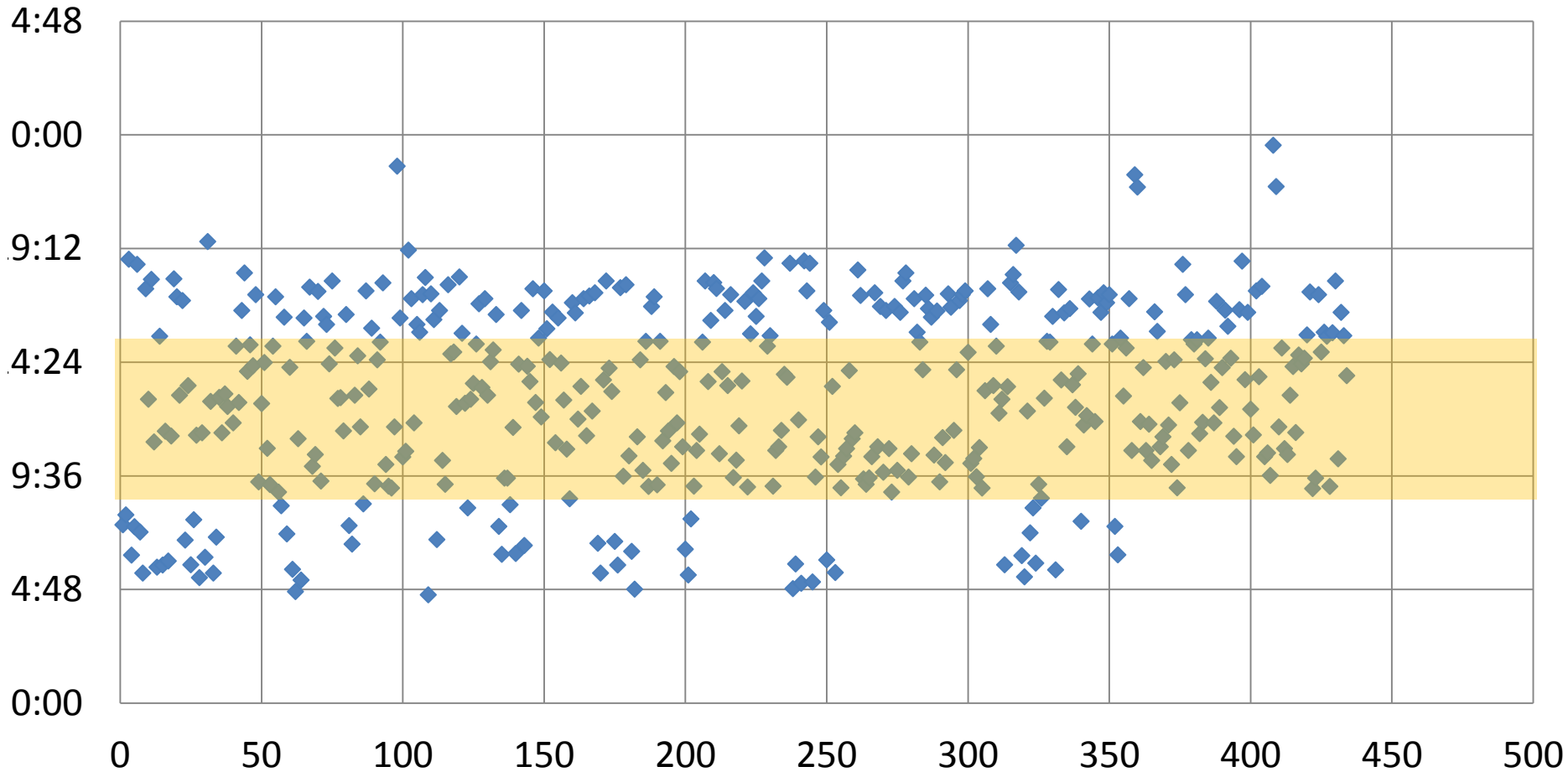
# Program Review

## *Ongoing*

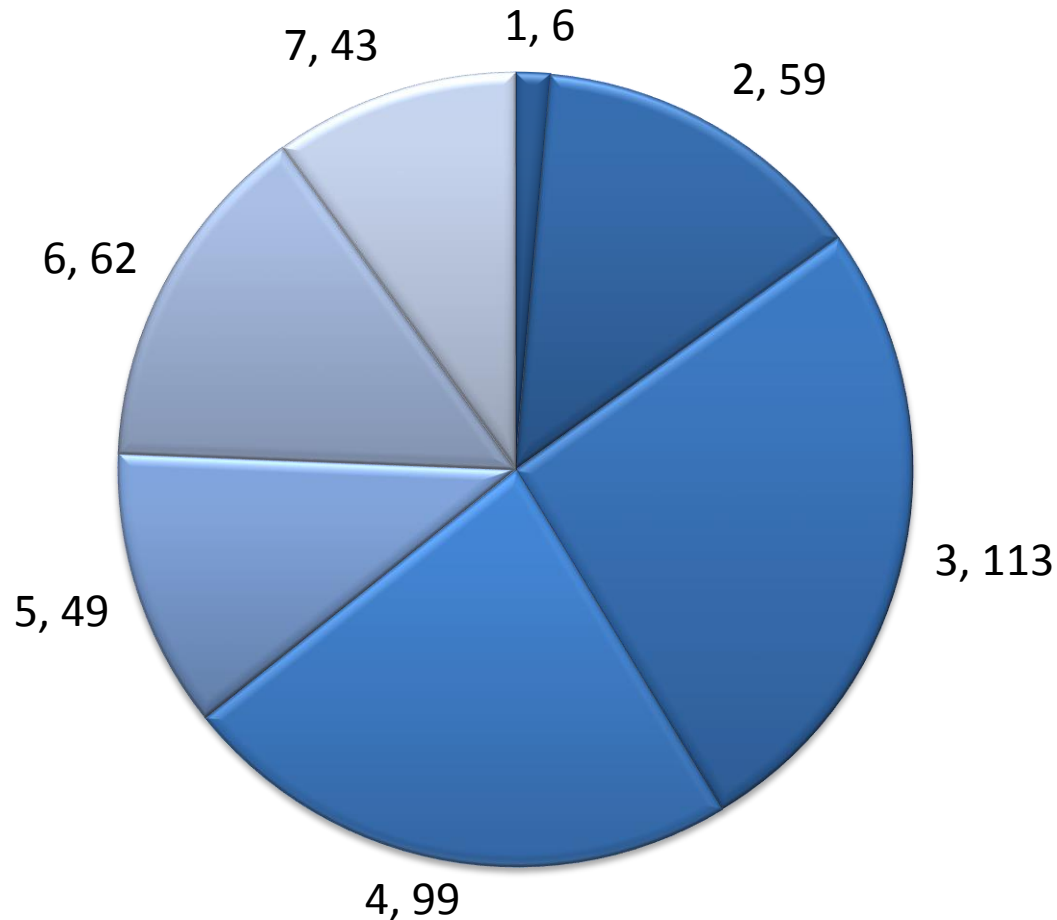
# Engaging Supervision

- Supervisors Are Members of Same Union as Operators
- Culture Change was Required To Help Supervisors Understand Their Role With An Emphasis On:
  - This is a Team Effort
  - You are the Front Line
  - Protect the Public and Agency
  - This is All About Public Safety

# Greater Bridgeport Transit: Drug and Alcohol Testing Program Time of Day Distribution (As of March 2017)



## Greater Bridgeport Transit: Drug and Alcohol Testing Program Day of Week Distribution (As of March 2017)



# Outcomes

- ✓ Change in Agency Culture
  - ✓ Reassignment of Responsibility
  - ✓ Improved Monitoring
  - ✓ Enhanced Training
  - ✓ Regular Inspections of Collection Sites
  - ✓ Use of the Mobile Collection Facility
  - ✓ Improved Documentation
- 
- Performed Well in Both TRs
  - Performed Well in 2016 Audit
  - Greater Confidence that the Detection System is Working

Increased Public Safety



# A Partnership and Campaign To Address Drug and Alcohol Program Deficiencies

**Connecticut Rural Transit Assistance Program  
2017 Spring Conference**



**Wednesday April 5, 2017**