



NAC Position Paper No.12, December 1, 2007

## SAFETY

### ***Success in achieving Zero Injury requires “Drug and Alcohol Testing.”***

Through the Position Papers on Safety, The National Academy of Construction (NAC) is recommending American businesses investigate the research of the Construction Industry Institute (CII) into how increasing numbers of employers are able to achieve a million work hours and more without an OSHA Recordable injury. The nine research based CII Zero Injury safety leadership categories follows: 1. Demonstrated management safety commitment; 2. Staffing for safety; 3. Safe work planning; pre-project and pre-task; 4. Safety education; orientation and specialized training; 5. Employee involvement; behavior safety and safety perception surveys; 6. Evaluation and recognition of safety performance; 7. Contractor selection and management; 8. Accident/incident investigation including near misses; 9. Drug and alcohol testing.

NAC Safety Papers (SP) No. 1 emphasizes the importance of proactive attitudes about safety; No. 2 reveals that one company by using these CII research findings achieved 4,649,000 continuous work hours without a recordable injury; No. 3 lists the nine CII critical Zero Injury Safety Management Categories; No. 4 discusses CII category 1; “Demonstrated Management Safety Commitment;” No. 5 Discusses “Staffing for Safety;” No. 6 covers “Safe Work Planning;” No. 7 covers “Safety Education;” No. 8 covers “Employee Involvement;” No. 9 covers “Evaluation and Recognition in Safety Performance;” No 10 covers “Contractor Selection and Management;” No 11 covers “Accident/Incident Investigations Including Near Misses.”

#### SP No. 12 – CII Category 9. Drug and Alcohol Testing

Routine drug and alcohol testing of employees was proven by the CII research to be an essential part of a safety culture where zero injury was found. There are six critical elements of this testing; 1. Every employee is tested including top management; 2. Initial testing is done prior to employees reporting for work; 3. A random testing protocol (short notice) is in operation; 4. Testing is done on a “for cause” basis; 5. Post-incident testing is conducted on involved employees; and 6. Drug contraband searches are made.

In the past 20 years most of the early issues that surrounded the introduction of drug and alcohol testing have been successfully addressed with the result that most all construction projects now have all six elements implemented. On sites where there are represented employees working there are implementation protocols that must be addressed in order to reach full procedural accord with the Unions. It is very helpful if the facility owner formally requests the job site have a Drug and Alcohol testing requirement. Another is to create a formal written Drug and Alcohol Testing Policy statement and insure it recognizes the pre-eminence of any state or local statutes that address work place Alcohol and Drug Testing.

CII research has proven the cost of the utilizing the nine CII zero injury categories is returned at a rate of 400 to 500% per annum when compared to the costs of OSHA/BLS injury rate average performance for Construction. Information and details on the increasingly popular “Zero Injury Safety Leadership Concept” are available from the following:

Construction Safety Alliance  
550 Stadium Mall Dr., Room 1223  
West Lafayette, IN 47907-2051  
Ph (765) 494-2244  
e-mail: [halpin@ecn.purdue.edu](mailto:halpin@ecn.purdue.edu)

Construction Industry Institute  
3925 W. Braker Lane (R4500)  
Austin, TX 78759-5316  
Ph (512) 232-3004  
[www.construction-institute.org](http://www.construction-institute.org)

See the NAC website at [www.naocon.org](http://www.naocon.org) for copies of the Safety Whitepaper series.

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