

SCOMM

#6:43

Don Ryder

277-5656

Good Going on


Alcoholism →

amb. good write up  
This mornings news

favorable received

size trees - will  
help

Don Ryder

3rd Party  
payors 

4/13  
TMS

SB 545

Health Insurance

will send info  
in writing

PLEASE NOTE: THE FOLLOWING PAGES WERE TREATED  
AS A UNIT IN THE ORIGINAL DOCUMENT.



From the desk of:

**DON RYDER**

Sen. Callette,

Because of a snafu  
up on dates Federal Funding  
will not be coming to us  
until April 79. In 5  
years this the State has  
advanced us \$25,000 in 1973  
which was matched w/ labor  
and management money. Right now  
we \$25,000 to stay alive pending  
Federal money. Thank You.  
Don

345

Clients EMPLOYED on the Alaskan Workforce - Representing  
80% of ALMEA's Clients.

\$20.00 Average HOURLY Wage - This figure is low, because of time  
an a half, and double time for over 40 hrs.

70 Hrs Average Work WEEK - Alyeska Pipeline Workers.

\$1,400.00 Average WEEKLY Salary - Based on the above, per worker.

\$419.00 Average WEEKLY IRS TAXES Paid PER WORKER - Based on married,  
claiming two deductions.

\$1,676.00 Average MONTHLY IRS TAXES (four weeks) - Based on the above.

\$578,220.00 Average MONTHLY IRS TAXES PAID - Based on 345 ALMEA Clients.

\$15,667.00 MONTHLY NTAAA Federal Grant - Based on the \$200,000 yearly  
Grant to ALMEA.

\$561,553.00 The DIFFERENCE between what the ALMEA Clients PAID IN  
TAXES and what the ALMEA Program COST the Federal  
Government - MONTHLY.

\$6,738,636.00 The DIFFERENCE between what the ALMEA Clients PAID IN  
TAXES and what the ALMEA Program COST the Federal  
Government - ANNUALLY.

\$121,426.00 The Average MONTHLY ALASKA TAX PAID - Based on the 345  
Employed ALMEA Clients.

\$1,457,114.00 The Average YEARLY ALASKA TAX PAID - Based on the 345 Employed  
ALMEA Clients.

This Federal and Alaskan Tax monies are coming in from these Clients  
Because of the ASSISTANCE THEY HAVE RECEIVED FROM THE ALMEA PROGRAM  
enabling them to become or remain EMPLOYED.

2.88% This represents the percentage of the Federal Tax monies  
that the 345 employed ALMEA Clients paid in taxes that  
was used by ALMEA for assisting these clients.

97.12% Represents the percentage of the Federal Tax monies paid  
by the ALMEA Clients that was used by the Federal  
Government for other than the ALMEA Program.

According to the Alaska Department of Labor the work force as of April 1975 was 165,300 persons. Of this, 16,000 were unemployed, leaving 149,300 workers (45,000 are pipeline related). Based on these findings by the State Impact Office of the State Office of Alcoholism, 15% of these workers have alcohol related problems and 10% are alcohol abusers - which equals 37,325 workers with alcohol related problems. Using a low estimated figure based on one-eight-hour-day, @ \$10 per hour, loss through alcoholism--the amount of money would be \$2,986,000.00 per year.

A National survey credits \$16,000,000,000 lost nationally to industry through alcoholism and this is based on 10% of the work force as abusers. Using this figure the State of Alaska's portion would be approximately \$320,000,000. However, the State Office of Alcoholism also states that in Alaska the per capita consumption of alcohol is 44 per cent above the national average.

# FOOTHILLS PIPE LINES LTD.

1600 BOW VALLEY SQUARE II  
205 FIFTH AVENUE S.W., BOX 9083  
CALGARY, ALBERTA T2P 2W4

PHONE (403) 265 8100

April 2, 1976

Mr. Don Ryder  
Alaska Labor & Management  
Employee Affairs, Inc.  
503 W No. Lights Blvd. Rm. 205  
ANCHORAGE, Alaska 99503  
U.S.A.

Dear Mr. Ryder:

I would like to congratulate you on the apparent success you have had in implementing a comprehensive and well co-ordinated industrial alcohol program in Alaska. Your information packet has reinforced my own belief that a joint management and labour alcohol program can help to alleviate many of the problems associated with alcohol abuse for the individual and employer.

It is my intention to recommend to Foothills Pipe Lines Ltd. that they strive to implement a similar program in the N.W.T. should their application to build the Mackenzie Valley Pipeline be successful.

I would appreciate your placing my name on your mailing list for all further reports etc.

Yours truly,

FOOTHILLS PIPE LINES LTD.

  
Maureen Jensen  
Consultant

MJ:keg

ALASKA LABOR & MANAGEMENT  
EMPLOYEE AFFAIRS, INC.

STATISTICS

Client base number (Total)	602			
Occupation	Number	% of Total	Number	% of Total
<u>State workers</u>	<u>27</u>	4.4%	Female	109 18.1%
Federal workers	14	2.3%	Female Natives	23 3.8%
Military personnel	8	1.3%	Male Natives	141 23.4%
Teamsters 959	84	13.9%	Sober	457 75.9%
Laborers	83	13.7%	Sober/working	422 70.09%
Operating Eng. 302	62	10.3%	Lower states	79 13.12%
Management	41	6.8%	Deceased	4 .66%
Culinary workers	39	6.4%	Back to village	17 2.82%
Housewives	26	4.3%	Lost Contact	62 10.29%
Welders 798	21	3.5%	Ref. from court	45 7.47%
Carpenters	20	3.3%	Rehired	169 28.07%
Cooks	14	2.3%		
Pipefitters	14	"	<u>Age breakdown</u>	
Electricians	13	2.1%	20's	161 26.7%
Secretaries	13	"	30-34	120 19.9%
Counselors	11	1.8%	35-39	90 14.9%
Unemployed	9	1.5%	40-44	84 13.9%
Ironworkers	8	1.3%	45-49	75 12.4%
Small Business	6	.99%	50-54	42 6.9%
Sales	6	"	55-59	22 3.6%
Fishermen	5	.83%	60 + over	8 1.3%
Native Counselors	5	"		
Roofers	5	"	<u>Occupation (continued)</u>	
Security	5	"	Piledriver	1 .16%
Mechanics	4	.66%	Sheetrocker	1 "
Plumbers	4	"	Steamfitter	1 "
Retired	4	"	Radio Operator	1 "
Welders Helpers	4	"	Teletype Operator	1 "
Asbestos workers	3	.49%		
Drillers	3	"		
Linemen	3	"		
Municipal workers	3	"		
Sheetmetal	3	"		
Surveyors	3	"		
Tri-Trades	3	"		
TV-Radio workers	3	"		
309	2	.33%		
Cement Finishers	2	"		
Bartenders	2	"		
Engineers	2	"		
Inmates	2	"		
Nurses	2	"		
Painters	2	"		
Auto Repair	1	.16%		
Instructor	1	"		
Guide	1	"		
Musician	1	"		
Neurologist	1	"		

**EMPLOYEES AFFAIRS, INC.**  
W. Northern Lights Blvd. - Room 205  
Telephone 272-5656  
Anchorage, Alaska 99503



**PAID**  
**PERMIT NO. 172**  
**ANCHORAGE**  
**ALASKA**

**NON-PROFIT**  
**ORGANIZATION**

# ALASKA LABOR & MANAGEMENT EMPLOYEES AFFAIRS, INC.

503 W. Northern Lights Blvd. - Suite 205  
Telephone (907) 272-5656  
Anchorage, Alaska 99503

**Don Ryder**  
*Executive Director*

#### Board of Directors

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*Alaska Chapter, General Contractors Assoc.*
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- G. H. Lundell, Alyeska Pipeline  
Paul B. Jones, Attorney at Law  
Rev. Norman Elliott  
Les Gunderson, Contractor  
Dr. A. H. Parker  
Leo Walsh, Contractor

October 1 through December 31, 1977

**ANCHORAGE OFFICE**

Clients were referred to ALMEA from the Anchorage Community Hospital personnel; Alaska Native Service Hospital personnel; the courts; friends; other clients; and, self referral.

ALMEA referred clients to A.A.; Al-Anon; Victory House; Studio Club; Mental Health Clinic; Salvation Army Comprehensive Program; Future House; and, physicians.

Executive Director, Don Ryder testified at Senator Mike Colletta's public hearings. His text centered around keeping politics out of alcoholism, and having the State of Alaska set an example by having a troubled employees program for their personnel.

ALMEA's program was presented to Connie Wayland, Director of Nursing at Anchorage Community College; nurses in training at A.C.C.; Alaska Oil & Gas Association; Labor Relations Personnel; Anchorage Municipality; Alaska Public Employees Association; Mr. Ivey, Alaska Native Service Hospital; and, John Pile of the Open Door Clinic.

Program presentations included letters of introduction, literature and posters presented to Foothills Pipe Lines, Ltd.; Northwest Pipeline; Alcan Pipeline Co.; Occupational Alcoholism Division, NIAAA; 26 physicians in the Anchorage Area; ten new members of Alaska Chapter, Associated General Contractors.

ALMEA personnel gave presentations of alcoholism education to 8th grade classes at Service High School and Wendler Jr. High School.

Personnel from ALMEA attended A.A.'s 30th Anniversary in Anchorage. Over 200 members were present. Refreshments were served and plaques were awarded to five individuals.

Liaison was continued with Physicians, Nurses, Social Worker, and Chaplain Obed Nelson at the Alaska Hospital; Physicians, Nurses, and other personnel at the Alaska Native Service Hospital; Major Cook; Kodiak Council on Alcoholism; Anchorage Council on Alcoholism; State Office of Alcoholism; Anchorage Court System; Sen. Stevens' Office; The Advisory Board of the Valdez Alcohol Commission; NIAAA Personnel; National Council on Alcoholism; Dr. Witt, Providence Hospital Program; Salvation Army Comprehensive Program; Studio Club; Alaska Chapter, Associated General Contractors; Dean Berg, Teamster Public Relations Director; Bob Crane, Postal Alcoholism Recovery Program; Boilerworkers' Union Business Agent and staff; University of Alaska Center for Alcohol and Addiction Studies; Alyeska Medical Office; Office of Vocational Rehabilitation; Western Trades Council; Howard Scaman; Cook Inlet Native Association; Attorneys; Social Workers; Governor's Office; Health Department, Municipality of Anchorage; Teamsters Local No. 959; National Bank of Alaska; Comp Care Program; Emily McKenzie, Anchorage Alcohol Safety Action Program; Gail Shortell, Regional Program Coordinator, State Office of Alcoholism and Drug Abuse.

Meetings were held with Robert Cole, Coordinator, State Office of Alcoholism; Senator Mike Colletta's Special Senate Committee on Alcoholism; Members of the Municipality of Anchorage Health Commission; Program Manager, Salvation Army Comprehensive Alcoholism Program; CINA Personnel; Alaska Native Commission on Alcoholism and Drug Abuse (ANCADA); Labor Relations Personnel of the Municipality of Anchorage; William Bailey, Director of the Day Hospital, A.N.S. Hospital; Helen Bierne, Health Director, Municipality of Anchorage; and Mr. Ivey, Alaska Native Service Hospital. Board meetings of the Anchorage Council on Alcoholism were also attended.

ALMEA's Policy on the Illness of Alcoholism was signed by the Alaska Public Employees Association.

Alcoholism films were provided to the Studio Club for viewing by their clients. ALMEA has films that are available to anyone who has need — please call the Anchorage Office at 272-5656.

ALMEA personnel attended an Inservice Training Session held in the Psychiatric Dept., Alaska Clinic, providing a Hazelden Tape, "Revolution in Psychotherapy" which explains the therapeutic values of attendance at A.A. meetings to patients undergoing alcoholism treatment.

The Anchorage ALMEA Office furnishes a combined Alcoholics Anonymous, Al-Anon and Alateen schedule, revised monthly, to interested persons, hospitals, rehabilitation centers, and other alcoholism programs in the Anchorage Area upon request.

Meetings were held with Dean Short, Manager, Municipality of Anchorage, and other personnel regarding a pilot project for a Troubled Employees Program to encompass all departments of the Municipality. At their request, ALMEA has provided one full-time Occupational Specialist to assist in getting the pilot program underway. The pilot project currently serves, and is located within the Health Department, and is to be expanded to include all Municipality Departments early in 1978. Working with the existing training arm of the Municipality, the OAS will introduce the troubled employee concept of work performance evaluation and referral to Employee Assistance Program.

ALMEA personnel provided input to Senator Mike Colletta's "Write Their Own" Alcoholism Legislation Proposal.

The Executive Director, Don Ryder, was elected to membership on the Salvation Army Comprehensive Alcoholism Program's Advisory Board.

ALMEA's alcoholism brochures were mailed to 863 members of Alaska Chapter, Associated General Contractors; 115 Alaska health agencies; 471 miscellaneous interested persons; 194 unions; 187 physicians; 146 court and judicial personnel; 113 members of the news media; 307 Alaskan businesses; 8 Government agencies; 33 hospitals; and, 107 alcoholism programs throughout the State of Alaska.

ALMEA personnel attended the Job Symposium sponsored by Senator Bill Sumner at the Captain Cook Hotel in Anchorage. Many outside speakers and five prominent Alaskan speakers reviewed (1) how jobs are created, (2) who are the unemployed, (3) alternatives to unemployment, (4) training or re-training for Alaskans who are underemployed or unemployed, (5) helping small businesses to help trainees, and (6) preparing students for the job market. A very small segment dealt with handicapped persons, but very little resulted from that segment. Recommendations toward solving Alaska's employment problems were presented to Governor Hammond.

Continued alcoholism education at both the Alaska Hospital and the Alaska Native Service Hospital, through discussions with staff regarding non-medical aspects of treating alcoholics in the hospital setting.

A news article covering ALMEA and the First Annual Governor's Safety Conference was published in the National Council on Alcoholism Newsletter in November.

**FAIRBANKS OFFICE**

Clients were referred to ALMEA from unions, friends; through the news media; nurses; hospital personnel; self referral; physicians; half-way house; and, the courts.

ALMEA referred clients to Alcoholics Anonymous; Al-Anon; unions; ALMEA intergroups; ALCENAS in Kirkland, Washington; Fairbanks Memorial Hospital; and, Comprehensive Alcoholism Program.

ALMEA's program was presented on the KFAR Radio talk show, "Steve Agbaba at Large," for one hour in October. Several listeners called in and the response to the program was well received.

Liaison was continued with Joe McLain of the Fairbanks Council on Alcoholism concerning the educational workshop in regard to the curriculum for alcohol education in the schools. Also continued liaison with Steve Tiller, CAP Program; Steve Smith of KJAC TV/Radio; Steve Barber, Northern Alaska Health Planning Resources; ALCENAS; Fairbanks Memorial Hospital; KJAK Station Manager; KTVF Radio Manager; Anchorage Council on Alcoholism; Medic from Chandalar Camp; Judge Connelly; Dr. Creps; Dr. Storrs; Father L. McKernan; Dr. Hanley; and, 15 labor unions in the Fairbanks area.

presented at a staff meeting of the "Crisis Line." The Fairbanks OAS also attended the monthly meetings of the Fairbanks Council on Alcoholism. Meetings were held with Steve Alexander concerning the Educational Prevention, Fairbanks School Curriculum. The OAS also participated in both the Alcoholism Task Force meetings and the Community Advisory Committee meetings.

Public Service Announcements were provided by KIAK Radio and KTVK Radio concerning ALMEA's program.

In October, the Fairbanks OAS met with Dr. Hardie, Alyeska Medical Director. Dr. Hardie assisted ALMEA by sending letters to all of the Alyeska Physicians' Assistants stationed along the Trans-Alaska Pipeline corridor, continuing to make them aware of our program.

ALMEA's program was presented to Mrs. Thomas, Probation Officer; J. Jansen, S. Alexander, and J. Janeck of the Northern Alaska Health Resources Association; students at the University of Alaska; and, Job Service Administrator, State Department of Labor.

In November, the OAS in Fairbanks was asked to teach a class at the University of Alaska concerning the needs of alcoholics in various stages of recovery.

Assistance was provided to Steve Barber, Northern Alaska Health Planning Resources, with the rough draft of suggestions for the Health Planning Association. All aspects of the alcohol program in the Fairbanks area were discussed, and some assistance was given in calculating the cost of time lost due to alcoholism among State Employees. ALMEA was asked to join a task force on alcoholism, so that a 5-year plan can be developed for the region.

ALMEA's Policy on the "Illness of Alcoholism" was signed by Northern Alaska Health Resources Association.

## **VALDEZ OFFICE**

Clients were referred to ALMEA from the courts; self referral. ALMEA referred clients to Alcoholics Anonymous and DWI school in Valdez.

Liaison was continued with the District Court; Cook Inlet Native Council on Alcoholism; Anchorage Council on Alcoholism; State Office of Alcohol and Drug Abuse; National Council on Alcoholism; Seward Council on Alcoholism; Valdez Senior High School Principal; Harbor Fuel and, the Clerk of the Court.

ALMEA's Valdez OAS made program presentations to personnel of Valdez Social Services; Valdez Senior High School Principal; and, a reporter from Valdez Vanguard.

A booth displaying alcoholism literature and information was set up at the Valdez School Carnival through the cooperation of the Carnival Chairperson. Literature is on display continuously at the school.

Letters of introduction and requesting community support for ALMEA's program were sent to the Alaska State Troopers; Office of the District Magistrate; Attorney James Ginotti; Attorney Paul Barrette; Attorney George Small; Stihnia-Churach & Voss; Alyeska Pipeline Service Company; Editor, Valdez Vanguard; Harbor Fuel; State of Alaska Highway Department; City of Valdez; U. S. Coast Guard; Valdez Fire Department; Principal, Valdez Senior High School; Valdez Medical Clinic; Valdez Community Hospital; Church of the Epiphany, Pastor A. Price; Seward Council on Alcoholism; and, the Dept. of Health and Welfare Family Services.

The Valdez OAS conducted Driver Alcohol Information classes (DWI School), which were attended by 6 persons referred to ALMEA by the courts. In the course of these classes, alcoholism information movies were shown, discussions were held regarding the dangers of driving while intoxicated, and tests were conducted.

**ALMEA-Anchorage**  
503 W. N. Lts. Blvd., Suite 205  
Anchorage, AK 99503  
272-5656

**ALMEA-Health Dept.**  
835 L Street, 4th floor  
Anchorage, Alaska 99501  
264-4767

**ALMEA-Fairbanks**  
501 Fifth Ave., No. 1  
Fairbanks, AK 99701  
456-3912

**ALMEA-Valdez**  
128 Pioneer Dr. No. 8  
Valdez, AK 99686  
835-4796

# STATE OF ALASKA

JAY S. HAMMOND, GOVERNOR

DEPARTMENT OF PUBLIC SAFETY  
OFFICE OF THE COMMISSIONER

POUCH N - JUNEAU 55111

March 10, 1978

Don Ryder  
Executive Director  
Alaska Labor and Management  
Affairs, Inc.  
503 W Northern Lights Boulevard  
Suite 205  
Anchorage, Alaska 99503

Dear Mr. Ryder:

The Highway Safety Planning Agency is in full support of efforts which will further the safety of the citizens of the State of Alaska on the highways of this state and alcohol related problems are of great significance in highway safety.

Your program, which is not duplicated by any other agency, is an essential link in reaching individuals with alcohol problems before they get on our highways. It is essential that alcohol troubled individuals be reached by programs where they can be effective and that means through job related programs where the person with an alcohol problem affects so many people and is in turn so critically effected by his fellow workers, employer and labor organization.

In addition, I would like to thank you for your participation and hard work on the alcohol and safety sub-committee for the Governor's Annual Safety Conference.

Sincerely yours,

RICHARD L. BURTON  
COMMISSIONER

*Charles A. Smith*  
Charles A. Smith, Director  
Highway Safety Planning Agency

A cooperative effort of...

**ALASKA**

**MANAGEMENT and LABOR**

**A.G.C.**

**Unions**



**What Every Alaskan  
Employee and Employer  
Should Know About  
ALCOHOLISM**



**ALASKA LABOR & MANAGEMENT  
EMPLOYEES AFFAIRS, INC.**

503 W. Northern Lights Blvd. — Suite 205

Telephone 272-5656

Anchorage, Alaska 99503

Don Ryder, Director

## WHY PEOPLE DRINK

When a thing gets out of hand it usually becomes a problem.

This is true of a flood-swollen river or a car in a traffic jam.

It's also true of drinking.

Alcoholic beverage isn't a bad thing in itself. But like a river at flood stage or a car in a traffic snarl, it can lead to problems if misused.

Nearly 100 million Americans drink. The great majority of them drink for purposes of sociability, relaxation, and pleasure. For them drinking is a personal choice; a matter of individual taste. Moderation, common sense, and a respect for both self and others determine when and how they drink. The person who can stop at one or two drinks is not an alcoholic, even if he or she occasionally drinks to excess. Nor is the steady but moderate drinker.

## WHAT AN ALCOHOLIC IS

He is one of an estimated 9 million Americans whose drinking interferes with his daily life.

He is a sick person. He can no more control his compulsion to drink than a diabetic can control his reaction to sugar. When he sobers up, the alcoholic intends to stay sober. But a single drink can start him on the same downward spiral.

He and 9 million others, who have lost the freedom of choice in determining when they will drink, how they will drink, or how much they will drink constitute one of the Nation's top health problems.

## WHAT THE ALCOHOLIC IS NOT

The alcoholic is not a moral weakling, but a victim of a progressive, insidious disease. He has a physical and psychological addiction to the drug alcohol. Once he takes a drink he can't stop drinking, no matter what the consequences to himself, his family, his friends or his job.

The majority of alcoholics are not "bums" or "losers" types. They are not found in the Monday morning court lineup, or wandering dazed and shocked through back streets, or discovered in the emergency ward of the city hospital. Quite the contrary.

Over 95 percent of them on the surface lead normal lives, have homes and families, are employable and usually working. They often have exceptional skills.

Alcoholics do not represent any single group in our population. They are professional people, government officials, tradesmen, executives, skilled craftsmen, and workers. Like all disease, alcoholism cuts across all lines, reaches all segments of society.

## SOME IMPORTANT CLUES

The National Council on Alcoholism lists these early warning signals of alcoholism:

- Difficult to get along with when drinking.
- Drinks "because he is depressed."
- Drinks "to calm his nerves."
- Drinks until he is "dead drunk" at times.
- Can't remember parts of some drinking episodes.
- Hides liquor.
- Lies about his drinking.
- Neglects to eat when he is drinking.
- Neglects his family or job when he is drinking.

The important thing to keep in mind is that alcoholism can be treated. And the earlier the alcoholic gets help, the better his chances of recovery.

The very first step for the alcoholic is to recognize that alcoholism is his problem. A second step is the realization that he must lead a life without alcohol from now on.

This may be easier said than done. For to stop drinking is not necessarily to end inner pressures and anxieties, or to solve other problems or change circumstances that may face the excessive drinker. To accomplish this objective various kinds of assistance are available.

## WHAT CAN BE DONE TO HELP?

We can check our own attitude toward the problem drinker. Here are some things to remember about alcoholism.

First, the alcoholic needs help.

Second, Alcoholism is another form of illness. It can be successfully treated.

Third, the alcoholic is not morally or mentally less a man than others. He should not be an object of ridicule or contempt. He should not be shunned, scorned or hidden. Rather, he should be treated with understanding and urged to seek help.

Our Organization which consists of management and labor is making every effort to assure that every employee suffering from alcoholism will receive the same careful consideration and offer of treatment presently being offered to all employees suffering from any other illness.

Management and union co-operation in detecting early job symptoms of problem drinking and subsequent early referral to Labor and Management Group, alcoholism personnel will materially assist to maintain optimum productivity, derive tangible economic benefits for employer and the community, and most important, preserve the full potential of some of the most experienced and skilled employees.

Our basic statewide program consists of the following:

1. Management and labor recognizing alcoholism as a disease which is treatable and can be arrested.
2. Alaska Labor and Management Employee Affairs, Inc.'s first line of approach is early identification; this is determined to a large extent by deteriorating work performance.
3. Supervisor's taking decisive action to correct the situation, based on work performance; avoid discussion of drinking problems unless intoxication was observed on the job.
4. Our concern with alcoholism is strictly limited to its effect on the employees performance on the job. It is not concerned with the social drinker.
5. Usually when confronted by his record of on-the-job performance, (tardiness, absenteeism, etc.)

an individual will become conscious that others are aware of his/her condition and ask for help if his job is on the line knowing that labor and management is trying to help, and that the chances of promotion will not be hindered, nor firing of the employee, if the individual consents to seek help.

6. To assure that every employee suffering from alcoholism will receive the same careful consideration and offer of treatment presently being offered to all employees suffering from any other illness.

7. Managers, superintendents, business agents, stewards, foremen and safety personnel will be educated in identification and follow through in regards to this problem.

8. Our approach is important for a number of reasons. First, it offers an opportunity for the identification, recovery and rehabilitation of alcoholics in far greater numbers than any other approach.

Alaska Labor and Management Employee Affairs, Inc. is a direct-service approach program to industrial alcoholism and the brief span of our operations has conclusively demonstrated that our direct service is effective in actual practice.

Our office is on call 7 days a week, 24 hours a day.

Alaska Labor and Management Employee Affairs, Inc.  
501 5th Avenue, Suite 1  
Fairbanks, Alaska 99701  
Phone (907) 456-3912

Alaska Labor and Management Employee Affairs, Inc.  
128 Pioneer Drive, Suite 8 - P. O. Box 1390  
Valdez, Alaska 99686  
Phone (907) 835-4796

#### Board of Directors

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**ALASKA LABOR & MANAGEMENT  
EMPLOYEES AFFAIRS, INC.**

503 W. Northern Lights Blvd. - Room 205

Telephone 272-5656

Anchorage, Alaska 99503

Don Ryder, Director



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PLEASE NOTE: THE PRECEDING PAGES WERE TREATED  
AS A UNIT IN THE ORIGINAL DOCUMENT.



From the desk of:

**DON RYDER**

Sen. Smith,

The clients listed  
here are backed up  
with individual files in  
our office and the  
State Office on Alcoholism.



*Alaska file*  
JAY S. HAMMOND  
GOVERNOR



STATE OF ALASKA  
OFFICE OF THE GOVERNOR  
JUNEAU

March 23, 1978

Mr. Don Ryder, Executive Director  
Alaska Labor & Management Employee Affairs  
503 West Northern Lights Boulevard, Suite 205  
Anchorage, Alaska 99503

Dear Don:

I would like to sincerely express my gratitude for your letter of support.

As you know, this administration has always tried to use every method to reduce the incidence of alcohol-engendered social and health problems. We think that troubled employees' programs, such as yours, are among the most efficient and rewarding systems that may be utilized.

Thanks very much for the thoughtful comments in your letter. Please do not hesitate to contact me in the future about any similar matter.

Sincerely,

A large, stylized handwritten signature in black ink, appearing to read "Jay S. Hammond".

Jay S. Hammond  
Governor

# FOOTHILLS PIPE LINES LTD.

PHONE (403) 265 8100

1600 BOW VALLEY SQUARE II  
205-FIFTH AVENUE S.W., BOX 9083  
CALGARY, ALBERTA T2P 2W4

April 2, 1976

Mr. Don Ryder  
Alaska Labor & Management  
Employee Affairs, Inc.  
503 W No. Lights Blvd. Rm. 205  
ANCHORAGE, Alaska 99503  
U.S.A.

Dear Mr. Ryder:

I would like to congratulate you on the apparent success you have had in implementing a comprehensive and well co-ordinated industrial alcohol program in Alaska. Your information packet has reinforced my own belief that a joint management and labour alcohol program can help to alleviate many of the problems associated with alcohol abuse for the individual and employer.

It is my intention to recommend to Foothills Pipe Lines Ltd. that they strive to implement a similar program in the N.W.T. should their application to build the Mackenzie Valley Pipeline be successful.

I would appreciate your placing my name on your mailing list for all further reports etc.

Yours truly,

FOOTHILLS PIPE LINES LTD.

  
Maureen Jensen  
Consultant

MJ:keg

United States Senate

WASHINGTON, D.C. 20510

February 22, 1978

Mr. Paul Norton  
Occupational Alcoholism Division  
National Institute on Alcohol Abuse  
and Alcoholism  
5600 Fishers Lane  
Rockville, Maryland 20852

Dear Mr. Norton:

A three year renewal grant designed to combat occupational alcoholism has recently been submitted to the Institute by Alaska Labor & Management Employee Affairs, Inc. of Anchorage, Alaska. The purpose of this letter is to indicate my support for continued funding of this project.

As you know, the State of Alaska has the dubious distinction of having an alcoholism rate far in excess of the national average. In the past the "boom and bust" cycle of the State's economy has contributed to this problem. With the increased development of Alaska's natural resources the situation is exacerbated by long working hours in remote locations which usually require the worker to be separated from his family.

Looking down the road, we will see increased activity in the Outer Continental Shelf and construction of the gas pipeline. I believe that these projects combined with the already apparent need for alcoholism services in Alaska warrant continued support from the Institute.

Your consideration of this matter is appreciated.

With best wishes,

Cordially,

TED STEVENS  
United States Senator

bcc: Don Ryder

# STATE OF ALASKA

JAY S. HAMILTON, GOVERNOR

DEPARTMENT OF PUBLIC SAFETY  
OFFICE OF THE COMMISSIONER

POUCH M - JUNEAU 95811

March 10, 1978

Don Ryder  
Executive Director  
Alaska Labor and Management  
Affairs, Inc.  
503 W Northern Lights Boulevard  
Suite 205  
Anchorage, Alaska 99503

Dear Mr. Ryder:

The Highway Safety Planning Agency is in full support of efforts which will further the safety of the citizens of the State of Alaska on the highways of this state and alcohol related problems are of great significance in highway safety.

Your program, which is not duplicated by any other agency, is an essential link in reaching individuals with alcohol problems before they get on our highways. It is essential that alcohol troubled individuals be reached by programs where they can be effective and that means through job related programs where the person with an alcohol problem effects so many people and is in turn so critically effected by his fellow workers, employer and labor organization.

In addition, I would like to thank you for your participation and hard work on the alcohol and safety sub-committee for the Governor's Annual Safety Conference.

Sincerely yours,

RICHARD L. BURTON  
COMMISSIONER

  
Charles A. Smith, Director  
Highway Safety Planning Agency



ASSOCIATED GENERAL CONTRACTORS  
OF AMERICA, INC.



SKILL  
RESPONSIBILITY  
INTEGRITY

BOX 4-2500 • ANCHORAGE, ALASKA 99509  
TELEPHONE (907) 276-9384

3201 STENARD ROAD  
ANCHORAGE  
GEORGE ED. SMITH  
MANAGER

March 8, 1978

The Honorable Mike Colletta  
Alaska State Senate  
Pouch "V" State Capitol Building  
Juneau, Alaska 99811

Dear Senator Mike:

As you remember, in the past we have talked about my involvement with the Alaska Labor and Management Employee Affairs, Inc. (ALMEA). It is unfortunate, but today I have to add another problem to the many you face in the legislature.

Because of a lack of federal funding for the ALMEA statewide alcohol and drug program until April of 1979, we are in dire need of at least \$85,000 to keep the Anchorage office open and operating in the interim. Our Board feels that it is essential to keep open the lines of communication with labor, management, other programs, and most importantly, the State agencies during this funding crisis.

In the five years the program has been in operation, the only State monies received was \$25,000 matching funds in 1973. I would point out that this is the only occupational program in the state, and our high rate of success, clientwise, is due to early identification of the troubled individual.

On behalf of the Alaska Labor and Management Employees Affairs, Inc., I would sincerely appreciate your consideration and assistance in procuring the necessary funding to keep this most worthwhile program operating and visible for the many thousands of people who have, and continue to seek help.

Sincerely,

ALASKA CHAPTER  
ASSOCIATED GENERAL CONTRACTORS

*George Ed Smith*  
George Ed Smith  
Manager

GES/RMP/ec

Enclosure

*Copy: Don Ryder*

WESTERN ALASKA BUILDING and CONSTRUCTION TRADES COUNCIL

AFFILIATED WITH

A.F.L. - C.I.O.

BUILDING AND CONSTRUCTION TRADES DEPARTMENT

DAVID E. CHESS

PRESIDENT

407 Denali Street

ADDRESS

ANCHORAGE, ALASKA 99501

GEORGE ROBERTS

SECRETARY

407 Denali Street

ADDRESS

ANCHORAGE, ALASKA 99501

February 16, 1978

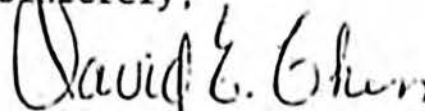
To: Occupational Alcoholism Division NIAAA

Dear Director and Board Members,

The members of the Western Alaska Building and Construction Trades Council of the State of Alaska, would hope (3) three year funding for Alaska Labor & Management Employees Affairs, Inc. Occupational Alcoholism Program be approved to enable them to continue the ongoing valuable service due to the outer-continental shelf activity and impact and in preparation for the oncoming gas line.

Very valuable ground work between Union, Management, various agencies, the workers and population of Alaska has been established to let it die-out now.

Sincerely,



David E. Chess  
President

Western Alaska Building and Construction  
Trades Council

DEC/dlh

# AMERICAN FEDERATION OF LABOR AND CONGRESS OF INDUSTRIAL ORGANIZATIONS

## EXECUTIVE COUNCIL

**GEORGE MEANY**

PRESIDENT

**LANE KIRKLAND**

SECRETARY TREASURER

PAUL HALL  
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HARRY R. POOLE  
FRED J. KROLL



815 SIXTEENTH STREET, N.W.  
WASHINGTON, D.C. 20008

(202) 637-8000

March 14, 1978

Mr. Don Ryder, Executive Director  
Alaska Labor & Management Employee Affairs  
503 W. No. Lights Boulevard, Suite 205  
Anchorage, Alaska 99503

Dear Don:

I have your letter of March 10 and the material. We'll see what we can do.

All the best.

Sincerely,

Leo Perlis, Director  
Department of Community Services

LP:mm

PLEASE NOTE: THE FOLLOWING PAGES WERE TREATED  
AS A UNIT IN THE ORIGINAL DOCUMENT.

# Alaska Labor & Management Employee Affairs, Inc.

A NON-PROFIT ORGANIZATION

503 W. No. Lights Blvd. Suite 205  
Anchorage, Alaska 99503  
Phone (907) 272-5656

## Board of Directors

President — George "Ed" Smith;  
*Alaska Chapter, Associated General Contractors*

Vice Pres. — Jesse Carr;  
*Sec. Treas. Teamster Local No. 959*

Sec. Treas. — J. J. "Pat" O'Malley;  
*Area Representative  
Human Resources Development Institute AFL-CIO*

Trustee — B. Gil Johnson;  
*Attorney-at-Law*

Trustee — Judge C. J. Occhipinti

G. H. Lundell, Alyeska Pipeline Service Co.  
Paul B. Jones, Attorney-at-Law  
Rev. Norman Elliott  
Les Gunderson, Contractor  
Dr. A. H. Parker  
Leo Walsh, Contractor

## ALMEA - Board of Directors Meeting

Ramada Inn - Shinook Room

April 18, 1978

### Members Present:

Ed Smith  
Pat O'Malley  
Paul Jones  
Rev. Elliott  
E. Webb  
Glenn Lundell  
Don Ryder, Director

Motion was made by Pat O'Malley - seconded by Paul Jones and passed unanimously to seat Ernie Webb as a member of the Board.

Ernie Webb is going to contact Mr. Ivy of the Alaska Native Hospital; Rev. Elliott is going to contact a staff member of the Air Force Hospital; Pat O'Malley is going to contact a staff member of Providence Hospital; Paul Jones is going to contact Judge Kalarmides, for new members for the Board to replace Dr. Parker; L. Gunderson; and, Judge C. J. Occhipinti.

It was requested by the Board that part of ALMEA's funding be put into a savings account to accumulate interest.

Don Ryder explained the funding situation from the State and Federal levels.

The next board meeting will be June 13th.

The Board congratulated Senator Colletta on the Senate Bills on alcoholism and offered there support.



STATE OF ALASKA  
OFFICE OF THE GOVERNOR  
JUNEAU

April 17, 1978

Mr. Don Ryder  
Executive Director  
Alaska Labor & Management  
Employee Affairs, Inc.  
503 W. Northern Lights Blvd.,  
Suite 205  
Anchorage, Alaska 99503

Dear Don:

Please accept my apologies for being so late in getting back to you; however, I determined it was best to wait until something more definitive was in sight. You are correct in your assumption that nothing positive has been done about adopting the troubled employees' program; however, this has been under active discussion and consideration, and I believe that while things seem to be very slow in materializing, this will eventually become reality in state government. I personally believe that the troubled employees' program has a tremendous amount of merit and will give my own advocacy to it.

As to your question about what is happening with the Governor's alcohol package, there has been a great deal of work and interaction between the Department of Health and Social Services and the legislative branch on this issue. Senator Colletta has recently introduced a series of bills, and we have been working with him to determine where accommodation might be reached between the Governor's package and Senator Colletta's. Additionally, we are making progress with the alcohol tax bill that was passed by the Senate last year and is now awaiting action in House Rules. There are some very positive things happening, but regretfully until these actions are finalized by the Legislature, it's very difficult to be positive. In my view, this issue is receiving more than its fair share of attention here. The Governor is very concerned about seeing a substantial amount of progress in alcohol-related activity, and I believe that we will have favorable action on the part of the legislative branch.

Mr. Don Ryder  
April 17, 1978

Page 2

Don, I hope this isn't too vague, but I would like for it to be in the form of reassurance that your efforts are not being disregarded as they are a very important part of the advocacy for state government to do something positive on this issue.

Don, I do look forward to a get-together one of these days and hope that we will see more of each other in the future than we have for the past year or two.

Highest personal regards,

*Keith*

Keith W. Specking  
Legislative Assistant  
to the Governor



# Alaska Labor & Management Employee Affairs, Inc.

A NON-PROFIT ORGANIZATION

503 W. No. Lights Blvd. Suite 205  
Anchorage, Alaska 99503  
Phone (907) 272-5656

## Board of Directors

- Ms ALMEA file*
- President — George "Ed" Smith;  
*Alaska Chapter, Associated General Contractors*
- Vice Pres. — Jesse Carr;  
*Sec. Treas. Teamster Local No. 959*
- Sec. Treas. — J. J. "Pat" O'Malley;  
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Human Resources Development Institute AFL-CIO*
- Trustee — B. Gil Johnson;  
*Attorney-at-Law*
- Trustee — Judge C. J. Occhipinti
- G. H. Lundell, Alyeska Pipeline Service Co.  
Paul B. Jones, Attorney-at-Law  
Rev. Norman Elliott  
Les Gunderson, Contractor  
Dr. A. H. Parker  
Leo Walsh, Contractor

April 20, 1978

Senator Mike Colletta  
Alaska State Legislature  
Pouch V  
Juneau, Alaska 99811

I have had my pension with ALMEA from the beginning five years ago. We have been audited by the State several times and no questions of my pension have been asked during those audits.

My secretary and myself are both Teamsters and covered by the Health & Welfare plan. The rest of ALMEA's staff was covered by medical and dental insurance with Penn Mutual Ins.


My salary is \$30,000 a year, a far cry from what was listed in the "Advocate" for teamsters salaries. We are not affiliated with the Teamsters any more than any other Union or construction co. We have been shot at before and expect to be in the future. Our books and activities are open for anyone to see for themselves and my Board of Directors backs me on this.

We enjoy a reputation for being honest and most of all accomplishing something in our field, helping the alcoholic. We are the only referral program that is open 24-hrs-a-day, 7 days-a-week, available to anyone for help.

I'm through spouting off, Senator, but that letter frosted me somewhat! Thank you for sending it on to us. If there is anything we can do to help please let us know.

Also enclosing some items that may be of interest to you.

Sincerely,

  
Don Ryder  
Executive Director

Enclosures

# in Demo rift?

By ROSEMARY SHINOBUARA  
Daily News Staff Writer

The role of highly paid Teamsters Union employees in the political rift plaguing Southcentral Alaska Democrats is being cited by some party officials as an indication that the union is trying to splinter the party.

Jefferson Barry, director of ALIVE, the political education arm of Teamsters Union Local 909, says it isn't true.

**THE STATE** Central Committee of the Democratic Party Sunday met in Juneau and declared the Southcentral convention to be null and void because of alleged irregularities in who was allowed to vote and be seated as delegates.

Marlene Neve of Seward, a member of the Southcentral committee, said, "I think we had a kangaroo court" in Juneau. "I thought we had been very fair at the Southcentral convention."

Mike Ross, former Southcentral committee chairman, called the central committee "a lame duck committee with about one week left in its existence."

**ALL PARTICIPANTS** in the dispute acknowledge that the state convention next week in Kodiak will be the ultimate authority, and the dispute is sure to be aired.

Ross, Neve, and other Southcentral convention leaders think the core of the problem lies with a faction that wants to shake up the party, splitting it into little groups.

That faction, they say, was organized as the conservative Jeffersonian Democrats in the 1976 election campaign, and they charge it is largely led by Democrats who are also on the Teamster payroll.

**THEY CHARGE** the means being used to split up the

party is to take control of individual House district organizations and make them as autonomous as possible.

Under a change in the "party plan," if more than half of the precincts in a House district choose to do so, they can organize and elect delegates to the state convention, essentially bypassing regional conventions such as the southcentral one.

While eight of the 11 House districts involved in the convention were presented as having been organized, Neve said the evidence hasn't been presented to back up the contention that more than half of the precincts in each of the districts has agreed to organize.

**SOUTHCENTRAL** leaders list a number of Teamster employees as ringleaders in the protest, among them:

—Rose Palmquist, listed on latest available union reports to the federal government as a \$40,100 business agent, including salary and allowances. The latest reports are from 1976.

—Howard Baber, a Teamster expediter with \$41,900 annual salary and benefits, according to the union reports.

—Ed Moses, a \$44,900 business agent.

—Pammy Mitchell, a \$10,500 Teamster clerk.

Beryl Johnson, a Southcentral convention delegate, said that at a meeting called by Southcentral leaders after the convention to discuss the complaints that had been made to the central committee, a party official quoted Jefferson Barry as having told Teamster members that the Teamsters were backing Republican Walter Nichol for governor, and the strategy would be to keep the Democrats in disarray.

(Continued on Page 2)

By SUZAN NIGHTINGALE  
Daily News Staff Writer

It seems the ideal crime; with the cash you burn the evidence as you can. Then the authorities spray water over, sometimes shovel it over, making it hard to find.

It's no wonder that arson—with conviction rates of any crime—was \$1 of fire damage in Anchorage last year, million worth.

**BUT ANCHORAGE** is fighting although the municipality's four-man Investigation Unit is only 16 months that fight may make a difference.

Already, Anchorage's arson arrest rate is better than the national average. For every 100 fires in the Lower 48, only 17 are arrested, and of those only two ever go to court. Anchorage's 124 arson cases last year were cleared by arrest, and four of 11 who've been tried so far were convicted.

But it's not easy.

Contrary to popular belief, exclusive purview of insurance companies and businessmen. It is, experts say, a passion.

**THERE'S** the distraught wife, from her husband, who sets a series of fires; the teenage girl who sets four fires to eliminate her father before going to

today

4/20/78  
Anch. Daily News



Gen. Omar Terrijes

He also said Panama had the capability "to destroy the canal" and that had the treaty been rejected "possibly by Wednesday the canal would not have been in operation."

Col. Tony Lopez, spokesman

The U.S. Embassy declined to comment on the general's remarks.

"Terrijes has been on his good behavior for a long time and he's had a lot of garbage thrown at him," an embassy spokesman said. "We talked to Washington this morning and we're told they're not commenting on it."

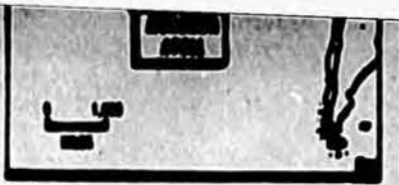
One American official in the canal zone said Terrijes was merely "letting off steam."

"Hell, he has gone through quite a lot, I would do the same thing — just shoot off my mouth," said the official, who asked not to be identified.

Minister refused to comment on the front-page story in *France-Soir*, a mass-circulation daily, according to a longstanding French policy of refusing to disclose information on nuclear tests at the Mururoa Atoll range in the South Pacific.

Well-informed observers believe the *France-Soir* story, which followed similar reports in the weekly magazine *Le Point* and two West German newspapers, stemmed from an underground nuclear test last month.

The test, widely reported but never officially confirmed, was part of a series of French efforts



to improve its nuclear arsenal. Defense Minister Yvon Bourges, asked last fall about neutron bomb research, said testing covered all kinds of weaponry but declined specifics.

The respected newspaper *Le Monde* quoted "informed circles" Wednesday as saying neutron weapons seemed within the grasp of a medium power like France.

# Booze bill stand leads to boycott

By PAUL NUSSBAUM  
Our Junction Bureau Chief

JUNEAU — Some Anchorage bars, angered by Sen. Mike Colletta's support of legislation which would increase taxes and require licensing of waiters and waitresses, are boycotting Colletta's janitorial supply firm in Anchorage, the *Daily News* has learned.

Colletta, an Anchorage Republican who chairs a special alcohol and alcoholism committee that produced a 13-bill package of alcohol-related legislation, acknowledged Tuesday some bars have returned or cancelled orders of janitorial supplies because of his stand on the liquor bills.

THE COLLETTA Corporation, at 488 Lois Drive, supplies soap, brooms, cleaning agents and paper products to about 800 businesses, primarily in the Anchorage area.

Colletta has often been considered a friend of the liquor industry, and he received \$2,000 from liquor-related businesses during his 1976 re-election campaign. But last year, he led the fight

for a compromise tax increase on alcohol which passed the Senate, and he traveled extensively throughout the state last summer, gathering public testimony on alcohol problems.

A SPOKESMAN for the Union Club, one of the bars which has cancelled its orders from Colletta's company, said there is a widespread movement among barowners against the proposed alcohol package. Petitions opposed to the bills are being circulated in bars and liquor stores in Anchorage and elsewhere.

"It's not the most popular thing going," the Union Club manager said. "We're against the whole nine yards."

Colletta shrugs off the effect the boycott may have on his business, and he said it will only serve to strengthen his support for the tax increase and the other alcohol-related legislation. But the capital lobbyist for the liquor industry blasted the boycott as "a very stupid way to do business."

"WE DON'T tell our members what to do, but

we would never agree to boycott a single firm," said Doretha MacDonald, who represents the Cabaret, Hotel and Restaurant Association (CHAR). "CHAR has absolutely nothing to do with it."

The proposed tax increase on alcohol beverages, due to be calendared for floor action in the House, would boost alcohol taxes by about 80 per cent, with the largest increase falling on hard liquor. Supporters of the tax on the increase would mean about a five-cent tax per drink of hard liquor and less for beer and wine.

Another bill which has angered barowners and the Culinary Union would require waitresses and waiters who serve alcohol to take a short course in the state's liquor laws and to receive a license from the state. And another would prohibit those who serve alcohol from giving a patron more than one drink at a time.

(Continued on Page 2)

# • Booze bill

(Continued from Page 1)

THOSE ARE the most controversial measures in the sweeping Senate package, but other bills would boost the amount of money the state spends on alcoholism treatment and prevention, require alcohol and drug abuse education courses at all levels of public school, establish a \$50 tax credit for contributions to alcoholism programs, and require that all health insurance policies issued in Alaska offer benefits for treatment of alcoholism as any other disease.

A Washington - based liquor distributor which serves wide areas of Alaska has also reportedly come in for criticism from liquor dealers in Alaska because it has not taken an active enough stance against the alcohol legislation.

Gary Levin, an executive with K & L Distributors in Bellingham, Wash., acknowledged Wednesday he had "heard stories that they (liquor dealers) are mad at us. My assumption is it is because we're not retaining a full - time lobbyist there,

and they apparently think we're acquiescing to a tax increase. That's not true. We're opposed to an increase in taxes ... It is unnecessary for Alaska to tax to any greater extent."

LEVINE SAID he saw no indications that K & L's business had been hurt because of the disgruntled dealers.

Calletta said the boycott against his company will not have a major effect on the company's business because it deals with relatively few bars. But he said the effort to dissuade him from pushing for the tax increase would backfire.

"I got pretty bull - nosed about these tactics," he said. "This isn't going to work. That package is going to pass."

7/20/78  
Anch. Daily News

## ANCHORAGE DAILY NEWS

Published every morning except Sundays and certain holidays by the Northern Publishing Co. and printed under an agency agreement by the Anchorage Times Publishing Co., 555 Fourth Ave., Anchorage, Alaska, 99501. All mail subscriptions \$12 monthly, including postage.

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## A THOUGHT FOR TODAY

Man must always adjust to remain happy and effective.

Anonymous

DATSUN Sales & Service  
**SUNSET MOTOR CO.**  
4748 Seward Hwy.

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Carl's Golden Lion Hotel 34th & N. Seward

375-3723  
333-4222  
375-4551 Ext. 271

*Rec'd from Jim Cobbe*  
12/12/77



# A Guide for NON-PROFIT INSTITUTIONS

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**Cost Principles and Procedures  
for  
Establishing Indirect Cost and Other Rates  
for Grants and Contracts with the  
Department of  
Health, Education, and Welfare**

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**U.S. DEPARTMENT OF  
HEALTH, EDUCATION, AND WELFARE**  
August 1974

wages, directors' and executive committee members' fees, bonuses, incentive awards, employee insurance, fringe benefits, and contributions to pension, annuity, and management employee incentive compensation plans.

(b) *Allowability*. Except as otherwise specifically provided in this subsection, the costs of compensation for personal services are to be treated as allowable to the extent that:

(1) Compensation is paid in accordance with policy, programs, and procedures that effectively relate individual compensation to the individual's contribution to the performance of grant or contract.

~~Such policy, programs, and procedures must effectively relate compensation paid to the performance of the grant or contract for similar services.~~

(2) Total compensation of individual employees is reasonable for the services rendered; and

(3) Costs are not in excess of those costs which are allowable by the Internal Revenue Code and regulations thereunder.

(c) *Reasonableness*

(1) When the institution is predominantly engaged in activities other than those sponsored by the Federal Government, compensation for employees on Federally-sponsored work will be considered reasonable to the extent that it is consistent with that paid for similar work in the institution's other activities;

(2) When the institution is predominantly engaged in Federally-sponsored activities, and in cases where the kind of employees required for the Federally-sponsored activities are not found in the institution's other activities, compensation for employees on Federally-sponsored work will be considered reasonable to the extent that it is comparable to that paid for similar work in the labor markets in which the institution competes for the kind of employees involved.

(d) *Review and Approval of Compensation of Individual Employees*. In determining the reasonableness of compensation, the compensation of each individual employee normally need not be subject to review and approval. However, special consideration shall be made in those instances in which a general review reveals amounts or types of compensation which appear unreasonable.

(e) *Special Considerations in Determining Allowability*. Certain conditions require special consideration and possible limitation as to allowability for grant

and contract cost purposes where amounts appear excessive. Among such conditions are the following:

(1) Compensation to share holders, members, trustees, directors, associates, officers or members of the immediate families thereof, or to persons who are contractually committed to acquire a substantial financial interest in the enterprise. Determination should be made that such compensation is reasonable for the actual personal services rendered rather than a distribution of earnings in excess of costs.

(2) Any change in an institution's compensation policy resulting in a substantial increase in the institution's level of compensation, particularly when it was concurrent with an increase in the ratio of Government awards to other business, or any change in the treatment of allowability of specific types of compensation due to changes in Government policy.

(3) The institution's activities are such that its compensation levels are not subject to the restraints normally occurring in the conduct of competitive business.

(f) Notwithstanding any other provisions of this subsection, costs of compensation are not allowable to the extent that they result from provisions of labor-management agreements that, as applied to work in the performance of Government grants or contracts are determined to be unreasonable either because they are warranted by the character and circumstances of the work or because they are discriminatory against the Government. The application of the provisions of a labor-management agreement designed to apply to a given set of circumstances and conditions of employment (for example, work involving extremely hazardous activities or work not requiring recurrent use of overtime) is unwarranted when applied to a Government grant or contract involving significantly different circumstances and conditions of employment, (for example, work involving less hazardous activities or work continually requiring use of overtime). It is discriminatory against the Government if it results in individual personnel compensation (in whatever form or name) in excess of that being paid for similar non-Government work under comparable circumstances. Differences of costs will not be considered under this subparagraph unless:

(1) The institution has been authorized in writing to secure the data; and

(2) Due consideration has been given to whether there are unusual conditions pertaining to the Government work which impose burdens, hardships, or hazards on the institution's employees, for which compensation that might otherwise appear unreasonable is required to attract and hold necessary personnel.

(1) In addition to the general requirements (a) through (f) of this subsection, certain compensation are subject to further requirements specified in (2) through (9) below.

## 2) Salaries and wages

Salaries and wages for current services as compensation paid to employees in the form of cash, products, or services, and are allowable under section G.25 as it relates to compensation for

## 3) Incentive Compensation

Incentive compensation to employees for cost reduction, or efficient performance, awards, safety awards, etc. are allowable to the extent that the overall compensation is determined to be reasonable and such costs are paid or accrued pursuant to an agreement entered into in good faith between the institution and the employees before the services are rendered, or pursuant to an established plan followed by the institution so consistently as to constitute an agreement to make such payment. Such incentive compensation when deferred are allowable to the extent provided in (4) below.

## (4) Deferred Compensation

(a) As used herein, deferred compensation includes all remuneration, in whatever form, for which an employee is not paid until after the lapse of a specified period of years or the occurrence of other events specified in the plans; except that it does not include the cost of accounting period accruals for regular salaries and wages. It includes (i) contributions to pension and annuity plans, (ii) contributions to disability, health, insurance, survivorship, and similar benefit plans, and (iii) other deferred compensation.

(b) Deferred compensation is allowable to the extent that (i) except for past service pension and other costs, it is for services rendered during the contract period; (ii) it is subject to an agreement entered into in good faith between the institution and its employees before the services are rendered, or pursuant to an established plan followed by the institution so consistently as to imply, in effect, an agreement to make such payment; (iv) the benefits of the plan are vested in the employees or their designated beneficiaries and no part of the deferred compensation reverts to the institution; (v) in the case of past service costs, it is amortized over a period of ten years; and (vi) for a plan which is subject to approval by the Internal Revenue Service, it complies with the

requirements of the Internal Revenue Code and the regulations of the Internal Revenue Service.

(c) In determining the cost of deferred compensation allowable under the grant or contract, appropriate adjustments shall be made for credits or gains, including those arising out of both normal and abnormal employee turnover, or any other contingencies that can result in a forfeiture by employees of such deferred compensation. Adjustments shall be made only for forfeitures which directly or indirectly inure to the benefit of the institution; forfeitures which inure to the benefits of other employees covered by a deferred compensation plan with no reduction in the institution's costs will not normally give rise to an adjustment in grant/contract costs. Adjustments for normal employee turnover shall be based on the institution's experience and on foreseeable prospects, and shall be reflected in the amount of cost currently allowable. Such adjustments will be unnecessary to the extent that the institution can demonstrate that its contributions take into account normal forfeitures. Adjustments for possible future abnormal forfeitures shall be effected according to the following rules:

(i) Abnormal forfeitures that are foreseeable and which can be currently evaluated with reasonable accuracy, by actuarial or other sound computation shall be reflected by an adjustment of current costs otherwise allowable; and

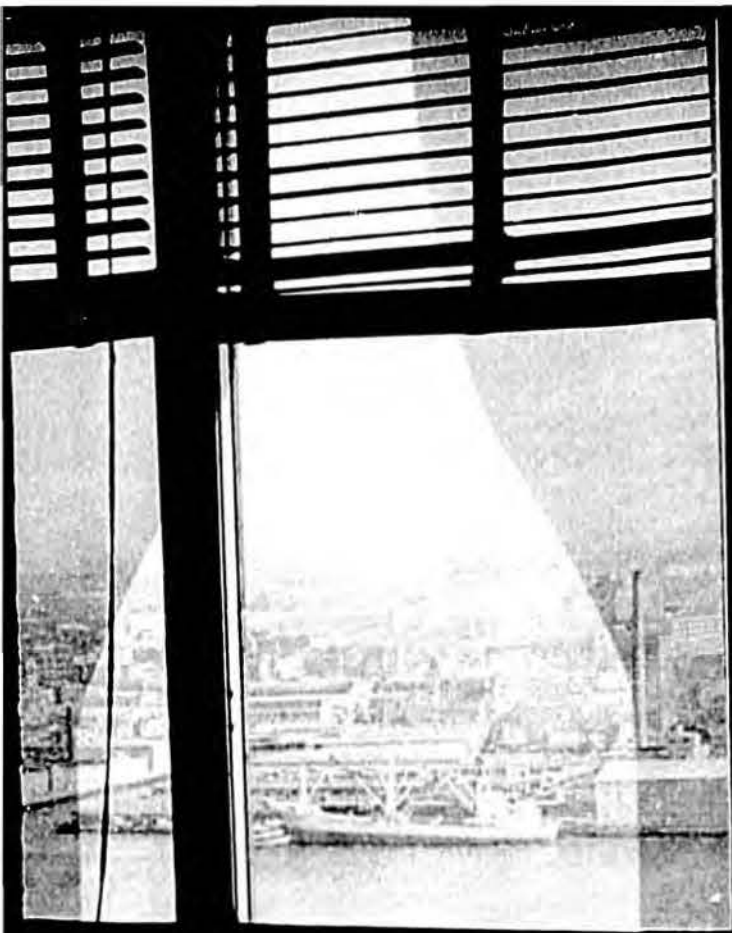
(ii) Abnormal forfeitures, not within (i) above, may be made the subject of agreement between the Government and the institution either as to an equitable adjustment or a method of determining such adjustment.

(d) In determining whether deferred compensation is for services rendered during the agreement period or is for future services, consideration shall be given to conditions imposed upon eventual payment, such as requirements of continued employment, consultation after retirement, and covenants not to compete.

## (5) Fringe Benefits

allowances and services provided by the institution to its employees as compensation in addition to regular wages and salaries. Costs of fringe benefits, such as pay for vacations, holidays, sick leave, military leave, employee insurance, and supplemental unemployment benefit plans, are allowable to the extent required by law, employee agreement, or an established policy of the institution.

PLEASE NOTE: THE PRECEDING PAGES WERE TREATED  
AS A UNIT IN THE ORIGINAL DOCUMENT.



Business,  
Industry &  
Time  
In A Bottle.

## The cost

### ALCOHOLISM IS COSTING AMERICAN INDUSTRY 17 BILLION DOLLARS ANNUALLY.

The National Council on Alcoholism's research figures indicate 8-10 percent of all employees nationwide suffer from the disease of alcoholism in its early, middle or late stages.

Each alcoholic employee costs your company, conservatively estimated, 25% of his or her salary in absenteeism,\* tardiness, spoiled materials, reduced efficiency and effectiveness, on-the-job accidents and medical benefits.

\*usually 25% of salary is lost to absenteeism cost alone

#### In addition...

50% of all fatal accidents involve alcohol, two-thirds of these involve alcoholics

37.4% of admissions to state and county mental hospitals are due to alcoholism

Violent behavior attributed to alcohol misuse accounts for:

60% murders, 42% assaults, 34% rapes, 30% suicides, 60% child abuse and 33% of cases in family courts.

#### Alcoholism Is Treatable

65-85% recovery rates have been documented in business and industry where effective employee alcoholism programs have been developed

75-85% recovery rates in Air Force and Navy rehabilitation programs

85-75% recovery rates with leading clinical therapists

#### Treatment Is a Sound Investment

Billions of dollars can be saved to industry alone

Consider the facts...

## Consider your company's probable cost...

Total number of employees (Salaried and hourly)	1	
Multiply by 6%	2	x .06
Equals probable minimum number of alcoholics	3	
Average annual pay rate (Salaried and hourly)	4 \$	
Multiplied by 25%	5	x .25
Equals estimated cost per alcoholic	6 \$	
Multiply 3 by 6 for your com- pany's conservative annual cost due to alcoholism	7 \$	

## ...& potential savings.

Assuming only a 60% recovery rate after developing a Labor-Management Employee Alcoholism program

Multiply 7 by 60%	8	x .60
Equals conservative savings estimate	9 \$	

## Your company's contributor history

	Corporate Contribution	Corp. per capita per alcoholic (6% of emp.)	Corp. Contrib. Increase/ Decrease	agency costs due to inflation
2 YEARS PRIOR			%	%
LAST YEAR			%	%
THIS YEAR			%	%

Your company's high priority financial support to alcoholism programs is important to the: Individual, Family, Community, Business and Industry.

Please consider these levels of support and join key leadership.

1. Conservative Savings Estimate*	\$	
Times: one percent		x .01
<b>National Key Leader</b>	\$	
2. Conservative Savings Estimate*	\$	
Times: five-tenths percent		x .005
<b>Advanced Key Leader</b>	\$	
3. Conservative Savings Estimate*	\$	
Times: one-tenth percent		x .001
<b>Committed Key Leader</b>	\$	
4. Last year's Contribution	\$	
Times: Goal percent increase		x
<b>Concerned Key Leader</b>	\$	

\*Number (8) on Page Three

The solution

Money

Labor Management Services

The Proofs of Success

## What Labor & Management say...

**William P. Taveularous, President, Mobil Oil Corporation**

"When an employee controls a drinking problem, there are many winners—family, company, union and society as a whole. And when excessive drinking goes uncontrolled, every one of them is a loser."

"Helping employee problem drinkers help themselves—that is, being supportive of their efforts to overcome alcoholism—is one of the best and most needed programs a concerned company can undertake these days."

**George Meany, President of AFL-CIO**

"We in the AFL-CIO have been aware for some years that the alcoholic is a problem not only to himself but also to his family, fellow workers and society. It is because of our deep concern for the welfare of all Americans that we have encouraged, through our community service activities, labor participation in community-wide and industry-wide programs for the prevention and treatment of alcoholism."

**Malcolm Baldrige, Chairman of the Board and Chief Executive Officer, Scovill Manufacturing Company**

"We are... convinced that any financial investment we make in trying to help people who have this problem (alcoholism) is repaid many times over per year..."

**I.W. Abel, President of United Steel Workers**

"The trade union movement in the United States is primarily dedicated to furthering the best interest of all Americans. That is why the disease of alcoholism which has such a broad and deep impact on our society, is one of our primary concerns, and why we support the efforts of the National Council on Alcoholism."

**Walter A. Fallon, President and Chief Executive Officer, Eastman Kodak Company**

"Eastman Kodak Company has had an alcoholism program since 1942. We realized very early that a company which recognizes alcoholism as an illness and which offers support for treatment and rehabilitation fulfills an obligation to the sick employee, his or her family, the community and itself. Recovered alcoholics are often happier, healthier, and more productive persons than they were prior to their illness."

**Al H. Chesser, President, United Transportation Union**

"Alcoholism is a terrible waste of otherwise capable and productive people. It is the duty of those of us who are fortunate enough to escape this illness to help restore our afflicted friends to normal health and happiness once again. Labor management cooperation in Employee Alcoholism Programs is one of the best ways to arrive at our common goal."

NATIONAL COUNCIL ON ALCOHOLISM, INC.  
733 Third Avenue/New York, N.Y. 10017/(212) 986-4433

by Arnold L. Crevett © National Council on Alcoholism, Inc. 1977

# occupational alcoholism

## Some Problems and Some Solutions

# NIAAA

The National Institute on Alcohol Abuse and Alcoholism is charged with responsibility for formulating and recommending national policies and goals for the prevention, control, and treatment of alcohol abuse and alcoholism, and for developing and conducting programs and activities to achieve these goals.

The Occupational Programs Branch of the National Institute on Alcohol Abuse and Alcoholism is concerned with alcohol abuse and alcoholism as they affect employed people—whether they work for business or industry within the private sector, for Federal, State or local governments within the public sector, or are self-employed.

It can be assumed that well over two-thirds of the persons in the United States suffering from alcoholism or having problems centered on their use of alcohol can be classified as employees or their dependents.

This paper concerns itself with the working person or his dependents in trouble with alcohol and what can be done for them to benefit the employer, the employee, and the community.

## **INTRODUCTION**

**Alcoholism, or problem drinking, is today assumed to affect some five percent of our adult population. However, only three to five percent of the alcoholic population are found in the skid row environment. More than two-thirds of the remainder are workers or members of their households. It would certainly appear to be in the interest of those concerned with the well-being and productivity of our working population to provide effective means for the identification and treatment of those among them who are in trouble with alcohol.**

**Yet, at the time when vast sums were being directed toward the control and eradication of such human cripples as polio, tuberculosis, and heart disease, alcoholism was traditionally treated as moral depravity of the sufferer, rather than the treatable disease which it is. Physicians were not trained to treat it, hospitals refused their services to alcoholics, and "public drunkenness" was a crime.**

**At the same time, a reflection of this attitude prevailed in business and industry where relatively little was done by employers as a class to provide help to the alcoholic employee—whether the employee was working in private enterprise or for a government agency. The prevailing belief of the community that the alcoholic could not, or would not, be treated was a literal dogma in the work world.**

**Today, however, the picture is changing rapidly. Above all, we have a national commitment to a coordinated attack on problems related to the use of alcohol. That is what the National Institute on Alcohol Abuse and Alcoholism is about. Within the Institute, its Branch on Occupational Programs devotes its energies and skills, together with its Federal funding capabilities, to those problems as they apply to the work world.**

## **AN HISTORICAL PERSPECTIVE OF INDUSTRIAL ALCOHOLISM PROGRAM ACTIVITY**

Because of the traditional stigmatic attitudes which attach to alcoholism, the person suffering from it has been understandably loath to admit his problems with alcohol. The employer, in turn, has been reluctant to admit that his work force might harbor alcoholic employees. Consequently, identification did not generally occur until the disease had reached such an advanced stage as to make the recovery rate extremely low and the cost of impaired performance extremely high.

Yet the structured characteristics of the work world, if properly utilized, make it an ideal environment for identification as well as for motivation toward treatment. This was recognized as early as 1940 by a very few corporate organizations which became concerned with the effect of alcoholism among their work force. They instituted policies and programs intended to identify the alcoholic employee with a view toward his rehabilitation. These pioneers were commended for their efforts to deal with what most of their contemporaries considered to be a "social evil." However, the number of concerned companies remained very small despite the appearance of research studies by Maxwell of Rutgers University and others revealing the impressive size of the costs involved through ignoring a problem assumed to affect some five percent of the national work force.

As is usually the case in an innovative undertaking, these early efforts did not initially hit upon the optimum design for their programs.

By using methods designed to identify only the employees clearly marked by alcoholic behavior, for the most part they

succeeded in identifying only those in the later stages of the disease whose condition had become so conspicuous that their plight could no longer be concealed. Supervisors were later given training in the early identification of those in the work force who were "alcoholics;" but with the feelings born of community attitudes, they were not comfortable in this new, unfamiliar responsibility of diagnosing what they basically felt was a matter of moral weakness or character deficiency. Consequently, they avoided taking this unpleasant action, often covering up for the employee while lecturing him about his drinking. This ambivalent attitude often continued for months and years, while the employee's health, work performance, and chances for recovery deteriorated. In many cases, the employee would eventually be quietly retired or, more often, terminated.

As further research was applied to the problems being encountered in the implementation of these early programs, especially that done by Trice, Roman, Belasco, et al. of Cornell University under grants by the Smithers Foundation, a greater understanding of identification procedures by management developed. Education and consultation efforts by a Labor-Management Services Department of the National Council on Alcoholism sought to apply these findings in developing programs during the 1960's, while striving simultaneously to reduce the effect on management policies and procedures of the stigma surrounding the employee identified as alcoholic.

Job impairment as demonstrated by repeated illness or unauthorized absenteeism, decreased productivity, and personal distress gradually became the criterion and supervisors were trained in better techniques of observing job performance in view of these factors rather than in the science of alcoholism diagnostics. Supervisory action was

limited strictly to confrontation on poor performance with referral to a company program person for evaluation as to the cause. However, such programs were still labeled by the terms "alcoholism" or "problem drinking." Determined efforts to reduce the effect in the work world of the stigma attached to these terms could not overcome the entrenched attitudes that prevailed in the community. As a result, although perhaps one hundred or more employing organizations could point to a policy, program, or procedure designed to identify workers suffering from alcoholism, only a few were effective in view of the theoretical possibilities. Success rates with those employees who were reached, however, were impressive; and up to two out of three of those who were motivated to treatment returned to their jobs successfully rehabilitated, with their work potential restored.

The problem was less one of treatment success than one of identification technique. Community stigma reflecting on the work situation still acted to prevent meaningful penetration into the employee population at risk.

Upon the creation of the National Institute on Alcohol Abuse and Alcoholism (NIAAA), its Occupational Programs Branch surveyed programs across the country to determine those common threads of policy and procedure that produced not only recovery but case-finding concepts that identified for treatment purposes a maximum number of employees at all levels whose performance, it could be statistically assumed, was being adversely affected through their use of alcohol. Penetration rate was a sought-after criterion.

It was quickly noted that research and experimentation by several concerned companies and individuals, based on studies of the limited success of earlier programs were resulting in innovative changes. These changes promised much greater effectiveness in reaching more employees in trouble

with alcohol and in reaching them at an earlier point in their difficulties.

## **THE BROAD BRUSH APPROACH**

Except in the higher echelons of management, the work situation generally involves a direct and continuing relationship between the employee and his supervisor. The supervisor's job includes the opportunity (and obligation) to observe and to act upon the job performance of the employee.

The onset of alcoholism, even in the earlier stages, generally results in an alteration in an employee's work performance and/or his on-the-job behavior. However, alcoholism is not the only reason that an employee may suffer a change in performance or behavior. It may also arise from an emotional disturbance, various forms of drug abuse, or other personal problems.

The role played by supervision in an alcoholism program is appropriately limited to that of observing and reporting on the work performance of the employee. This is a duty proper to that position, and one in which supervision is comfortable. Supervisors need not be called upon to be diagnosticians or to accuse (in their view) anyone of being alcoholic.

A major key to the successful control system is a clear understanding by supervision of the role to be played in the case of an employee whose work performance has deteriorated for causes which may, or may not, be obvious. When a supervisor is satisfied that the altered work performance is not a transitory phenomenon, his responsibility is to refer the troubled employee to a unit which may be

called an "Employee Counseling Service," or "Employee Assistance Service." The nature of this service makes the use of the term "alcoholic" or "alcoholism" in its designation both inappropriate and defeating to the concept of the program. The location of this service within the management structure, personnel or medical, is not particularly relevant. It may be noted however, that with earlier identification procedures, medical complications allowing the diagnosis of alcoholism through physical and laboratory findings are seldom evident, and few physicians possess either the skills or desire to make judgments based solely on criteria related to job performance or social pathology. With few exceptions, successful contemporary programs are personnel management oriented.

The purpose of this management service or control system is to ascertain what is troubling the employee to the detriment of his work performance, and, having done so, to put the employee on a course of action designed to deal with his problem or problems. Experience has borne out that in about half of the cases the employee's problem will be alcohol related. (In other cases as well, it is in the employer's interest that the employee be restored to full productivity.) Further, as confidentiality is assured, and as the pointed and labelled threat to the alcohol-troubled worker is absent, a substantial number of cases—if not the majority—are self-referred on the basis of the secondary or alcohol-related problem. As a result, a penetration rate of nearly 50 percent of the alcohol problem population within two years has been recorded by at least one organization with a management control system oriented toward the crisis intervention model. In the light of earlier program activity, and in the face of any lingering alcoholism-centered program ideology, such results cannot be ignored.

The staff of such an employee counseling service is not

oriented toward therapy. They may be considered as evaluators, guidance counselors, or motivational interviewers whose primary concern is linkage of the troubled person with those community (or, rarely, in-house) services best suited to meet his perceived needs. In this respect, management's role clearly and appropriately becomes one of identification only. In turn, it is appropriately the role of community care-givers to diagnose the cause of the problem behavior and bring about relevant treatment opportunities.

The size of the work force will be the principal factor in management's determination as to whether the employee counseling service is to be in-house or provided under contract with an outside organization offering similar services to other employers in the locality. The fact that the counseling service is provided by an entity organizationally unrelated to the employer tends to make employees more comfortable in discussing their problems.

## **TREATMENT**

The nature of the treatment modalities to be used for the alcoholic or otherwise troubled employee is not within the scope of this paper. The choice available is varied and suitability will depend on a number of factors. In the case of alcoholism, one of the most important of these factors will be the stage at which the employee's alcoholism has been identified. Hopefully, under the system described above, the identification will in most cases have been made at a comparatively early stage. This means that the chances of recovery are much greater and the process is more rapid.

Of major concern at this time, however, is the availability of treatment services adequate to the needs of employed people and, above all, *acceptable to them*. It is essential that such

**appropriate treatment facilities be extant when management initiates the identification procedures.**

It should be noted that when the employee's problem has been identified as being alcohol related, the work situation provides perhaps the best possible motivating force for successful treatment of his illness. The employee finds himself in a position where his livelihood and that of his family is threatened because of his poor work performance. His poor performance, he must now admit, is caused by his use of alcohol or the illness of alcoholism. Treatment designed to eliminate the cause of his inferior work performance is offered him. The only alternative to treatment that he can reasonably anticipate is dismissal at an early date. The cause and effect relationship here can become a strong motivating force for the employee.

However, faced with that ego-bruising admission, it is important to his recovery that he not be sent to a treatment facility which he will find further demeaning. Major factors related to program success in those organizations surveyed by the Occupational Programs Branch of the NIAAA were the nature of the treatment resources available to identified employees with problems and the smoothness of the referral linkage. It is an unhappy fact that community alcoholism treatment resources available today to many business and industry groups are keyed primarily to the needs of the visible chronic alcoholic, or public inebriate population. Also, they are based within institutional settings that grossly threaten the motivation inspired by an effective management control system with skilled guidance counseling capability.

A major thrust of the Occupational Programs Branch of NIAAA is the stimulation and development through Federal funding of professional and ethical community resources

designed specifically to meet the needs of all troubled employees in accordance with their expectations. In adherence to the demonstrably successful "broad brush" program approach, such facilities will be encouraged to include resources to meet not just alcoholism or alcohol-related problems, but the full gamut of problems, such as credit counseling, legal aid, drug problems, or marital or familial problems, that are encountered by workers and their families.

The already existing physical medical services resources available to industry today form a model far more familiar to management and labor than the usual community mental health resources or esoteric single service or single modality facilities. Such a resource, behaviorly oriented, may make optimum use of existing community agencies where appropriate and acceptable, filling the services gap where necessary by internal programming. The development of appropriate alcoholism services by such a facility is a major consideration in most communities where such services are at best fragmented or fail to meet the ego needs of employed people.

Over the long run, Alcoholics Anonymous remains the most available and successful resource in practically all communities across the country. However, it is not suited to all people, nor does it provide essential early medical or extensive social services. Its greatest value lies in its long-term follow-up therapy. Those treatment programs oriented toward the eventual involvement of the alcoholic person with this unique Fellowship would seem to insure the greatest possibility for successful therapeutic outcome.

## **AN ANNOUNCED COMPANY POLICY ON ALCOHOLISM**

In anticipation of establishing a "broad brush approach"

program for helping the troubled employee, the company may wish to publish its policy on alcohol-related problems of employees. While the announcement of this policy would be first in point of time, it would be indirectly related to the program for the troubled employee.

The statement could appropriately point out: (1) that the company is not concerned in any way with social drinking, or any other aspect of the employees' private lives; (2) that alcoholism will be recognized as a health problem subject to treatment and from which recovery is possible in the majority of cases; (3) that the company's interest in alcoholism, as in the case of other illnesses, stems from its effect on the employee's job performance; and (4) that nothing in this policy changes published disciplinary action procedures for impaired job performance in those instances where the employee fails to take cognizance of his alcohol problems and the impaired performance is not corrected.

## **LABOR**

It is not reasonable to consider the creation and implementation of any program for troubled employees in an organized company or industry without complete agreement and participation by the unions represented. Willing and cooperative action by the community services component of the locals or central labor body concerned reinforces and supports both management identification procedures and the community treatment resources. There is no reason to believe that this matter should not be the subject of an agreement clause in the contract under a heading concerned with health and safety.

Presently a number of union contracts contain the following provision: "Without detracting from the existing rights and

obligation of the parties recognized in other provisions of this agreement, the Company and the Union agree to cooperate at the plant level in encouraging employees afflicted with alcoholism to undergo a coordinated program directed to the objective of their rehabilitation." This clause may well be expanded to include employees "with other disabling personal problems."

Leaders of organized labor have long been concerned about the personal problems of their members. In some cases where management is uninterested or unable to establish a management control system, labor organizations can undertake the job for their own rank and file. In such cases shop stewards undertake the responsibility of identifying the troubled employee and the union provides the counseling services and enables treatment. Such a labor union control system can be particularly appropriate in a situation where the organized labor force is scattered among a number of small employers, as in the case of truckers, meat cutters, or retail clerks.

Some labor organizations in large urban centers are now contemplating the establishment of counseling services and treatment facilities for troubled employees, to include medical and other related services, and to be made available under contract between the labor organization and corporate management.

## **CONCLUSIONS**

1. Once established, it will become apparent that the keys to the success of the program will lie in these areas:
  - **SUPERVISION.** Supervisors must clearly understand that what concerns them is the *work performance* of all

the people they supervise. They fail if they cover up for an employee, if they attempt to handle any personal problem themselves, or if they engage in a witch hunt. Having found impaired work performance which has continued unimproved after being adequately brought to the employee's attention under normal procedures, the supervisor must promptly make the employee aware of the services available to him through the Employee Counseling Unit. This is less a matter of supervisory training than of firm, expressed management directive.

- **PROGRAM STAFF.** The Employee Counseling Unit must be professionally trained, responsive, and aware of all services that meet employee needs in an adequate and acceptable fashion.
  - **TREATMENT RESOURCES.** There must be available within the community treatment resources that are appropriate and acceptable to employed people with all that is implied by these terms in the sense of personal dignity and status. Such a resource must be prepared to cope with the full spectrum of troubles that interfere with work performance.
2. Companies which have sought and made use of labor union agreement, support, and participation in their alcoholism programs have enjoyed a greater degree of success than companies which failed to elicit such agreement.
  3. As indicated in its title, we have sought in this paper to discuss some of the problems and to suggest some solutions which those who have been working in the field of occupational alcoholism have developed and found effective. They are not definitive solutions. To be

a success, a program of this nature must be designed to fit the idiosyncrasies of the company and the community concerned.

**For further information or assistance, you may wish to write or telephone the Occupational Programs Branch – The National Institute on Alcohol Abuse and Alcoholism, 5600 Fishers Lane – Rockville, Maryland 20852; (301) 443-1273.**

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**U.S. DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE**  
**Health Services and Mental Health Administration**  
**National Institute of Mental Health**  
**NATIONAL INSTITUTE ON ALCOHOL ABUSE AND ALCOHOLISM**  
**5600 Fishers Lane**  
**Rockville, Maryland 20857**

Teamster →  
Don Rybeck } Teamster  
Secretary } contract

→  
choose board, etc

under contract

Debie? →

April 12, 1978

Senator Mike Colletta  
Tenth Alaska State Legislature  
Pouch V  
Juneau, Alaska 99811

Dear Senator:

The recent article in "The Advocate" concerning the teamsters salaries has come to my attention. You maybe interested to know that the Director of Alaska Labor & Management Employee Affairs, Inc. (ALMEA) is also a teamster.

It is my understanding that ALMEA is run on State and Federal funds. Is it right that he would get his teamster pension paid with these funds? That he is the only ALMEA employee, past or present, to have a pension? That he dismissed all employees before the final contract date? That he obtain an extension of the contract to cover himself with pension? Is it right? Good programs find it difficult to obtain funds for helping the alcoholic - so is it right to be paying the teamsters with money that could be used for services?

Respectfully,

A concerned Alaskan



SKILL  
RESPONSIBILITY  
INTEGRITY

THE ALASKA CHAPTER  
**ASSOCIATED GENERAL CONTRACTORS  
OF AMERICA, INC.**

BOX 4.2500 • ANCHORAGE, ALASKA 99509  
TELEPHONE (907) 276-5354



3201 SPENARD ROAD  
ANCHORAGE  
**GEORGE ED. SMITH**  
MANAGER

March 8, 1978

The Honorable Mike Colletta  
Alaska State Senate  
Pouch "V" State Capitol Building  
Juneau, Alaska 99811

Dear Senator Mike:

As you remember, in the past we have talked about my involvement with the Alaska Labor and Management Employee Affairs, Inc. (ALMEA). It is unfortunate, but today I have to add another problem to the many you face in the legislature.

Because of a lack of federal funding for the ALMEA statewide alcohol and drug program until April of 1979, we are in dire need of at least \$85,000 to keep the Anchorage office open and operating in the interim. Our Board feels that it is essential to keep open the lines of communication with labor, management, other programs, and most importantly, the State agencies during this funding crisis.

In the five years the program has been in operation, the only State monies received was \$25,000 matching funds in 1973. I would point out that this is the only occupational program in the state, and our high rate of success, clientwise, is due to early identification of the troubled individual.

On behalf of the Alaska Labor and Management Employees Affairs, Inc., I would sincerely appreciate your consideration and assistance in procuring the necessary funding to keep this most worthwhile program operating and visible for the many thousands of people who have, and continue to seek help.

Sincerely,

ALASKA CHAPTER  
ASSOCIATED GENERAL CONTRACTORS

*George Ed Smith*  
George Ed Smith  
Manager

GES/RMP/ec

Enclosure

*will covered by  
appropriations  
of Alca.  
no response necessary*



# Alaska Labor & Management Employee Affairs, Inc.

A NON-PROFIT ORGANIZATION

503 W. No. Lights Blvd. Suite 205  
Anchorage, Alaska 99503  
Phone (907) 272-5656

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Dr. A. H. Parker  
Leo Walsh, Contractor

February 21, 1978

Senator Mike Colletta  
Box 3188  
Anchorage, Alaska  
99501

Dear Mike:

Myself and the people who would benefit from a "Troubled Peoples Program" for state workers are asking if you would look into why, the reluctance on the powers to be that they won't work with our program on this. We were set up just for this purpose. For five years we have handled state people, who know of us but never through State Personal or in any official capacity.

It would be nice if we could work together on this problem.

Thank you for any help that can be offered. Or any ideas or suggestions you may have.

Sincerely,



Don Ryder  
Executive Director

DR/mjc

Enclosures

*To be taken care of  
in a sealed package -  
announced by phone  
M. Colletta*

Orange Bldg. at the "Y"  
General Delivery  
Glennallen, Alaska 99588  
Phone (907) 822-3939

801 5th Ave., Suite 1  
Fairbanks, Alaska 99701  
Phone (907) 456-3912

128 Pioneer Dr., Suite 8  
P. O. Box 1390  
Valdez, Alaska 99686  
Phone (907) 835-4796



STATE OF ALASKA  
OFFICE OF THE GOVERNOR  
JUNEAU

May 5, 1975

Mr. Don Ryder  
Executive Director  
Alaska Labor and Management  
Employee Affairs, Incorporated  
503 West Northern Lights  
Boulevard  
Anchorage, Alaska 99503

Dear Mr. Ryder:

Since the receipt of the copies the POLICY ON THE ILLNESS OF ALCOHOLISM, the concept and the specific problems have been discussed by several persons working in both the area of alcoholism and personnel policy.

Generally speaking, our reaction at this time is to hold off on adopting this specific policy in light of plans within the near future to review the whole concept of personnel policies and programs related to the possibility of adopting the "Troubled Employees Program" concept of policy. As this concept, which is an expanded approach to the types of problems you address in relationship to alcoholism, is reviewed and discussed within the next few months. The statement on the POLICY ON THE ILLNESS OF ALCOHOLISM will be incorporated as a model policy for review. Should you wish to participate in discussions in this effort, I might suggest that you indicate your interest to me, and I shall see that you have that opportunity.

Thank you very much again, for providing us with the copies, and I look forward to our incorporating the concepts addressed in the policy statement within our future personnel policy addressing "Troubled Employees Program."

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Sue S. Greene".

Sue S. Greene  
Special Assistant  
to the Governor

# Alaska Labor & Management Employee Affairs, Inc.

A NON-PROFIT ORGANIZATION

## POLICY ON THE ILLNESS OF ALCOHOLISM

### Board of Directors

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G. H. Lundell, Alyeska Pipeline  
Paul B. Jones, Attorney-at-Law  
Rev. Norman Elliott  
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Dr. A. H. Parker  
Lou Walsh, Contractor

The

As an employer, alcoholism is strictly limited to its effect on an employee's job performance or on-the-job behavior. There is no intent to intrude upon the private life of any employee.

For the purpose of this policy, alcoholism is defined as an illness which interferes with an employee's ability to perform assigned work satisfactorily or which adversely affects his behavior on the job.

It is intended that implementation of this policy will not require any special regulations, privileges or exemptions from the standard administrative practices applicable to job performance requirements.

### The Responsibility of Supervisors

It is the responsibility of supervisors at all levels of management to implement this policy; to identify all instances of substandard work performance on unacceptable job behavior; and to take appropriate corrective action. Failure to do so will be considered evidence of the lack of good management and/or supervisory practice, particularly where alcohol related problems may be present.

### Employee Rights and Responsibilities

Any employee suffering from alcoholism will receive the same consideration that is presently extended to employees having any other illness, including the use of sick leave, if necessary, to pursue an appropriate program of treatment.

7. It is expected that an employee afflicted with alcoholism will seek appropriate treatment for his illness. No official records pertaining to the diagnosis or treatment of alcoholism shall be kept by any employing agency and no employee shall have his job security or promotional opportunities jeopardized by seeking treatment of his illness.
8. The responsibility to correct unsatisfactory job performance or behavior resulting from an apparent alcohol problem rests with the employee. Failure to do so, for whatever reason will result in appropriate corrective or disciplinary action as determined by agency management.
9. It is to be hoped that through this policy, employees who suspect they may have an alcoholism problem, even in its early stages will voluntarily seek information and counseling and, when indicated, follow through with prescribed treatment.

### Labor-Management Cooperation Required

10. To insure the reasonable, impartial and effective implementation of this policy, there must be full co-operation between all levels of management and the appropriate representatives of employee organizations.

Effective Date \_\_\_\_\_

Don Ryder, Executive Director

**ALMEA POLICY STATEMENTS HAVE BEEN SIGNED BY THE FOLLOWING:**

**Alyeska Pipeline Service Co.**

**Associated General Contractors of America, Inc. - Alaska Chapter**

**Alaska Federation of Natives, Inc.**

**Teamsters Local #959**

**Community Enterprise Development Corporation**

**Alaska Gas & Service Company**

**Anchorage Central Labor Council (30 Labor Unions)**

**Western Alaska Building & Construction Trades (17 Unions)**

**Alaska Public Service Tri-Trades Council**

**Alaska Federation of Labor**

**Greater Anchorage Area Borough**

**Q.L.Q. & Sons, Inc.**

**Whitney Brothers Plumbing & Heating**

**Paving Products, Inc.**

**Resource Associate of Alaska**

**C.J.M. Construction, Inc.**

**Culinary Union**

**Municipality of Anchorage, Health Department**

**Alaska Public Employees Association.**

**Salvation Army Comprehensive Alcohol Program.**

**Northern Alaska Health Resources Assoc.**

**Between the period of 7/1/76 and 4/30/77 (10 months) ALMEA has had 5,037 contacts with clients - either in person, via telephone or letters.**

# Alaska State Legislature



SENATOR MIKE COLLETTA

SENATE FLOOR LEADER

Senate

## SPECIAL SENATE COMMITTEE ON ALCOHOLISM

Revised Schedule FINAL

Travel Itinerary: North and Western Alaska Segment Sept. 14, 1977  
September 16 through September 21.

9/16 Anchorage Depart 4:00 p.m.

McGrath (Overnight)

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9/17 Ruby

Galena

Anvik

Holy Cross (Overnight)

---

9/18 Bethel

Hooper Bay

Akiachak

Napaskiak

Bethel (Overnight)

---

9/19 Unalakleet

Nome

Kotzebue (Overnight)

---

9/20 Kiana

Fort Yukon

Fairbanks (Overnight)

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9/21 Anchorage Return 1:00 p.m.