

TOP ON JOB!

1. Organisations involved

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2. Description of the case

2.1. Introduction

Alcohol and drug abuse and other addictions are issues which in most of the cases are not openly discussed.

Company managers or supervisors who get aware of such problems in their enterprise tend to ignore it or only get active when addictions become more and more visible. As in this stage solutions are difficult to achieve, prevention methods are of paramount importance.

The programme “Top on job” addresses young workers *before* addiction problems occur.

By the means of peer-education, young people learn a lot more from each other than from adults. At the same time, the group of peers plays an important role with regard to definition and maintenance of the own identity.

This is why during the course of this programme, apprentices complete a training in order to become a tutor for other young people in their enterprise. They gain background knowledge about drug and alcohol addiction and about its prevention, and how to transfer this knowledge to other young workers in their company. Another aim is to develop communicative competence and other social skills.

In future, this peer group is a contact point for colleagues at risk of addiction where they get advice and support. This peer group is encouraged to initiate own prevention projects in the enterprise as



well as to collaborate with local addiction aid institutions. The young people mainly work autonomously; however, they can refer to external advisors in case of problems.

The programme focuses on the consumption of alcohol. In the future, it is also planned to address the issue computer game/internet addiction.

2.2. Aims

General aim:

- To prevent addiction in the company

For apprentices:

- To develop a competence to consume alcoholic beverages and medicines moderately and to abstain from illegal substances
- Personality building (health awareness, communication skills, conflict handling skills, ability to work in teams, sense of responsibility etc.)

For the company (and managers, trainers, supervisors):

- To create awareness regarding addiction problems in the company
- Thus to prevent losses through non-productive time caused by addiction

2.3. What was done, and how?

In the course of the tutor training, apprentices pass a training (containing four learning modules of 60 hours in total) where they gain professional competence with regard to peer work. Afterwards, they take part in three advanced training courses for coaching and project monitoring. The training takes place on Fridays and Saturdays, thus partly in work and in leisure time.

In the time between the courses, the apprentices work in the peer projects in their enterprise. After the end of the training, they receive a tutor degree.

Course topics:

Knowledge transfer

- Primary and secondary prevention
- Mechanism of action and effects of the addictive substances
- Course and effects of the addictive disorder
- Supportive systems

Self-awareness

- Motivation and attitude check
- Consideration of protective and destructive shares of own personality
- Identification of own chances and limits
- Activation of own resources

Practical orientation

- Personal approach
- Information

- Moderation of discussions
- Public relations in the company
- Cooperation with internal and external function owners

Implementation at MAN Diesel

MAN Diesel is the world's leading provider of large-bore diesel engines for marine and power plant applications. The company designs two-stroke and four-stroke engines, generating sets, turbochargers, CP propellers and complete propulsion packages that are manufactured both by MAN Diesel and its licensees. The engines have outputs ranging from 450 to 97,300 kW of power. MAN Diesel employs over 7,700 staff, primarily in Germany, Denmark, France, the Czech Republic, India and China. The global after-sales organisation, MAN Diesel PrimeServ, comprises a network of the company's own service centres, supported by authorised partners.

The MAN training centre is the largest in Bayrisch-Schwaben, Germany, where around 480 young people are learning an industrial-technical profession. 162 started their training in September 2009. Since years, over 90 percent of the apprentices are hired by MAN after the completion of their training. MAN training centre offers 14 recognised occupations requiring formal training plus a degree programme in mechatronics in cooperation with Fachhochschule Augsburg.

The "Top on Job" training for the MAN Diesel apprentices comprised two theoretical training modules of two days each, and three full days of practical coaching.

Training module I

The focus of the two-day training module was laid on the basic knowledge about all forms of addiction and addictive behaviour. The apprentices learned to reflect their needs and their own behaviour with regard to addiction. The chances and limits of being a tutor were discussed, and the supportive networks inside and outside the company were presented. The content of the training was backed up by role plays and exercises. Finally, the apprentices organised into project teams for future activities with the following topics:

- Preparation of a flyer for the fellow apprentices
- The work of a tutor
- Risks of drug/alcohol consumption and possible consequences for the vocational training
- Internal assistance facilities
- External assistance facilities

Coaching meeting I

During this meeting, the apprentices had the chance to get to know the local drug advisory service of Caritas, as well as two addiction prevention projects for adolescents and adults. The possibilities of cooperation were discussed. Furthermore, the apprentices learned more about illegal drugs and their effects and risks. For this purpose, they were shown a film about addiction prevention. Finally, the prospective tutors designed an internal flyer about the project.

Coaching meeting II

The second coaching meeting started with the reports of the project teams who organised their own activities. The apprentices' basic knowledge about being a tutor was broadened and backed up by role plays regarding different situations, for example in vocational school or in leisure time. Contacting the network inside and outside the company was another important module of the coaching. The training was completed with hints how to conduct a conversation with persons with probable addiction problems.

Coaching meeting III

The project teams again presented an update of their projects. Afterwards, the prospective tutors prepared a presentation for their fellow apprentices. For that purpose, they were asked to reflect on the tasks of a tutor, on the conditions in their company and on the reasons of drug use. Again, role plays were used to consolidate the knowledge achieved. Finally, a film project in the training centre was prearranged.

Training module II

On the first day of this two-day training, the apprentices presented their final project reports. They appointed a tutor spokesman, and got to know the addiction appointees at MAN Diesel and the apprentices' advisor. A highlight of the prospective tutors' schedule was the visit to a clinic for adolescents and adults addicted to drugs. Finally, an internal day of action for the other apprentices was organised.

The second day started with a personality building exercise. In the following, the apprentices presented their flyers. In order to be thoroughly prepared to act as a tutor in their company, they screened the available work material and what was prepared for the film project. The prospective tutors also discussed the question how they will act with regard to addictive substances themselves. In this context, they worked out common rules. The training modul was concluded with a roundtable meeting where the apprentices filled in a feedback questionnaire, and with the grant of the tutor certificates.

2.4. What was achieved?

- MAN Diesel Company agreement "Betriebliche Suchtprävention" (addiction prevention at the workplace)
- A documentation including a report, photos and a film with MAN Diesel
- A sustainable addiction prevention through peer work: the apprentices keep working in the peer projects and act as tutor for other apprentices
- The final evaluation showed that after the training, the majority of tutors employ a more responsible use of alcohol and drugs; some even state that they now totally abstain from alcohol. In any case the tutors state that they are more sensitive with regard to the subject. Some of them also said that the issue alcohol/drug addiction has been raised more often than before in their circle of friends, and their view on alcohol/drug consumption has become more critical.

2.5. Success factors

Precondition for a successful peer to peer prevention work is a basic interest and a positive attitude of the tutor towards the subject addiction prevention. He/she should be interested in working with peers; he/she also needs mental and physical resilience. The support of trainers, colleagues and supervisors is crucial, as well as communication opportunities with other tutors. It is also necessary to offer supervision and advanced training at regular intervals.

At MAN Diesel, all responsible persons have been successfully involved (training managers, company physician, works council etc.). Another success factor can be seen in the team-building measures which created a strong bond between the apprentices.

2.6. Further information

The project concept was also implemented by another German company, Brose Fahrzeugteile GmbH & Co. KG at Coburg. Project responsible was head of training Michael Stammberger, (tel.: +49 9561 21 0).

2.7. Transferability

The idea to train apprentices in taking responsibility for their peer group and other colleagues with regard to addiction is something that can be easily implemented in any other company. It is even imaginable to extend this approach to other topics (other than addiction prevention): apprentices could also be tutors in the field of stress, conflict management, workplace bullying etc.

3. References, resources:

- Betriebliche Suchtprävention Miehle (*Franz J.D. Miehle Betriebliche Suchtprävention*)
<http://www.suchtpraevention-miehle.de/>
- MAN Diesel SE, <http://www.mandiesel.com>