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**A Guide
to the**

Responsible Service of Alcohol in South Africa

Trainers' Manual

January 2006



HSRC RESEARCH OUTPUTS

5017

**Compiled by: Simpson, R., Stanghetta, P., Brunet, S., Single, E., Solomon, R. & Ven de Kluet, W. (1986). S.I.P., *The Responsible Service of Alcohol: Servers' Manual*. Toronto, Addiction Research Foundation).
Adapted for use in South Africa: Kleinjies, S.R., Peltzer, K., Ramlagan, S., Human Sciences Research Council, 2006**

BACKGROUND TO THE DEVELOPMENT OF THE SERVER TRAINING MANUAL

Alcohol-impaired road use has been pinpointed a large contributor to injuries in South Africa (Hadden, & Wymannburg, 1994, Directorate of Traffic Safety, 1996, Parry *et al.*, 2000, Petridou & Mousalhi, 2000). Over the past 20 years considerable and sufficient strong evidence has been accumulated that server training on responsible beverage service reduces alcohol-impaired driving in established market economies (Mochter, 1983, Shultz *et al.*, 2001). It has been found that responsible alcohol service programmes can be installed by individual alcohol outlets, but they are more effective when implemented community-wide (DeJong & Hingson, 1998). In South Africa, server interventions have not yet been utilised as a prevention strategy, and is as yet not a requirement for licensing of alcohol outlets.

This manual was developed as part of a research project aimed at assessing the utility of a server intervention to prevent unintentional road use injuries in the South African context, with a particular focus on the key components of an effective server (of alcoholic beverages) intervention programme (Peltzer, Ramagagan, Kleinjies, Gliksmann & Dawson, unpublished). The server intervention project was designed as a community alcohol prevention intervention within two demonstration sites, one in rural Limpopo Province and one in Cape Town, in disadvantaged communities. The current manual is based on piloting the training in Cape Town, in the township of Gugulethu. The sample selected for the study in Gugulethu was drawn from both licensed (taverns) and unlicensed (shebeen) liquor outlets in Gugulethu.

Development of the server training manual.

The curriculum for the training was adapted from an existing curriculum developed by Simpson *et al.* (1986). Based on a review of local literature and law, the context was revised to reflect the South African cultural context and legal requirements for alcohol service in bars. The curriculum is suitable for training alcohol service managers, servers and sellers in different types of outlets; and includes material suitable for health promotion materials for patrons as potential road users, including drivers and pedestrians). A 5-hour training curriculum on "Responsible Alcohol Services" was offered to all alcohol servers in the 20 taverns/shebeens (bars) selected in the study community. A prospective study design was used to evaluate changes in the self-reported behaviours of trainees using two time-points over 1 year. In addition, observers in bars are used to assess the server practices before and after the

responsible alcohol service training intervention. Trainee responsiveness to training activities during training, and feedback on the curriculum at the conclusion of training was used to refine the draft curriculum to its current format.

Piloted in a disadvantaged, urban community with licensed and unlicensed bars, the curriculum is also suitable for use in mainstream liquor services outlets. Further adaptation may be needed for use in rural areas.

Curriculum standards include knowledge requirements (alcohol laws, BAC and effect of alcohol on impairment levels, signs of intoxication, social problems), behaviour change and skill requirements (how to estimate BAC by drink counting, skills to identify minors, how to pace consumption, how to refuse service, how to control problematic situations and behaviour change methods), communication methods (realism: use of real life settings and credible role models; respectful of audience; and production quality) and policy recommendations (hospitality, promotions, alternative beverages). The training design includes a mix of lectures, small group discussions, role-plays, individual assignments and large-group discussion. The underlying philosophy of the curriculum is that of prevention (of intoxication and problems) rather than intervention (after a customer has become intoxicated or is causing problems).

BACKGROUND FOR TRAINERS

What does the training offer?

This manual will guide you to train servers of liquor and managers at places where liquor is served in small groups of about 20 servers/managers.

By whom should the training be offered?

The programme can be used by people who already have training and presentation skills, but who do not have extensive expertise in alcohol problems, or the running of licensed bars/taverns or unlicensed shebeens. After using the programme several times, you will be able to develop a shorter set of "prompter notes" to assist you to run the training.

What background information is needed before the server training?

Beside training servers of liquor, their manager should be trained, to be able to decide on "house policies" to support the services to serve alcohol responsibly.

Section 6 of the training seminar is for managers. It includes a policy development exercise to help them select policy measures for their own bars. *This is important because a Server Intervention Programme can only succeed if it is supported by a set of "house policies" and if all staff is involved.* In this way, the training session becomes more relevant to the servers - they will not become frustrated by perceiving that many or all of your "solutions" do not apply to their bars.

How much time will the training take?

The Server training will last approximately 5 hours and owner/manager training 6 hours... Should a lot of questions be asked, and you are falling behind, you may have to extend the training. We do not recommend that you shorten the exercises/programme to make up for lost time.

When should the training be done?

The schedule below lists the planned time for each section of the course for the server and the owner/manager training. Scheduling the required block of time for server training might be difficult, especially if working hours extend from 11 a.m. to 1:30 a.m. over six or seven days a week. In these cases, the training can be divided into two parts, with sections 1-3 covered in the first session, and sections 4 and 5/and 6) in the second. Training times will have to be negotiated with participating taverns/bars so that you can train all staff at the same time.

Server Training

	Time Required	Section in this Manual
1. Introduction	20 minutes	1
2. Alcohol and the Law	110 minutes	2
3. Facts About Alcohol	60 minutes	3
4. Preventing Intoxication and Impaired Driving	75 minutes	4
5. Managing Intoxication and Impaired Drivers	35 minutes	5
Evaluation of training	5 minutes	Appendix
	5 hours	
Owner Manager Training		
As for Section 1 - 5 above	5 hours	1-5
6. Policy Development	55 minutes	6
Evaluation of training	5 minutes	Appendix
	6 hours	

What equipment is needed?

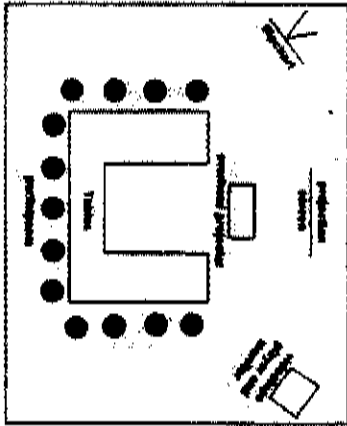
You will need:

- an overhead transparency projector and screen (telecliffed areas) and copies of transparencies) **OR** a flipchart of cards containing the material on the transparencies.
- A set of 5 BAR (Be Alert Role-play) Scenario Cards
- 20 copies of Handouts 4, 1, 5, 1 and 6, 1.
- 20 copies of the Servers' Manual or Owner/Managers' Manual
- a chalkboard, flipchart with newsprint or empty transparencies for writing up feedback.
- The flipchart/chalkboard should be beside the projection screen so both can be used at the same time.

Copies of the required transparencies are provided at the end of each section. Each transparency is numbered, and the instructions to the trainer in the left hand column of the manual will reflect the correct number of the transparency to be used for that section. Trainers should familiarise themselves with all the materials before attempting a training session.

Where should the training take place?

You will need a room which seats 20 people at tables (participants require a writing or working surface for most of the course). Ideally, tables should be arranged in a "U" shape, with you, as the trainer, situated at the open end. The figure below gives the ideal layout:



Literacy

Please remember that not all servers or owners will be able to read or write. For presentations, pictures are included to help illiterate learners follow the trainer's dialogue. For role plays, a literate person will be needed and should be chosen in an unobtrusive way so as not to embarrass any trainees who are not comfortable to read the cards. Cards in this manual are in English and were translated into Xhosa for the plotting of the project. Materials should best be translated into the language of the majority of attendees at training for maximum participation. Please be sensitive to this issue when presenting the course.

What can I expect from participants?

The trainer can expect a range of attitudes and expectations. While some participants may feel curious and positive about the opportunity to learn new skills relevant to their field, others may be a slightly sceptical or hostile attitude toward the training. In some cases, servers and managers will have been told to attend, without having been provided with a full explanation about why or what to expect.

Trainer's attitude and approach

First, the trainers should not feel obliged to make apologies for presenting the liquor laws governing the province/district in which trainees are operating their liquor business, or any liability claims which may possible due to

negligence when applying the law. These are presented as the facts, over which we have no control. With respect for participants' feelings and concerns, trainers should suggest that the wisest option is for tavern/bar workers to fully understand these facts and to modify ways of doing business in order to minimize risk to their clients and their business. Assist participants to realise that this course provides practical advice about how to modify serving and operating practices to improve their ability to stay within the law and grow their profile as a responsible community-minded business. The aim is to settle participants' fears by helping them to feel prepared to stay within the law by equipping them with the necessary tools

How do I use this manual?

Directions for the use of the material are provided in the left-hand margins. Copies of transparencies are provided at the end of each section.

What will the course cover?

The course content is summarised below. Specific goals, teaching activities and learning outcomes for sections is outlined in the manual.

Owner/Manager Training

Server	Time Required	Content
Server Curriculum	5 hours	As for server training, but orientated to management of staff/facility
6. Policy Developme nt/Issues	1 hour	Barriers/opportunities for a Strategy for Responsible Service of Alcohol Basic components of the Strategy for specific establishments
	<u>6 hours</u>	

Server Curriculum

Content of Section

1. Introduction (20 minutes)
Participant introduction and Expectations
Purpose of the Course: Focus, Outputs and Benefits
Format of the Course: Alcohol and the Law, Facts about Alcohol, Principles of Risk reduction for Drinkers, Skills and Techniques, Supportive Policies
2. Alcohol and the Law (110 minutes)
 1. The rights and obligations embodied in the Liquor Act, Liquor Policy and relevant bylaws
 2. Legal Rights, obligations, and possible liabilities in the day-to-day running of a licensed establishment.

-awareness raising of the ways in which they may be liable for damage and injury incurred by or caused by their customers;

-the basic principles by which they can avoid breaking the law and risking potential liability;

3. To establish attitudes that:
-the law can be applied to them;
-they should take preventive action.

3. Facts About Alcohol (60 minutes)

The Standard Drink and its common equivalents

Why the Standard Drink is important
What Blood Alcohol Concentration (BAC) is
The relationship of BAC to intoxication and impaired driving

Factors which influence the degree of impairment
Which of these factors are observable and controllable

Signs of Intoxication
Strategies to adopt when these signs are perceived

How to set drinking rates for customers
AVOID

4. Preventing Intoxication and Driving (75 minutes)

Serve no underage customer
Do not serve any customer to intoxication
Serve no one who is already intoxicated

Ensure that you are able to recognize the signs of intoxication
Prevent customers from engaging in activities that can harm themselves or others.

PROVIDE

-provide non-alcoholic drinks
-provide low alcohol substitutes

-provide food
-upgrade to premium brands

FOLLOW THE 7 STEP PREVENTION STRATEGY

Monitor the door
Assess for prior drinking
Assess weight and gender

Note other signs
Set a drinking rate

5. Managing Intoxication and Impaired Drivers (35 minutes)

MANAGING INTOXICATION

No more alcohol
Check for driving

Arrange safe transportation
Refer to manager

PRINCIPLES: INTOXICATED CUSTOMERS

Make eye contact
Express regret, cite authority

Diminish problem, offer alternatives
Avoid arguing
Call manager

6. Evaluation (5 minutes)

Questionnaire

SECTION 1: INTRODUCTION (20 minutes)

This section is made up of

Opening Exercises (15 minutes)

Purpose of the Course (5 minutes)

For this section you will need

- The overhead transparency projector and screen and Transparencies 1.1 and 1.2 (provided at the end of this section) or the flipchart cards for Transparencies 1.1 and 1.2 (to be developed by trainer from transparencies, if necessary)
- The chalkboard, flipchart or transparencies for writing up

1.1 OPENING EXERCISES

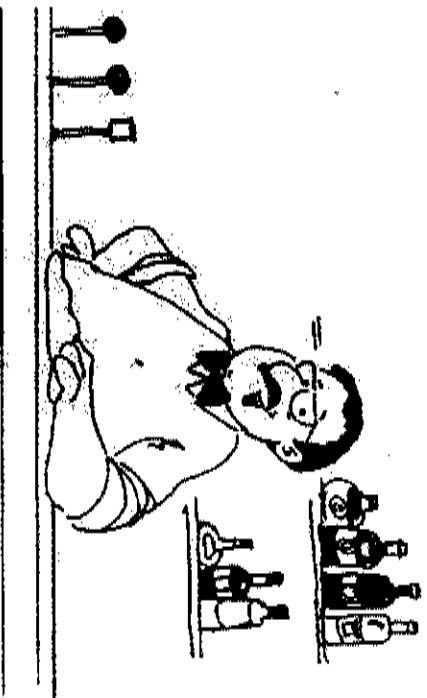
Engage the participants in a brief warm-up exercise to clarify expectations

If they do not know each other, ask participants to introduce themselves.

Ask them to outline their expectations from the training.

A second way to do the warm-up is to ask participants to summarize in one word how they feel about taking the training. Common responses include: curious, concerned, bored, sceptical, and interested. Allowing negative feelings to be expressed at the beginning will often make it easier to "turn that person around". Also, you get a good idea of the position of the group to the training, and will be able to adjust your style to best accommodate it.

Write up their expectations on the chalkboard or flipchart by choosing a



key word when each expectation is voiced.

Once this has been completed, you can indicate where in the training each expectation is addressed. For those which are not covered directly, indicate to the participant where in the training it should be brought up as a question. Keep your comments short.

During the training, try to make links back to these expectations at the appropriate points.

In total, spend about **20 minutes** on the introductory exercise.

1.2 PURPOSE OF THE COURSE

Lecturer Says

This course is not against drinking, having a good time, or making a fair profit. Rather it is aimed at assisting tavern/bar workers and owners to deal with changes in the liquor industry and provisions in the liquor law which affect their business, and which may impact on their role in injury prevention.

Alcohol-impaired road use is a large contributor to injuries in South Africa (Hedden & Wannenburg, 1994, Directorate of Traffic Safety, 1998, Parry *et al.*, 2000, Petridou & Moustaki, 2000). Licensed and unlicensed drinking establishments (taverns, bars and restaurants) are a key source of impaired drivers and pedestrians who leave these establishments drunk and are injured or injure others when they drive or walk home.

Over the past 20 years considerable and sufficient strong evidence has been accumulated that server training on responsible beverage service reduces alcohol-impaired driving in established market economies (Shults *et al.*, 2001) and this has been scientifically tested in South Africa as well (Peltzer, K. *et al.*, in press). Responsible alcohol service programmes can be installed by individual alcohol outlets, but they are more effective when implemented community-wide (DeJong & Hingson, 1998). This programme looks at assisting servers of liquor to take positive steps against problems such as drinking to the point of drunkenness, driving drunk and drunken pedestrian behaviour.

Put on Overhead 1.1

Currently, the service of liquor is governed by The Liquor Act, no 27 of 1989. This legislation will stay in place until new national and provincial legislation is put in place. At present at national level new legislation covers national norms and standards (Act 59 of 2003 and its regulations). Each province is also required to draft provincial legislation and policy to regulate the sale of liquor within their jurisdiction. In the Western Cape Province, where this manual has been pitched, Act 27 of 1989 is still in force while new legislation is in development. A Liquor Policy drafted and the provincial Liquor Bill no 8 of 2005 is moving through the necessary steps to legislation. Similar legislation will be developed for each of the provinces. Copies of the new and existing legislation are available to all members of the public from the government printers.

PROGRAMME GOALS:

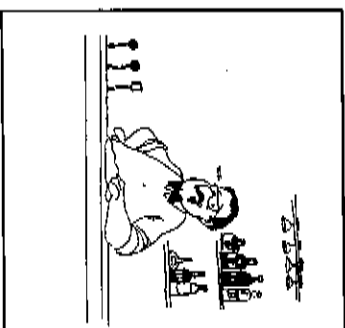
To help licensees and their employees to:

Promote the safety of customers,

Reduce possible liability

And

Avoid possible breaking of the Law



Overhead 1.1

SECTION 2: ALCOHOL AND THE LAW

(110 minutes)

This section is made up of:

Objectives for trainers

Rights, Obligations, and Liabilities

For this section you will need:

- Scenario Cards for the "Be Alert Role-plays" (BARs) – content of BAR cards included at the end of this section.
- Masters for the required overhead transparencies or flip chart cards

2.1 OBJECTIVES FOR TRAINERS

Background for the Trainer

This section will give trainees a clear idea of what the law says they can and cannot do. This section focuses on Rights, Obligations, and possible Liabilities.

The objectives of this section are to increase participants' knowledge of
-the rights and obligations embodied in the liquor laws.
-the ways in which they may become liable for damage and injury incurred by or caused by their customers;
-the basic principles by which they can avoid breaking the law and risking possible liability.

Currently the Liquor Act, 1989 (Act No. 27 of 1989), the Liquor Amendment Act of 1993 (Act No. 105 of 1993) and the Liquor Amendment Act of 1995 (Act No. 57 of 1995) governs the manufacture and sale of liquor. New laws will shortly replace these laws: The Liquor Act, 2003 (No 59 of 2003) was passed by government in April 2004. This act spells out the responsibilities of the national government toward regulating the manufacture and distribution of liquor in South Africa. The national legislation outlines requirements for registration as a manufacturer or distributor of liquor, duties and rights of inspectors, licensing offences, prohibitions to the manufacture, sale or supply of impotable (not fit for human consumption) substances (section 6), prohibitions on employment (section 8), restrictions on advertising (section 9) and restrictions on supply to minors (persons under the age of 18 years) (Section 10). The national legislation also regulates that each province develop provincial liquor legislation to regulate the retail sale of liquor in each province. Until provincial legislation becomes operational the Liquor Act, No 27 of 1989 is the default provincial legislation and the public health provisions contained therein applies to bars in South Africa.

This section might bring out hostile reactions from trainees who may feel that the laws are unreasonable or unfair. Your role is not to defend these laws but to calmly and non-judgmentally bring across that they are facts and that to ignore them is to invite problems. Try to get participants to accept these facts and shift their attention to what they can and should do to avoid bringing difficulties on themselves, and to support those who drink in their establishments not to become a safety risk for themselves or others in the community. This is the purpose of the course.

Your basic orientation is: "These laws are intended to work toward the protection of all citizens, let's try to focus on what we can do to live within the realities of the law, and to promote the spirit of the law." Where appropriate, you might inject a note of encouragement by pointing out that in South Africa, new legislation is geared at creating opportunity for bringing previously excluded unlicensed facilities into the legal fold and providing for all old and new licensed premises to maintain their profits and turn their preventive efforts into strengths: Compliant establishments will be able to advertise themselves as better establishments to visit because they care about the well-being of their customers and the broader community.

Diagnose

2.2 RIGHTS, OBLIGATIONS, AND LIABILITIES

Lecturer Says:

Put on Overhead 2.1
(5 minutes)

As people who own/work in bars, there are a number of rights, obligations, and liabilities which apply to you. Rights are claims we may make of other persons, through shared custom, understanding and agreement about how we and others are entitled to be treated to maintain our dignity, respect and safety. People are generally expected to make choices which respect the rights of others. In some cases, rights might be enshrined in legislation, such as the Bill of Rights in South Africa. The rights of customers and of tavern owners/servers are also specified in the current Liquor Act of 1989 and its amendments, and in the Liquor Act, 2003 (No 59 of 2003, which will shortly replace the 1989 Act, along with provincial liquor legislation.

Obligations are actions that you must take in certain situations – this course will cover some of those prescribed within the Liquor Act of 1989 and other legislation.

Liability occurs when you are held responsible for injury and damage that either occurs to your customers or is caused by them. Legislation may provide cause for liability, which may be enforced by the law or by a fellow citizen who is aware of their rights, or of the failure of someone to meet their obligations to citizens, bringing a legal action against someone who has infringed their rights or the law. Again, examples will be given below of such possibilities which arise from the Liquor legislation.

I am giving each group a Story Card. Each card tells a story about different situations in a bar, where drinking impairs customer functioning, or where the customer is intoxicated. We use the word impairment to describe loss of functioning which prevents a person from behaving and responding in their usual manner. The word intoxication is used to describe customers who are drunk from drinking too much alcohol too fast, and whose impairment level places them and others at risk of injury. Each group has 10 minutes to prepare a 5 minute play to show the message on their Story card. Each play will show a common right, obligation, and liabilities which apply to owners and servers. Each group will have a chance to present their play and those watching will have to tell us what Rights, Obligations, or Liabilities they think was shown in the play. The group who organised the play will then read from their card what the rights, obligations and liabilities really are in their story to see if the watchers have guessed correctly!

In the feedback from the presentation of the plays, facilitate the group so that you make sure the following points to get across from the plays (see also back of scenario cards)
1. When should you deny entry to customers?

If you think the premises are too crowded:

If you know or believe they are intoxicated or minors:

If you believe they will be augmentative and disruptive in the bar/tavern.

Group Exercise (5 minutes)

BAR Cards 2.1-2.6

Divide the group into 5 groups and hand out a different BAR Scenario Card to each group (Discreetly ask for a volunteer to read the card to the group, rather than selecting a person who may not be able/comfortable to read).

Allow the groups to move into spaces in the room to prepare their plays. Walk from group to group to check if all is well. Stick to the time by calling out every 2 minutes how much time is left of their ten minutes. Make it fun for them

to have to put together the
play as quickly as possible.
(10 minutes).

Call groups back to main table to start plays (5 minutes)

2. Under which Act can you arrest customers who refuse to leave?
The Liquor Act No 27 of 1989

Allow each group to present (5 minutes), then ask for volunteers to tell what Right, Obligation, or Liability they saw

What must you do immediately afterwards?
Promptly call the police and hand the person over to their custody

3 minutes)

3. Under the law, how much force can you use to eject a customer?
You may remove a customer using no more force than is necessary. This means reasonable force which is not excessive (always consider that other people will be judging your actions and that, in a case of dispute, they will be determining whether your actions were excessive).

Allow the group to show what their story actually depicts by reading out their card. (2 minutes)

4. When do you have an obligation to eject a customer?
When you have reasonable grounds to believe the person is unlawfully on the premises.
When you believe the person is on the premises for an unlawful purpose.

Clarify misunderstandings and elaborate answers briefly (5 minutes)

These points cover customers who are gambling in a facility with no gambling licence, customers who are riotous or violent, customers who are intoxicated or appear to be intoxicated, or who are or appear to be under the legal drinking age of 18 years.

Move on to the next play and complete in the same way. (5 x 15 minutes = 75 minutes).

5. What does the law say about intoxication?
You cannot serve customers to intoxication. This applies even if they have been drinking elsewhere and are on the verge of being intoxicated when they enter your premises.

6. What does the law say about Minors?
You cannot serve anyone who is under 18 years or appears to be under the age of 18 years and is unable to produce satisfactory identification.

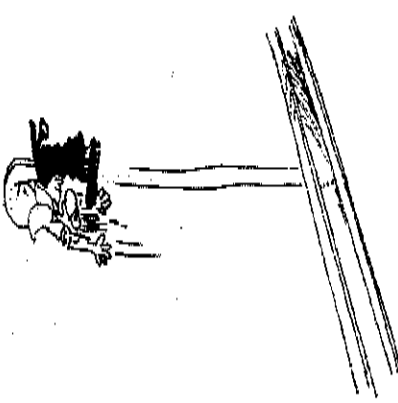
7. What can you accept as proof of legal age?
An identity document
A driver's licence, or
A passport.

**Put on Overhead 2.3
(10 minutes)**

To close this section on the law, let's review five principles which can be used to lower the risk that you will be found liable. These "golden rules" are:

- 1. Never serve underage customers.**
 - ask for identification from anyone who appears to be under the age of 18 years
 - accept no identification which you suspect is not valid.
- 2. Never serve any customer to intoxication**
 - you must know how much a customer can drink before becoming intoxicated.
 - you must know how to recognize whether a customer is becoming intoxicated.
 - both are covered in the upcoming sections.
- 3. Never serve a customer who is already intoxicated**
 - you will have to observe customers as they arrive to decide if they have already been drinking.
 - some customers, despite your efforts, will manage to become intoxicated.
 - in either case, you will have to be able to recognize the signs of intoxication, and to know how to cut these people off.
- 4. Make sure that you can recognize the signs of intoxication.**
 - It is no defence that you could not see the intoxicated person's state. Safety of customers could include the assumption that properly trained staff should have been able to recognize signs of intoxication at the time a customer is served, as it is a requirement of the law that intoxicated persons not be served.
- 5. Prevent customers from engaging in activities that can harm themselves or others.**
 - this applies whether the customers are intoxicated or not.
 - the key concept is that you must take reasonable steps to prevent foreseeable harm.
 - again, keep in mind that other people may be evaluating your actions after a negative incident has occurred. Your best bet is to take sensible steps to prevent problems in your establishment while there is still time.

**Take final questions and comments. (5 minutes)
(Total time = 110 minutes)**



RIGHTS = **Actions you can choose (in running your bar)**

OBLIGATIONS = **Actions you *must* take (in certain situations)**

LIABILITY = **Actions for which you are *held responsible* (if someone is injured, or when a customer's actions result in them/others being unsafe on your property)**

Overhead 2.1



Observations about risk for Liability found in the Liquor Legislation

- The Licence holder has a duty to prevent Intoxication
- In South Africa, while these laws may not always have been strictly enforced, the possibility exists for an informed customer, or law enforcement to take action against a licence holder who does not take steps to prevent intoxication.
- In countries where this is enforced, the courts tend to sympathise with the injured person, not the licence holder

Overhead 2.2

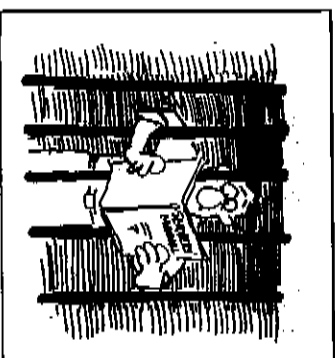
Principles to Avoid Breaking the Law
Never serve underage customers

Never serve to intoxication

Never serve intoxicated customers

Know the signs of intoxication

Prevent dangerous behaviour by customers



Overhead 2.3

BAR CARD 2.1

ROLEPLAY ONE: BACK OF CARD : RIGHTS OF INSPECTORS, OBLIGATIONS AND LIABILITY OF OWNERS (Liquor Act, 1989 (Act No. 27 of 1989))

inspectors and designated police officers. (Section 137 and 138) and Reports on convictions (Section 142)

- The Minister may designate any person in the employ of the State as an inspector for the purposes of this Act.
- An inspector may enter any licensed premises, premises which have applied for a licence or where liquor may be sold without a licence at any time and demand from any person that he or she produce any records the inspector might request for reading or copying.
- The inspector is allowed to question a licence holder or applicant, manager of the business, employee of that holder or person, or any person on the premises or order such a person to appear before him or her at a time and place fixed by the inspector for questioning.
- Any person who is in charge of the above premises can be requested to assist the inspector or in his/her duties.

When the holder of a licence or manager responsible for a licensed business has been convicted of an offence in terms of either this Act or any other law and is sentenced to a fine of not less than R1000 or to imprisonment, a designated police officer must submit a report on the offence and conviction to the Liquor Board who may call a hearing about that person's suitability to keep their licence.

ROLEPLAY ONE: FRONT OF CARD

Inspectors and designated police officers. (Section 137 and 138) and Reports on convictions (Section 142) (Liquor Act, No 27 of 1989)

- An inspector and a local policeman visit your tavern after a neighbour complains that there is too much noise coming from the tavern
- A new young server meets him at the door and becomes angry when told why the inspector is there, and refuses to let him in
- Fortunately the tavern owner comes along and explains to the server that the inspector has a right to enter the tavern to investigate the complaint and invites the inspector inside
- The inspector explains the problem and the tavern owner says that he has just taken over the tavern that week from the old owner who was convicted and sentenced to 6 months prison for offences against the Liquor Act. The new owner says that he has cut down on noise levels since taking over. The inspector asks to see his licence and the tavern owner shows him a temporary licence which he is using while the permanent licence application is being processed.
- The policeman thanks the tavern owner for the information and tells him that he will write a report to the Liquor Board about the first owner who has gone to jail, as they will want to review his licence.
- The inspector asks to look around the tavern and the owner asks a server who has been cleaning tables to take the inspector around and assist him

BAR CARD 2.2

**ROLEPLAY TWO : BACK OF CARD : RIGHTS AND OBLIGATIONS OF OWNERS AND SERVERS - AGE RESTRICTIONS
(Liquor Act, 1989 (Act No. 27 of 1989))**

Employees (Section 44)

The holder of a licence shall not employ any person:

- who is under the age of 18 years
 - who to his or her knowledge has within the last two years been convicted and imprisoned for a contravention of any law governing the sale of liquor...
- The above does not apply to (Section 44.2)
- a member of the family of the holder of the licence or of the manager of the business or
 - to any person of or above the age of 16 years who is undergoing or has undergone training in catering services, and who is employed on the premises of the holder of a licence to whom he or she is duly apprenticed.

Juveniles (Section 45)

The holder of a licence shall not

- sell or supply liquor on the licensed premises to any person who is under the age of 18 years
- allow such a person who is not a person contemplated in section 44(2), to be in any restricted part (if any) of those premises

ROLEPLAY TWO : FRONT OF CARD : RIGHTS AND OBLIGATIONS OF OWNERS AND SERVERS - AGE RESTRICTIONS

(Liquor Act, 1989 (Act No. 27 of 1989))

The son of a tavern owner comes home from school. His father asks how school was that day, and he says it was OK. His father, a tavern owner, takes him into the tavern to meet a new Server, a young 17 year old Hospitality Student from the local college who will be working in the tavern for a few weeks to get some practical experience.

The father leaves the two young boys to unpack some new stock which has just arrived. After the father leaves 2 young people knock on the tavern door asking for casual work after school hours. The owner's son tells the two boys that they are too young to work in a tavern/bar as you must be at least 18 years old to work there. The two students are unhappy to hear this and point out to them that they too are underage and should not be working in the tavern. The hospitality student informs them that family members of owners or the managers as well as hospitality students in training who under 18 years of age are not included in this law. The students are disappointed but decide to order a drink from the tavern before leaving. Again they are told that this is not possible as it is against the law to sell or serve underage people at the tavern. One of the students tells them that he is 18 years old but has failed several years at school. When asked for his identity document, he is unable to produce it and the two tavern workers get them to leave. Both boys leave with very unhappy faces.

BAR CARD 2.3

ROLEPLAY THREE: BACK OF CARD : OBLIGATIONS OF OWNERS TO MAINTAIN PROPER BEHAVIOUR
(Liquor Act, 1989 (Act No. 27 of 1989))

Offences by holders of on-consumption licences. (Section 160)
The holder of an on-consumption licence shall be guilty of an offence if he or she:

- (a) allows drunkenness or licentious conduct on the licensed premises
- (b) sells or supplies liquor to a person who is in a state of intoxication (drunkenness)
- (c) allows the licensed premises to be used as a brothel or to be frequented by persons who are regarded as prostitutes
- (d) allows any person
 - (i) to perform an offensive, indecent or obscene act; or
 - (ii) who is not clothed or not properly clothed, to perform or appear on the licensed premises where entertainment of any nature is presented or to which the public has access; or
 - (iii) employs someone prohibited under Section 44 (underage people)
 - (iv)

ROLE PLAY THREE : FRONT OF CARD

Offences by holders of on-consumption licences. (Section 160)

Two customers are sitting at a table in a tavern. They are laughing and making silly jokes, obviously getting drunk. They have several empty bottles on their table already. They have not yet finished their drinks but call the server over and ask for more drinks to be brought to their table. The server gets the drinks. As the server goes to get these drinks, he passes a sex worker who is very sexually suggestive and dressed like a prostitute. It is clear that the server knows this person is a prostitute and that she is a regular at the tavern, by the way he greets her. The sex worker goes to the table and tries to sell sex to the two drunk customers. One customer staggers up and leaning on the sex worker goes off with her, obviously for sex. He jokes that he has no condom, but that the amount of wine he drank will protect him. A new customer enters the tavern, already looking a bit drunk and joins the one at the table. They order more drinks from the server who brings them the drinks. The two at the table become increasingly rowdy and start dancing and want to take off their shirts, at this point the server becomes angry and chases them out of the tavern, still very drunk.

BAR CARD 2.4

ROLEPLAY FOUR : BACK OF CARD: RIGHTS OF OWNERS WITH REGARD TO CUSTOMER DISTURBANCES
(Liquor Act, 1989 (Act No. 27 of 1989))

Accessibility of licensed premises Section 46)

The holder of a licence or his or her agent or employee may

- refuse to admit any person to the licensed premises
- refuse to sell or supply liquor to any person
- request any person who is in any part of the licensed premises, to leave
- request any person who is not a lodger on the licensed premises, to leave
- remove from the licensed premises any person who is drunk, violent or disorderly or whose presence on the licensed premises may subject the holder of the licence to prosecution under this Act or any other law
- request any police officer to remove or assist in removing from the licensed premises any person contemplated in the last three bullets

ROLEPLAY FOUR: FRONT OF CARD

(Liquor Act, 1989 (Act No. 27 of 1989))

Accessibility of licensed premises Section 46)

Two customers are sitting at a table in a tavern. They are laughing and making silly jokes, obviously getting drunk. They have several empty bottles on their table already. They are not yet finished their drinks but call the server over and ask for more drinks to be brought to their table. The server takes their orders, and goes to the bar telling the bartender to delay serving these customers as they are getting drunk. He takes a bowl of bread and margarine over to their table as a free gift from the bar and tells them their drinks are on their way. As the server is about to leave their table, a sex worker arrives at the table. (S)he is very sexually suggestive and dressed like a prostitute. The sex worker tries to sell sex to the two drunk customers. The server apologises to the customers and calls her/him aside and tells her/him firmly that (s)he knows the owner has told her/him no sex business can be made at this tavern and (s)he has to leave. The sex worker is angry, but marches out of the door. A new customer arrives and tries to enter the tavern, already looking a bit drunk but he is refused entry at the door. The two at the table become increasingly rowdy and start dancing and want to take off their shirts. At this point the server asks them to leave and they refuse. The server goes to the phone and calls the police for assistance.

BAR CARD 23

ROLEPLAY FIVE: BACK OF CARD: OFFENCES RELATED TO CUSTOMER AND STAFF SAFETY IN PUBLIC
Liquor Act, 1989 (Act No. 27 of 1989)

Offences in general. (Section 154)

Any person shall be guilty of an offence if he or she

- sells any liquor otherwise than under a licence or an exemption
- is drunk, violent or disorderly on any premises, whether licensed or not, on which liquor may by virtue of this Act be sold;
- is drunk in or on or near
 - (i) any road, street, lane, thoroughfare, square, park or market
 - (ii) any shop, warehouse or public garage; or
 - (iii) any place of entertainment, café, eating-house or race-course or any other premises or place where public has access

Any person shall be guilty of an offence if he or she

- consumes without appropriate authorisation; any liquor in any road, street, lane or thoroughfare
- falsely represents himself or herself or any other person to belong or not to belong to a category of persons in order to persuade the holder of a licence, or his or her agent or employee, to sell or supply liquor to him or her or that other person which may by virtue of this Act not be sold or supplied to a person who does not belong or belongs to that category;
- supplies liquor to a person in his or her employ as (part) wages or remuneration

ROLEPLAY FIVE : FRONT OF CARD

Offences in general. (Section 154)

The skit opens with the tavern owner reminding the last customers that the tavern is closing up for the night. A customer who is already drunk refuses to leave until he is sold another bottle to drink while he is walking home. To get rid of him the owner sells him a last bottle of beer. A server also leaves with this customer and takes some beer home telling the customer that the boss gives each server some beers as part of their earnings if they have made good business that night.

A car comes along and drives into them when they fall into the road. They fall down injured. The driver jumps out and is very scared by what he sees. He calls an ambulance on his cell phone. A policeman arrives in a police van demanding to know what happened. When he hears that the two injured people have just come from a tavern he is angry and says that he is going over to arrest the owner for allowing his customers to get drunk and walk the streets and for selling alcohol to someone to drink on a public road. The policeman leaves.

BAR CARD 2.6

EXTRA ROLEPLAY SIX : BACK OF CARD: PENALTIES FOR CONTRAVENING THE LIQUOR ACT
Liquor Act, 1989 (Act No. 27 of 1989)

Bona fide mistake of fact no defence (Section 175)
It shall be no defence to a charge for an offence in terms of this Act that the accused or his or her principal, agent or employee bona fide believed in the existence of any fact which, had it actually existed, would have been a valid defence to the charge

Penalties. (Section 163)

Any person who is guilty of an offence in terms of this Act, shall on conviction be liable to a fine or imprisonment
Any person, who is convicted of an offence contemplated above within a period of five years after he or she was convicted of any offence, shall be liable to double the fine or imprisonment which may be imposed for that offence, or to both that fine and that imprisonment.

EXTRA ROLEPLAY SIX (IF TIME PERMITS): FRONT OF CARD

The role-play takes place in a court of law. An officer brings forward the accused, a tavern owner and his manager, when the magistrate calls up their case. The court clerk reads out his offences. The court clerk reads out the following offences

"You both stand accused of contravening the Liquor Act in that you employed underage servers, allowed people to enter your tavern when they were drunk already, allowed people to drink so that they left your tavern very drunk, so that a road accident occurred with one of your customers and one of your servers, resulting in the death of the customer. Here ends the charges"

The magistrate then reads out their sentences. The manager is sentenced to six months in jail. The owner is sentenced to the maximum penalty of 5 years, but as this is his second offence in two years, he will serve a double penalty, a total of 10 years.

The owner pleads that he was not aware of all these legal requirements so should not be found guilty, but the magistrate informs him that ignorance of the law is not allowed as a defence and that it would have been better if he had found out the rules and regulations which affect his business to have avoided finding himself in this situation.

SECTION 3: FACTS ABOUT ALCOHOL (60 minutes)

This section is made up of

Objectives for trainers

The standard drink and its equivalents

Blood alcohol concentration (BAC)

Factors which influence impairment

Signs of intoxication

Putting it all together to prevent intoxication

For this section you will need:

- -overhead transparencies 3.1 –3.12
- a chart of the body with internal systems visible
- -chalkboard or flipchart to develop ideas
- empty bottles to demonstrate the products you are talking about.

3.1: OBJECTIVES FOR TRAINERS

Background

This section provides background knowledge about alcohol needed by servers to use the prevention and management strategies they will be taught. This objective therefore focus on knowledge gain, including knowledge of:

- The Standard Drink and its common equivalents
- Why the Standard Drink is important
- What Blood Alcohol Concentration (BAC) is
- The relationship of BAC to intoxication and impaired driving
- Factors which influence the degree of impairment
- Which of these factors are observable and controllable
- Signs of intoxication
- Strategies to adopt when these signs are perceived
- How to set drinking rates for customers

This section is the **most demanding**. It requires a good sense of pacing and a real effort to engage the interest of participants. Too slow a pace will make it boring, while too fast a pace will leave participants without a proper grasp of the concepts. The trainer should observe and regularly check in with participants to be sure that they feel they understand the new information. Understanding is important as participants will be applying the information from this section, in the subsequent sections on prevention and management, and in their bartenders when the course is completed!

3.2: THE STANDARD DRINK & ITS EQUIVALENTS

Lecturer says:



Have: A display row of bottles or posters showing the different beverages you are talking about, so that you can refer to them when necessary.

All alcoholic beverages contain the drug ethyl alcohol or ethanol. In this course, we will refer to it simply as "alcohol". In this section, we examine the alcohol levels in beer, wine, and spirits.

In South Africa, all alcoholic beverages have the alcohol content printed on the label. The proportion of alcohol for each beverage type is:

Beverage	Alcohol by Volume
Regular beer	5% alcohol by volume
Light beer	approximately 4% alcohol by volume
Extra Light beer	approximately 2.5% alcohol by volume

Although beer, wine and spirits all have different percentages of alcohol, they each have the same dose as they are most commonly consumed. These common forms are known as a Standard Drink (which we abbreviate to the initials SD).

One standard drink =  1 can of ordinary beer (e.g., 340ml at 5%),  A single tot of spirits (e.g., 25ml at 43%)

 1 glass of wine (e.g., 120ml at 12%),  A small glass of liqueur or aperitif (e.g., 25ml at 30%)

 Cartoon of ordinary commercial sorghum beer (e.g., 500ml at 3%)

Knowing the Standard Drink is important because it allows you to monitor your customers' intake regardless of the beverage type. The person who has had a shot of whiskey or brandy, a glass of table wine, and a bottle of beer (point to the beverage type in the display row of bottles as you mention each example) has had 3 Standard Drinks, and consumed the same amount of alcohol in each.

Remove Overhead 3.1 Lecturer says :

Put on Overhead 3.2 and read it to the group

Put on Overhead 3.3 and show in each line (A, B and C) how the number of bottles needed to contain one standard drink of alcohol increases the lower the alcohol content of the bottle.

With the introduction of low alcohol beer and wine, a "normal size" serving will be less than a standard drink, because it has less alcohol in it. This means that it takes more than one light beer to equal a standard drink. This chart illustrates the various equivalents.

Beer Equivalents		Wine Equivalents				
5% alcohol		4% alcohol	2.5% alcohol			
(Line A) 1 bottle	=	1.25 bottles	=	2 bottles	=	1 SD
(Line B) 4 bottles	=	5 bottles	=	8 bottles	=	4 SD
(Line C) 5 bottles	=	6.25 bottles	=	10 bottles	=	5 SD

Note: all bottles are 340ml in actual size
 Wine-based coolers and spirits coolers are in the same alcohol range as a regular beer (5%) and, in some cases, go as high as 7% alcohol, and they come in 340ml bottles, just like beer. Because of this, they should not be considered light drinks, and, for the higher alcohol products (6-7%), should be served at a slower rate than regular beer. Some wine is light - its alcohol content is between 7 and 9%. The next chart shows wine equivalents for the 9% product.

Wine Equivalents				
12% alcohol	9% alcohol			
(Line A) 1 glass	=	1.33 glasses	=	1 SD
(Line B) 3 glasses	=	4 glasses	=	3 SD
(Line C) 5 glasses	=	6.67 glasses	=	5 SD

Note: all glasses are 142 ml.

Lecture, say:
Reference: Another option with wine is to mix a 1/2ml glass with half wine (71ml) and half non-alcoholic mix (71ml) such as soda water or lemonade. These drinks are 1/2 a Standard Drink and are desirable from both the health and revenue perspectives.

This chart can be put on the chalkboard or flipchart, if necessary with regard to spirits, this can be sold in 3ml shots, making 2/3 of a Standard Drink. Three of these drinks would amount to 2 Standard Drinks (and so on).
(The following chart is for reference only, if needed)

4.5 ml spirits	=	3ml spirits	=	1 SD
1 shot	=	1.5 shots	=	2 SD
2 shots	=	3 shots	=	4 SD
4 shots	=	6 shots	=	

Also remember that beer can now be purchased in a wide variety of containers larger than the standard 341 ml size. (Point to examples in your display of bottles) These containers make it very difficult, if not impossible to calculate Standard Drinks, and thus monitor and influence the intake of your customers. For this reason, we suggest that you adopt a "house policy" to use only standard size beer containers. (Point to examples in your display of bottles)

Ask for comments and questions from participants.

Alcohol in Beer

Regular beer

5% alcohol by volume

Light beer

4% alcohol by volume (approx.)

Sorghum beer






3% alcohol by volume (approx.)

Extra Light beer

2.5% alcohol by volume (approx.)










































Overhead 3.1

The Standard Drink

 1 carton commercial sorghum beer	500ml	3% alcohol by volume
or		
 1 bottle/can of regular beer	340ml	5% alcohol by volume
or		
 1 glass of wine	120ml	12% alcohol by volume
or		
 A small glass of liqueur	25ml	30% alcohol by volume
or		
 1 single tot of spirits	25ml	43% alcohol by volume

Overhead 3.2

Beer Equivalents

5% alcohol	4% alcohol	2.5% alcohol	
1 bottle 	= 1.25 bottles  + 	2 bottles  	= 1SD
4 bottles    	= 5 bottles     	8 bottles       	= 4 SD
5 bottles     	= 6.25 bottles      + 	10 bottles         	= 5 SD

(Note: all bottles are 340ml)

Wine Equivalents

12% alcohol

1 glass =

1.33 glasses +

=1SD

3 glasses =

4 glasses

=4 SD

5 glasses =

6.67 glasses +++

=5 SD

(Note: all glasses are 140ml)

Overhead 3.4

3.3. BLOOD ALCOHOL CONCENTRATION

Lecturer says:

(Illustrate your points using Overheads 3.5 and 3.6 – pointing out the blood stream, central nervous system, digestive system, and the liver as you speak

In this section, we will look at what happens to alcohol in the body, how it is reflected by something known as Blood Alcohol Concentration (BAC). This sometimes expressed as a Blood Alcohol Level (BAL), which is the same thing.

Alcohol dissolves in water, but not in fat. When it enters your body, it distributes throughout the water in your body, including your perspiration, urine, saliva, and blood. The average man of normal build is about 60% water (by weight), while the average woman is about 50% water. This is because women tend to have a greater proportion of fat in their bodies than men. This means that any alcohol consumed gets distributed in about 60% of a man's weight, and about 50% of a woman's weight.

Because alcohol is distributed throughout the blood, it becomes a proportion of the blood, and is measurable - the measure is in milligrams of alcohol per 100 millilitres of blood. This is written as "milligrams percent" and abbreviated "mg%" (write "mg %" on the flipchart or chalkboard).

The alcohol in the bloodstream circulates throughout the body, including the brain. It has been shown that BACs as low as 15 mg% (.015%) impair abilities needed for driving.

Even very small amounts of alcohol in the bloodstream will impair the brain's ability to perform normally. As alcohol continues to be consumed, a person's BAC will continue to rise, and the degree to which normal brain functioning is impaired also increases. Alcohol is a depressant, which means that it slowly puts the brain to sleep, first affecting the mood of the person, then the movements, which become clumsy. It also affects behaviour, with drunk people sometimes unable to remember what they did while drunk. At some point, the level of impairment becomes so great that we say the person is drunk or intoxicated. We will examine the signs of intoxication later. Eventually the functions of the brain may be so severely affected, that the person will 'pass out' or lose consciousness.

As blood circulates through the liver, a process known as oxidation removes the alcohol in the blood. This occurs at a fixed rate, about 10 mg% every 40 minutes or 15 mg% per hour. Ninety-five percent of alcohol is removed from the body by the liver. About 5% is eliminated in breath, urine, and perspiration. This shows that the advice to "sweat yourself sober" will not work. The "sobering up" process is a slow one, at a fixed rate. It can be seen, then, that allowing people to become intoxicated in your premises and then giving them an hour or so to sober up is *not* an effective strategy.

Lecturer says:
(Write "oxidization on flipchart)

on

Put on Overhead 3.7

Pedestrian injuries and deaths as a result of misuse of liquor occur even more often than the problems caused by drunken driving, so the prevention of intoxication applies to customers who are driving and those who are walking home.

To help us out of this predicament, we turn to the National Traffic Act No 93 of 1996. Here we find the permissible alcohol levels for any driver other than a professional driver will be:

Blood alcohol: 0.05g(50mg)/100ml of blood and

Breath alcohol: 0.24mg/1 000 ml of breath.

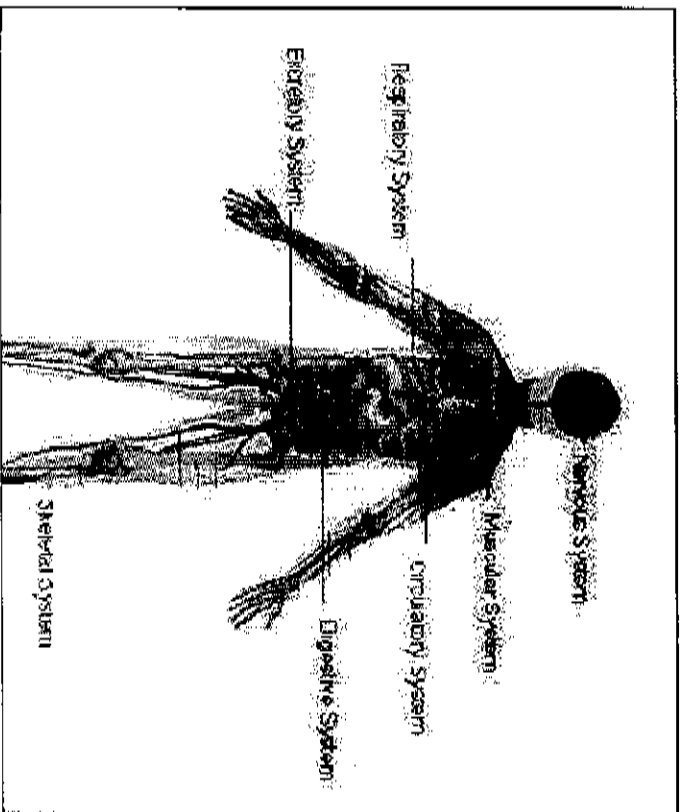
While for professional drivers (of goods exceeding a mass of 3.5 tonne and drivers of vehicles carrying passengers for reward) the levels will be:

Blood alcohol : 0.02g(20mg)/100ml blood and

Breath alcohol: 0.10mg/1 000 ml of breath.

Put on Overhead 3.8

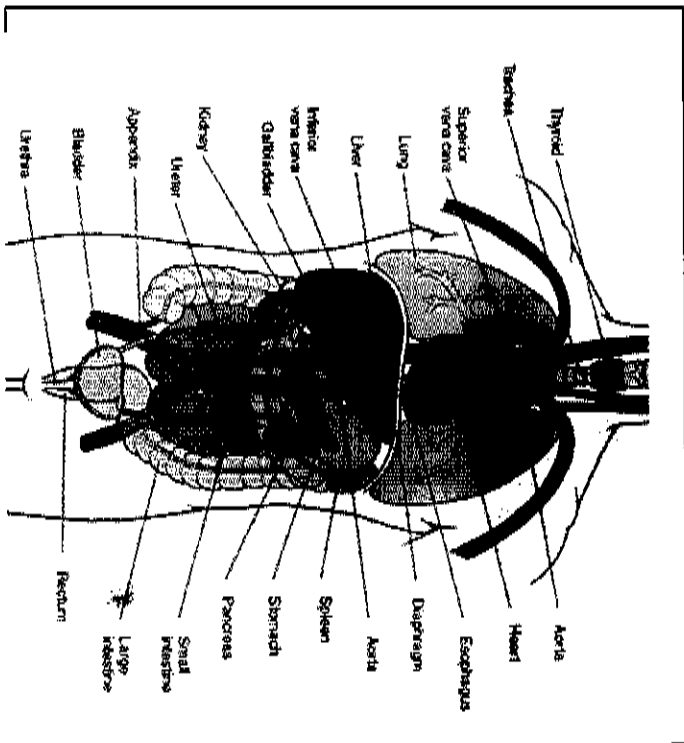
This driving limit is often considered to be the point where the person moves over to intoxication. The legal limit of the National Traffic Act guides you to consider 0.05g(50mg)/100ml of blood and 0.24mg/1 000 ml of breath as the absolute BAC limit for your customers who are non-professional drivers. But it is well recognized that the ability to drive can be impaired well below the 50 mg% National Traffic Act limit, and many of your customers will be intoxicated well below the 50 mg% limit. The next section deals with the factors which influence the degree to which a person will become impaired, including information on the number of drinks that can make a customer intoxicated.



SYSTEMS OF THE HUMAN BODY

(<http://images.google.co.za> 1/01/2006. "Inside the Human Body" orchard.sbschools.net)

Overhead 3.5



ORGANS OF THE HUMAN BODY

<http://images.google.co.za> 11/01/2006: 'The Human Body' www.marck.com

Overhead 3.6

Under the National Traffic Act No 93 of 1996:

The levels for *any driver* other than a professional driver are:

- *Blood alcohol*: 0.05g(50mg)/100ml of blood and
- *Breath alcohol*: 0.24mg/1 000 ml of breath.

While for *professional drivers* (of goods exceeding a mass of 3.5 tonne and drivers of vehicles carrying passengers for reward)* the levels are:

- *Blood alcohol*: 0.02g(20mg)/100ml blood and
- *Breath alcohol*: 0.10mg/1 000 ml of breath.

*truck drivers and taxi drivers are included

Overhead 3.7

Drivers will be legally impaired above 50mg% (Act 93 Of 1996)

This means that

Above 50mg% (.05%) = Drivers will be Fined and Jailed

But, remember.....

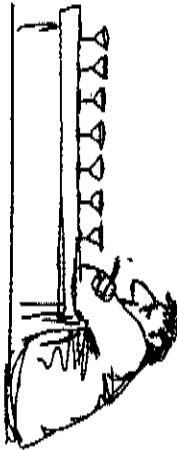
Many customers will become intoxicated below 50mg%

Overhead 3:8

3.4. FACTORS WHICH INFLUENCE IMPAIRMENT

Lecturer says:

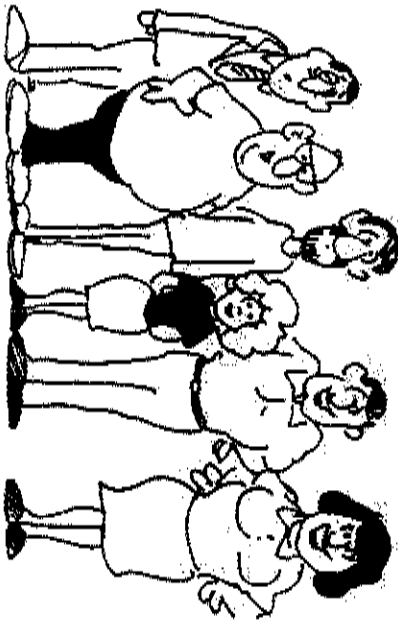
We know that the degree of impairment in a person increases with his or her BAC. Some people seem to become impaired more quickly than others. A number of factors can influence how impaired a drinker becomes. These include:



Lecturer continues:
Put up Overhead 3.9

1. **The number of Standard Drinks consumed.** This represents how much alcohol is taken into the body.
2. **The speed of drinking (rate of consumption).** Drinking rapidly, having drinks close after each other will drive up the BAC, until oxidation has a chance to lower it. It is better to space drinks as far apart as possible.
3. **Body weight.** A heavy, lean person has much more blood (and water) than a light, small, lean person. One drink dissolved in a lot of water will give a lower concentration than one drink dissolved in a smaller amount of water. Smaller people reach higher BACs from a drink than larger people.

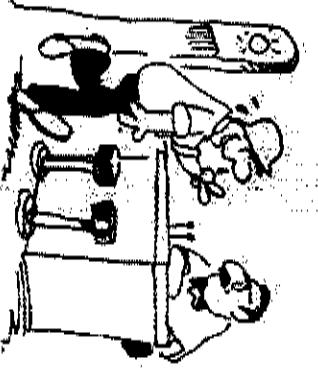
4. **Body type (fat or lean).** If two people are the same weight (say 68kg), but one is fat and one is thin, the fat person will have a greater proportion of fat and less water. In effect then the fat person will have a higher BAC (more alcohol in the blood) than the thin person. When assessing a person's weight, you must estimate the "lean weight", or what a fat person would weigh if he or she were of normal build or body type



Lecturer continues:

5. **The Gender of the drinker.** Is the person male or female? A greater proportion of a woman's body is fat compared to a man of the same weight. A drink would give the woman a higher BAC because her body has less water in which the alcohol can be distributed.
6. **The food the person has eaten.** High protein, non-salty food in the stomach before drinking will slow the rate at which alcohol is absorbed into the blood-stream. For this reason, food will result in a lower "peak" BAC. It will also result in alcohol being in the body over a longer period of time.
7. **Marital condition (or mood).** People who are tired, nervous, tense, or excited seem to become more impaired from alcohol than when they are feeling healthy and relaxed.

8. **Medication/drugs** . Many medications will interact with alcohol to increase the level of impairment. This is true for prescription drugs (like tranquilizers and sleeping pills) and over the counter drugs (like antihistamines and cold remedies). Also, illicit drugs, like marijuana (dega) and cocaine, combined with alcohol increase the degree of impairment.



Using Overhead 3.9:
 Ask the group which of these factors they are able to

SEE/observe (body weight, body type, gender, and mental condition),

INFLUENCE (number of drinks, rate of consumption, and food) and to

ASK (food)

Mark these with an "S", "I", and "A" respectively as the group correctly identifies them.

FACTORS WHICH CAN INFLUENCE INTOXICATION	
Number of Standard Drinks	Influence
Speed/Rate of Consumption	Influence
Body Weight (lean/heavy)	See
Body type (stocky)	See
Gender (male/female)	See
Mental Condition (mood)	See
Food	Ask
Medication/drugs	?

We will see in the next section that these factors are some of the tools we have to keep the level of alcohol consumed by our customers from extending levels which will put them at risk to become intoxicated.

SECTION 3.5: SIGNS OF INTOXICATION

Introduction: Overhead 3.10, familiarize the ten signs. Explain what is meant by each from the notes. You can ask participants for examples before you provide answers

Although individual reactions to alcohol may vary, there are general patterns which people follow as they approach intoxication or drunkenness. Remember, alcohol is a depressant, which means that it slowly puts the brain to sleep so that more and more of the person's functions are slowed. There are ten main signs that a drinker is becoming intoxicated or drunk. These may appear in any order or cluster, depending on the person.

Deterioration of skills requiring "fine motor coordination" refers to hand-eye coordination examples -fumbling with cigarettes, difficulty picking up change, difficulty removing cards from wallet or purse.

Fine Motor Control

Stumbling or accidentally brushing against objects, difficulty standing upright, difficulty walking in a straight line

Gross Motor Control

Inappropriate volume for the situation: The person's voice may go from low to high volume when there is no reason to suggest a change is necessary. Examples -too loud with no competing background noise, too soft with no reason to be secretive

Change in Speech Volume

Changes in the rate of speaking (racing, then slow -or vice versa), consistently slow or fast speech

Speed/Pace of Speech

Difficulty in speaking distinctly

-may be single error -a word that cannot be expressed
-may be several words that are indistinguishable or blurred.

Unclear/ Slurred Speech

Requiring too long a time to respond to questions or to react to requests/actions required, difficulty paying attention to conversation, difficulty "hearing you" or understanding what is said.

Decreased Alertness

Excessive sweating, not consistent with the surrounding temperature, too profuse to be nervousness, physical exertion, or other logical factors

Sweating

Eyes bloodshot to any degree

Red Eye

Breathing noticeably slower than your own rate or that of others nearby, weakness of effort in breathing -shallowness

Slow or Shallow Respiration

Tired, eyes: heavy or closed, nodding, placid, fixed gaze

Sleepiness

Lecture, says:

Different people show these signs in various orders and groupings. No single sign in itself has necessary meaning, other than to alert you and increase your level of observation. There is evidence that people who are becoming intoxicated will start showing more than one of the signs. In your establishment, people who show any three of these signs will likely be at a BAC of around 50 mg% (the legal limit). People showing four signs will almost certainly be over 80 mg%, and can be considered intoxicated. Accordingly, as you detect signs, the following strategies are recommended:

Put on Overhead 3.11

- 1 sign:** Become alert for the development of other signs. Use "low risk" practices to slow alcohol intake
- 2 signs:** Monitor the customer carefully. Move to low alcohol or nonalcoholic drinks. Serve food to decrease the rate of drinking (time between drinks).
- 3 signs:** This customer is likely to be at the legal limit. Slow alcohol intake, cutting it out altogether, if possible. Serve only low alcohol or nonalcoholic drinks. If the customer is driving, serve no more alcohol, stall for time before departure.
- 4 signs or more:** This customer is likely to be over the legal limit. Serve no more alcohol to this customer. Use "management of intoxication" techniques to reduce the risk of injury and damage.

Ask participants for comments and questions. Hand out the programme sheet describing the signs of intoxication.

3.6: PUTTING IT ALL TOGETHER TO PREVENT INTOXICATION

Introduction, remind participants of purpose of training by saying:

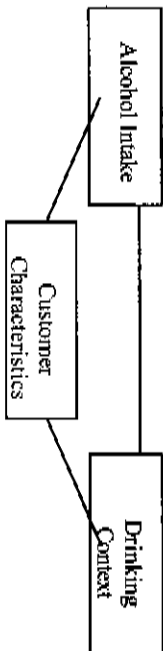
- To prevent intoxication
- To prevent impaired road use among customers
- To protect licensees and customers from the harmful consequences of intoxication

Put on Overhead 3.12

These goals can be met by adopting three rules:
- Never serve a driving customer past 50 mg% (.05%)
- Never serve a professional driving customer past 20 mg% (.02%)
- Never serve additional alcohol to customers who show signs of intoxication.

These rules require an overview of drinking in your establishment, where there is an interaction of three principal factors. Let's quickly review them.

Put on Overhead 3.13



The **first factor**, "alcohol intake", refers to the number of Standard Drinks consumed and the rate of consumption. It is a major influence on a customer's BAC and degree of intoxication.

The **second factor**, "customer characteristics" refers to the weight, body type and gender of each customer.

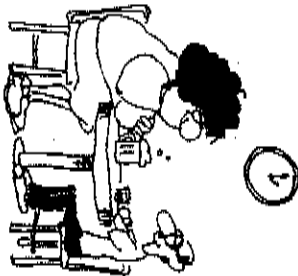
The **third factor**, "drinking context" refers to whether food has been consumed, the mental condition or mood of the customer, and whether drugs or medication has been taken by the customer.

These can be observed by servers and used to determine in advance what a customer's alcohol intake should be.

Take off Overhead 3.13 and put on Overhead 3.14

Give participants a few seconds to take in the chart on Overhead 14. Then, orient them to it by pointing out the male and female lines across the top, the various weight categories, and the hours of drinking down the left-hand side. Once this has been done, you can provide the following elaboration.

The first two factors have been collapsed into a chart that you can use for reference. It shows how many Standard Drinks can be consumed, and at what rate, in order for male and female customers of various weights to remain under 50 mg%.



The weight categories across the top of the chart show that women generally have a lower water-to-fat ratio than men. A 55kg woman will have about the same volume of water in her body as a 45kg man (point to weights!). These are all "lean weights" for "normal" builds. For fat people, you must estimate how much they would weigh, were they not overweight, as the amount of fat on their body won't change the amount of water the alcohol has to be absorbed by their body.

To read the chart, you first select the correct gender and weight. You then move down to the first hour (found on Line A) to see how many Standard Drinks can be consumed in that hour, and still keep the customer under 50 mg%.

The next line (Line B) tells you how many Standard Drinks can be consumed in the second hour, keeping the customer under 50 mg%. Lines C to F give the same information for the third through sixth hours of drinking. Note that the chart does not go above five Standard Drinks per customer, even though some heavier customers could drink more over a six-hour period and still remain under 50 mg%. This is because research shows that it is against the health interests of anyone to have more than five drinks on any given day. In fact, research suggests that people who consume more than four drinks per occasion report experiencing higher rates for a variety of health, social, and legal problems.

These limits illustrate how little it actually takes to reach the 50 mg% threshold. They also show the advantages of serving

Lecturer says:

low alcohol and attractive non-alcoholic substitutes. These can allow customers to have "a drink" every 20 to 30 minutes, as most do, and remain within responsible limits. They will also help to keep your sales up as you will be able to sell the customer more drinks.

Ask the group to plot a drinking limit for themselves on the chart and ask for one or two volunteers from the group to share what they have worked out, to illustrate how the server may be able to work out a drinking limit for a customer.

The third factor: "food and mood", comprises the Drinking Context

With regard to food, the figures on the chart reflected drinking on an empty stomach. Drinking on an empty stomach will result in the highest possible BACs. Customers with food in their stomachs will absorb the alcohol into their bloodstreams more slowly. For this reason, it is better to serve people alcohol when they have food in their stomachs. Having attractive food options available, and actively promoting them to your customers, will address both health and sales interests.

Finally, there is the customer's mood. As you know, people who are nervous, anxious, agitated, or excited will tend to become more intoxicated than if they were in their normal state-of-mind. Should you see any of these conditions in a customer, you should adopt conservative drinking limits. Also, you should monitor carefully for signs of intoxication and intervene as soon as is necessary.

Take off Overhead 14 and put back Overhead 13, pointing to "Drinking Context")

3.6 HARMING THE UNBORN CHILD BY DRINKING DURING PREGNANCY

Lecturer says:

One of the most severe effects of drinking during pregnancy is the negative effect alcohol can have on the growing baby. When a pregnant woman drinks, the alcohol travels through her child's body and brain and can cause severe harm to the unborn child's development in the womb. If a woman drinks alcohol during her pregnancy, her baby can be born with fetal alcohol syndrome (FAS), a lifelong, physically and mentally disabling condition.

Children with FAS may have

- mental retardation,
 - poor reasoning and judgment skills;
 - a particular pattern of facial characteristics, these include flattened nasal bridge, drooping eyelids, no ridges between nose and mouth,
 - problems with any of their major organs, i.e., the heart, kidneys, etc,
 - a skeleton affected with joints being fused together, curvature of the spine, pains in the joints,
 - retarded growth: babies are small at birth and usually remain smaller than other children of their age,
 - poor co-ordination,
 - short attention span, and can either be overactive or slow,
 - difficulty with making or keeping friends, means that very often they are socially, isolated solitary figures
- problems with daily living.

These problems often lead to difficulties in school and problems getting along with others. FAS is a permanent condition – it cannot be cured. However, FAS is 100% preventable—if a woman does not drink alcohol while she is pregnant her baby cannot get FAS.

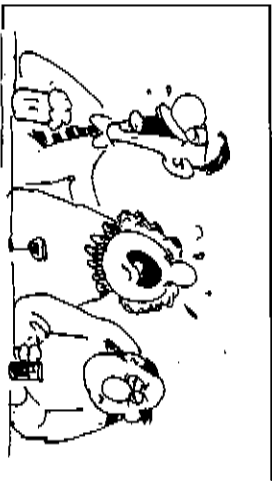
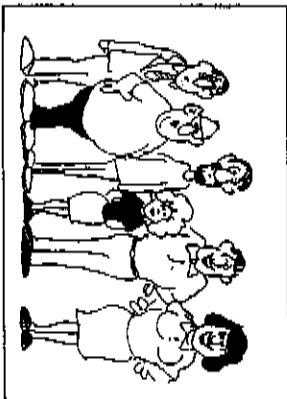
How much alcohol is safe?

If a woman is sexually active and not using an effective form of birth control, it is better that she does not drink alcohol. She could be pregnant and not know it for several weeks or more. However, if a woman is drinking during pregnancy, it is never too late for her to stop. The sooner a woman stops drinking, the better it will be for both her baby and herself. If a woman is not able to stop drinking, she should contact her local health clinic, her doctor, a local Alcoholics Anonymous group or local alcohol abuse prevention and treatment centre for help, such as the local branch of the South African National Council on Alcoholism and Drug Dependence (SANCA). Mothers are not the only ones who can prevent FAS. The father's role is also important in helping the woman abstain from drinking alcohol during pregnancy.

Ask for questions and comments from participants, and then finish the session.

FACTORS WHICH CAN INFLUENCE INTOXICATION

Number of Standard Drinks	Influence
Rate of Drinking (spacing of drinks)	Influence
Body Weight (lean/heavy)	See
Body type (fat/thin)	See
Gender (male/female)	See
Mental Condition (mood)	See
Food	Ask
Medication/drugs	?



Overhead 3.9

THE TEN SIGNS OF INTOXICATION: IMPAIRMENT CHECKLIST FOR SERVERS

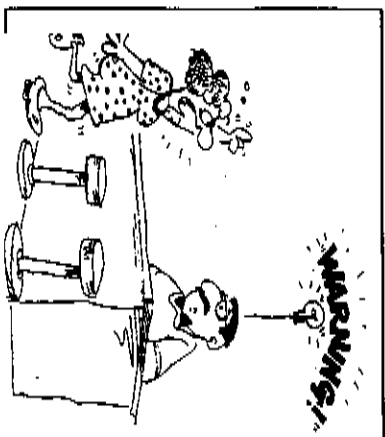
1. Hard-eye co-ordination poor: Fumbles with cigarettes, has difficulty picking up change, or taking money from a purse or wallet.	YES	NO
2. Large body movements are clumsy : stumbles, has difficulty standing upright or walking in a straight line, knocks against things or people.	YES	NO
3. Speech volume: Too loud, too soft, not suiting the situation	YES	NO
4. Speed of speech: Too fast or too slow for the situation, changes rapidly by speeding up or slowing down	YES	NO
5. Clearness of speech: Gets stuck on or can't find words, cannot hear what they are saying as speech is not distinct.	YES	NO
6. Less alert: Takes too long to respond, or does not seem to hear you when you try to get their attention	YES	NO
7. Sweats more than to be expected in the surrounding temperature.	YES	NO
8. Red eye: Eyes are bloodshot	YES	NO
9. Breathing slows: slower or more shallow than those around him/her	YES	NO
10. Sleepy: Tired eyes, heavy lids, staring without focus, head is nodding.	YES	NO
TOTAL		

ESTIMATING AND ACTING ON THE CUSTOMERS INTOXICATION PROFILE

1 Sign: Become alert. Use low risk options to slow alcohol intake

2 Signs: Monitor carefully. Move to low alcohol or non-alcoholic drinks. Serve food to decrease drinking rate

3 Signs BAC around 50 mg% (legal limit).
Cut off alcohol intake by serving non-alcoholic drinks as far as possible, else serve only low alcohol drinks
Slow service SIGNIFICANTLY for time between service. **If driving, serve no more alcohol**



4 Signs: Intoxicated. Use "management of intoxication" techniques. Serve no more alcohol. Ensure safe passage home

Overhead 3.11

Three rules to prevent Intoxication:

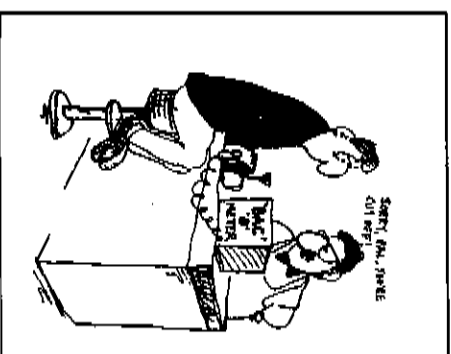
- Never serve a driving customer past 50 mg% (.05%)
- Never serve a professional driving customer past 20 mg% (.02%)
- Never serve additional alcohol to customers who show signs of intoxication.

Remember:

Any 3 signs = BAC around 50mg% = at/approaching legal limit

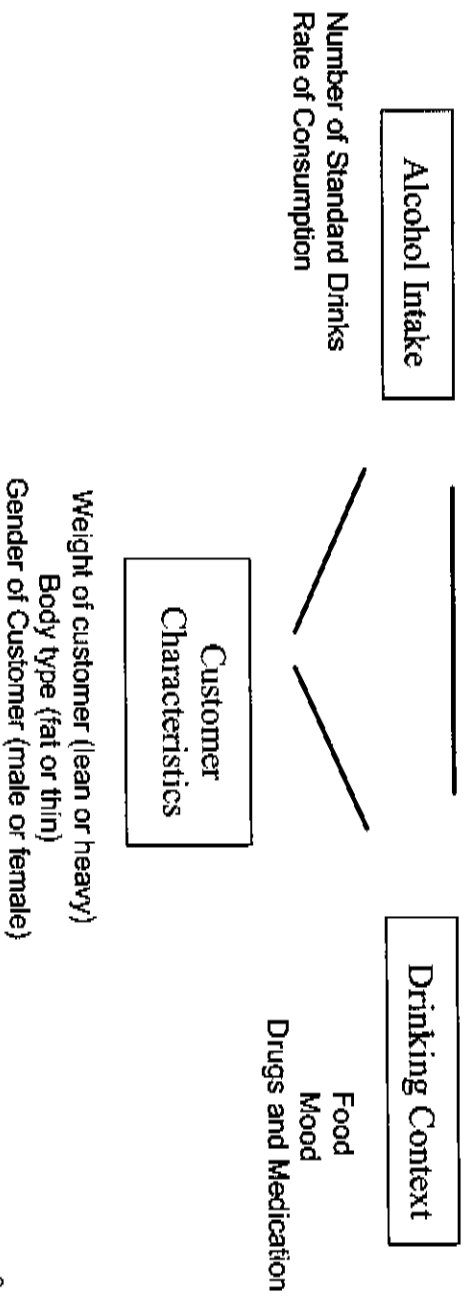
Any 4 signs = BAC over 80mg% = intoxicated

Be alert for 1-2 signs and try to "work" the customers you serve so that you avoid having them reach their legal limit!!!!!!



Overtlead 3.12

FACTORS WHICH INFLUENCE INTOXICATION



Overhead 3.13

Standard Drink Limits to Remain Under 80 mg%

A drinker of any particular sex and weight should not exceed the number of drinks per hour indicated in the chart below:

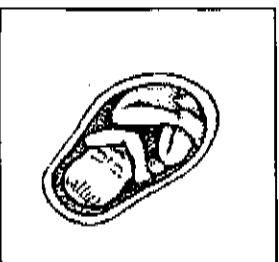
Males :		Weight in Kilograms	40	45	55	68	80	90	100
Females		40	45	55	68	80	95	110	
Spacing of Drinks									
1 st hour	1	1	1	2	2	3	4	5	
2 nd hour	.5	.5	.5	1	1	1	1	-	
3 rd hour	.5	.5	.5	.5	2	1	-	-	
4 th hour	.5	.5	.5	.5	1	-	-	-	
5 th hour	.5	.5	.5	.5	-	-	-	-	
6 th hour	.5	.5	.5	.5	-	-	-	-	
Total	3	3.5	4	5	5	5	5	5	5

Number of standard drinks allowed on average per hour to prevent intoxication

Fetal Alcohol Syndrome (FAS)

can cause.....

- mental retardation
- poor reasoning and judgment skills;
- abnormal facial characteristics,
- problems with major organs such as the heart or kidneys.
- problems with their joints and spine, pains in the joints.
- babies to be small at birth and smaller than other children of their age.
- poor co-ordination, short attention span, overactivity or slowness.
- difficulty with making or keeping friends,
- problems with daily living;



A few drinks can last a lifetime. If you are pregnant...DON'T DRINK

SECTION 4: PREVENTION STRATEGIES AND TECHNIQUES (75 minutes)

This section is made up of:

4.1 Objectives for trainers

4.2 Prevention strategies

4.3 Prevention techniques

For this section you will need:

- Overhead transparencies 4.14.7
- A copy of Handout 4.1 for every participant (if illiteracy rate is high, have copy per group and discretely select literate group leader)

4.1 OBJECTIVES FOR TRAINERS

Background information for the trainer.

In Section 2, on Alcohol and the Law, a set of principles was proposed to help staff avoid the problem of intoxicated customers. The five principles are:

- Never serve underage customer.
- Never serve any customer to intoxication.
- Never serve anyone who is already intoxicated.
- Ensure that you are able to recognize the signs of intoxication.
- Prevent customers from engaging in activities that can harm themselves or others.

Section 3 provided information that is necessary for the practical implementation of these five principles.

Now, in Section 4, we focus on strategies and techniques that servers can use to prevent intoxication.

The first part of this section introduces preventive strategies for servers, and the second part uses group exercises to help participants develop five key prevention skills.

Accordingly, the objectives for this session are to

1. To increase levels of knowledge concerning the elements of a preventive strategy; and the skills to implement a preventive strategy

2. To establish attitudes among participants that:

- a preventive strategy is necessary and desirable;
- they and their employers will benefit from using preventive techniques; and
- they intend to use the key preventive techniques.

3. To develop skills which will increase levels of comfort concerning what each participant will say and do to prevent problems in his or her own establishment

4.2 PREVENTION STRATEGIES

Lecturer says:

At this point in the training, we will put all the information from previous sections together to develop an overall strategy to prevent intoxicated customers, as well as contribute to general community safety. You should aim to keep customers happy, keep revenues up while at the same time keeping alcohol consumption within legal and safe limits for customers visiting your establishment.

Put up the overhead 2.3 again, if necessary

From the section on Alcohol and the Law, you will recall that you should use five key principles:

- Never serve minors
- Never serve anyone to intoxication
- Never serve anyone who is already intoxicated
- Be able to recognize intoxication
- Stop any dangerous activities in your premises

To achieve the above you should use FIVE key LOW RISK SERVING TOOLS. These are:

- provide food
 - provide non-alcoholic drinks
 - provide low alcohol substitutes
 - upgrade to premium brands
 - move away from serving bottles/snips, to selling lots
- Let's examine these low risk serving tools a bit closer.

Lecturer says:

Put on Overhead 4.1

1. Food

Serving food helps you prevent problems in two ways:
First, it slows the absorption of alcohol into the bloodstream. In so doing, it produces a lower "peak" BAC than if the customer were to drink on an empty stomach.

Second, food can extend the length of time for a round. Instead of ordering a second round of drinks after 20 to 30 minutes, many customers will take up to 15 minutes longer if they are eating food.

Put on Overhead 4.2.

2. Non-alcoholic drinks

Many licensed premises have found that non-alcoholic drinks can be sold if they are properly developed and marketed. They can be featured as daily specials on your Specials Board, or promoted on "table talkers" (little advertising boards or cards on tables), if your facility uses these.

Non-alcoholic drinks should be priced lower than the least expensive alcoholic drink. Rightly or wrongly, many customers feel they are being short-changed if they have to pay the same price as for a drink with alcohol in it. With a lower price, these objections evaporate, making the non-alcoholic option even more appealing.

As with all new products, these drinks must be actively marketed if they are going to move. As a server, you are the best person to introduce a new product in the conversation with customers, point out its merits, and customize your responses, all in an effort to influence their choices. This can apply equally well to non-alcoholic drinks.

Non-alcoholic drinks can be used between rounds of alcoholic drinks. These are called "Spacer" or "Breather" rounds. They halt the amount of alcohol consumed over two rounds, a period which usually extends from 40 to 60 minutes. This can become an important technique in keeping customers from becoming intoxicated.

A simple, easily available non-alcoholic drink is **WATER**. Customers can be offered trendy bottled waters, or be provided with attractive jugs of lemon or lime-flavoured tap water and ice on their tables as a first line of service. Readily available water also prevents the thirsty customer from gulping down a first drink of alcohol on an empty stomach to quench their thirst, thereby raising the r. BAC unnecessarily.

3. Low alcohol drinks

Earlier we talked about Standard Drinks and their equivalents. Here, it is easy to see that using low alcohol drinks is a good way to reduce alcohol intake while keeping up sales.

"But what about the taste?" you might ask. It is interesting to know that, after the first round, many beer drinkers have been shown to have difficulty distinguishing between regular and low alcohol beer. Similarly, most people cannot distinguish light wine and mixed drinks from regular alcohol products. As with non-alcoholic options, low alcohol drinks must be actively marketed. Servers can make them available and attractive to customers.

A way to further increase the attractiveness of low alcohol substitutes is to price them slightly below regular alcohol ones. The price of 4% beer might be 15 to 25cents cheaper than 5% beer. The 2.5% beers might be discounted by the same amount again.

Lower price does not necessarily mean lower revenue from sales: Remember, 2.5% beer has one-half the alcohol of a regular beer -instead of 6 regular beers, you can, for example, sell 8 of these to the same customer. In so doing, you will have reduced the amount of alcohol consumed while increasing your overall revenue from that customer. This strategy addresses both prevention and sales.

Premium upgrading

When a customer orders spirits without a mix ("neat" or "on the rocks"), the server will ask whether a premium brand is desired. The underlying argument is that people who prefer pure spirits are likely to enjoy a better quality product even more. Here, it is assumed that a premium drink will be sipped and savoured, resulting in a slower consumption rate. Also, the customer is less likely to order an excessive number of drinks because of the higher price.

The strategy of "premium upgrading" increases the income of the establishment for each unit of sale. At the same time, it is intended to reduce the likelihood of problems among customers brought about by rapid intoxication from "neat" shots.

Moving from Mips to Tots

In facilities where spirits are sold per bottle or "nip", the establishment can move to a house policy of only selling tots of spirits. This will reduce the likelihood of customers guping down large quantities of alcohol at one sitting, as well as improve the revenues which the establishment makes from one bottle of spirits.

Put on Overhead 4.4

Put on Overhead 4.5

Put on Overhead 4.6 Using a pointer to highlight each strategy, the Lecturer says:

Keeping all the information and low risk serving tools in mind, let's look at an overall strategy to prevent alcohol problems in your establishment. By now, you are familiar with all the components, although you have not seen them put together in this way.

We suggest a seven-step prevention strategy.

Step 1 : Monitor the Door

Have someone working at the entrance to your establishment. This person should be in a position to monitor all customers as they arrive. Those who appear to be underage can be asked for identification. Those who are known to be troublesome or who give signs that they may become troublesome should be turned away at the door. Similarly, those who arrive showing signs of intoxication should be politely and respectfully managed, but not be allowed to enter. An effective person at the door can eliminate a significant proportion of your problems simply by not allowing them to enter the premises.

Step 2: Assess for Prior Drinking

Once a customer is in your establishment and seated, he or she comes into contact with you, the server. Your first prevention task, Step 2 in the overall strategy, is to determine whether the customer has been drinking elsewhere, as even if the customer has only had a few drinks elsewhere, it may have been enough to intoxicate him or put him or her at risk to become rapidly intoxicated at your establishment.

In order to avoid a similar problem, you should attempt to find out whether your customers have been drinking elsewhere. In some cases, they will be showing one or more of the signs of intoxication mentioned in Section 3. In others, you will have to probe for the information by 'chatting them up' when they first arrive.

Clearly, you must treat people who have been drinking elsewhere in a different way than those who have had nothing to drink. Your immediate decision is whether to give them even one drink. This decision will have to be based on the extent to which they display signs of intoxication and any information you have been able to extract from your conversation.

Should you decide to serve a drink, you will have to monitor carefully for emerging signs of intoxication and make a conscious decision before serving each additional round. For customers who have not been drinking elsewhere, you should move on to Step 3.

Step 3: Assess Weight and Gender

At this point, you should make assessments to determine the rates of service and drinking limits for your customer. Ideally, these limits will keep your customers from reaching intoxication. As you know from the last section, a customer's weight and gender are important characteristics in determining BACs. In assessing weight, you must judge what a person's *lean weight* would be if he or she is overweight. This is because alcohol is not soluble in fat, so that excess fat will not dilute the alcohol in the body. For each customer, you must answer the question: "How much would this person weigh if he or she were not overweight?"

Step 4: Assess the Drinking Context for your customer(s)

Before serving any alcohol, assess the "Drinking Context", which include the mental state of the customer and whether any food has been eaten. With respect to mental state of the customer, you would look for signs that the person is beyond the normal range of moods: anxious, frantic, depressed, crying, and so on. Although you will not see these extreme moods very frequently, you should be prepared to set lower limits and slow the rate of service, when you do.

We have already discussed food and its effect on BACs. If in talking to a customer, you learn that he or she has not eaten for quite a while, you should offer a snack, suggest that the person buy something to eat and minimize the amount of alcohol consumed till after the person has eaten.

Step 5: Set a Drinking Rate

This is perhaps your most critical decision in preventing intoxication. You are armed with the key facts at this point. You know some or all of the following:

- that the customer has or has not been drinking elsewhere;
- whether food has or is about to be eaten;
- whether the customer's mood is out of the ordinary;
- the customer's lean weight and gender

You can now decide upon a reasonable rate of service for the customer, given these facts. Your guide should be the chart set out in the last section. In the ideal situation, you would be able to fix a rate for each customer at a table. In reality, however, it may be practical to develop a general idea of a rate for the whole table. Although practical, this approach can be dangerous for the lighter people at the table. For them, it would become essential to market food, low alcohol drinks, and non-alcoholic drinks, and to influence these people to accept "breather" or "spacer" rounds. Otherwise, the light people at a table will become intoxicated and your prevention goal will be defeated.

if you choose to set a rate for the whole table, then steer the rate you set in favour of the lighter people at the table to improve the likelihood that you will prevent all people at that table becoming intoxicated, and prevent lighter people from falling into the trap of 'keeping up' with heavier drinkers pace.

Step 6: Offer one or more of the 5 Low Risk Options

Once your drinking rates have been set, market the four key low risk options:

- food
- non-alcoholic drinks
- low alcohol substitutes
- premium upgrading
- moving from nips to tols

Clearly, as one or more are selected, your prevention goal will be easier to achieve. Give customers plenty of opportunity and encouragement. For example, you could describe the non-alcoholic special, personally endorse it, and volunteer the information that it is popular among other customers. In so doing, you make it easier for a customer to say, "Ok, it sounds good - let me try one".

Step 7: Monitor and Adjust Service as Necessary

If you are successful up to this point, there is little room to believe that many of your customers will become intoxicated. Nevertheless, it is important that you confirm your decisions by observing customers for any signs of intoxication. Should they begin to appear, you will want to reduce, or even eliminate, the intake of alcohol. Again, draw upon the low risk options as your best line of defence. In addition, you can slow service simply by not coming by the table as frequently.

ASK for questions and comments

4.3 PREVENTION TECHNIQUES: Practicing Skills

Announce that you are going to move into a group exercise designed to help develop personal techniques and skills necessary for this preventive strategy.

Tell the participants that you are going to divide them into five groups, and that each will be assigned a 15-minute task. Give the numbers 1 to 5 to each participant, so that all number 1's form group 1, number 2s are group 2 and so on. Separate the five groups into different areas of the room.

Then, hand out an assignment to each group. Five tasks have been set, one for each group. (The 5 tasks are described below). Each group should think up one or more statements of exactly what they will say, in their own establishments to their customers, to accomplish their task.

This means that they will have to consider different approaches and select one or two that they believe will be most likely to have the desired impact of preventing intoxication. They will also be asked to explain why they believe their choice is good and how it works.

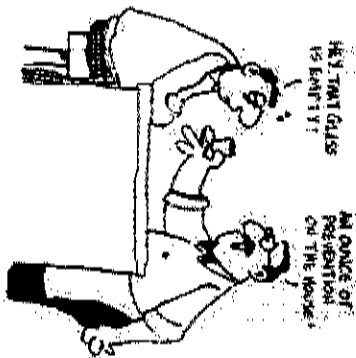
Periodically walk around to each group to make sure that the members understand the task and are on the right or track

Sometimes it helps to suggest that participants establish an imaginary dialogue between themselves and the customer.
E.g. "He will say, 'Can I have another drink?'"

I will then respond ...
His reaction will likely be ... Then I will say...

Remind group members that they not only have to report what they recommend saying, but also why they believe it will be effective.

Allow up to 20 minutes if the groups are continuing to work hard. Give them a 5 minute warning to complete the task



The list of Tasks are :

Task 1: Deny Entry (Step 1 : Monitor the Door)

A person arrives at the door of your establishment. You know from past experience that he has been troublesome, and you can tell he is looking for trouble tonight. What will you say to let him know that he cannot come in, and to get him to go away?



Task 2: Determine Prior Drinking (Step 2: Assess for Prior Drinking)

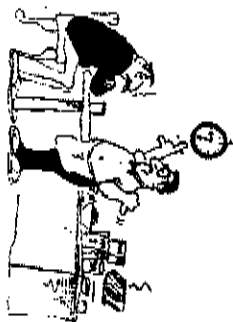
A customer has come in and is sitting at a table. You arrive at the table and are going to start talking to this person. What will you say in the conversation to determine whether he/she has had something to drink elsewhere?

Task 3: Chatting Up (Step 4: Assess the Drinking Context)

During your initial conversation with a customer, what will you say to determine whether he or she has eaten any food recently (i.e., has not got an empty stomach), and whether his or her mood is within normal limits?

Task 4: Substitute Drinks (Step 6: Offer Low Risk Options)

One of your male beer-drinking customers is showing two signs of intoxication. For the next round, what will you say to cause him to select a low alcohol beer?



Task 5: Spacer Round (Step 6: Offer Low Risk Options)

A female customer is showing three signs of intoxication and has just called you over for another round. What will you say to cause her to select a non-alcoholic spacer round?

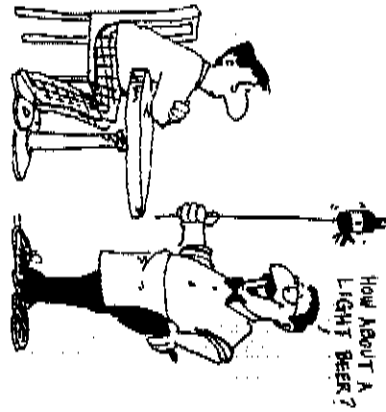
Call everyone back to the main group. Put up overhead 4.7 which list the tasks. Repeat Task 1, to remind everyone what it was, and ask Group 1 representative to report on the results. Then, ask group members to suggest ways in which to refine the approach. Here, it is important to avoid turning the session into a criticism of the group's efforts. Accordingly, you ask questions like, "How can you make this better or stronger?" If someone does point out a shortcoming for a given approach, always ask for a suggestion about how to do the task better. Try to build ideas, rather than tear them down.

Another valuable technique is to take peoples' comments and suggestions and reflect back the underlying principle. This will enable participants to apply the principle to the tailoring of their own responses.

If, for example, for the first task, it might be suggested that the person being turned away is likely to be rude to the server, and that it is better not to respond to this provocation. You might agree and suggest that the principle here is to keep the goal (i.e. the customer's departure) in sight, and to let pass any discussion that might impede it.

When the reporting and discussion for Group 1 is finished, hand out Handout 4.1 entitled "Personal Prevention Strategies". Ask participants to write in their preferred *Individual* response to Task 1. Then repeat the process for tasks 2 to 5.

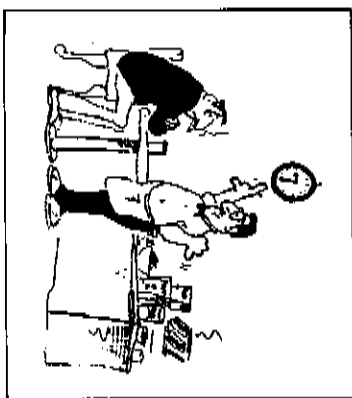
At this point, participants will have five individually tailored responses to use at their establishments would the situation presents itself. They take this list home with them. (If the group is illiterate, allow one person to facilitate the groups preferred response and write this down. The groups selected responses may be read out to all at the close of this session.



LOW RISK SERVING TOOL 1:

FOOD

- Slows absorption into blood
- Extends rounds by taking up time
 - Marketing



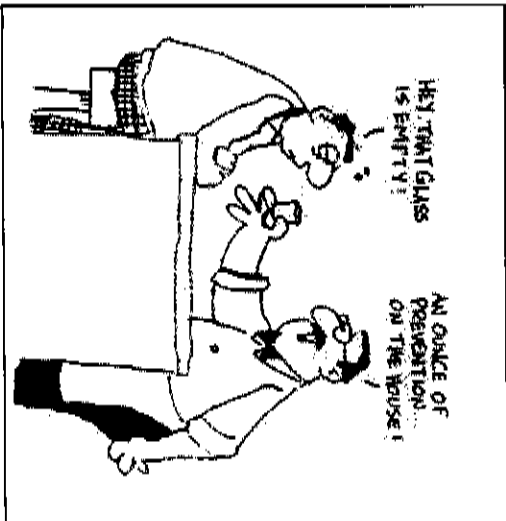
- Price: Revenue from food
Build in "free" food (snacks) to drinks price
- Market nearby eating places where customers can buy healthy food

Overhead 4.1

LOW RISK SERVING TOOL 2:

NON-ALCOHOLIC DRINKS

- Fun/unusual drinks
- Table talkers
- Lowest prices
- Marketing by servers
- Make use of water!!!

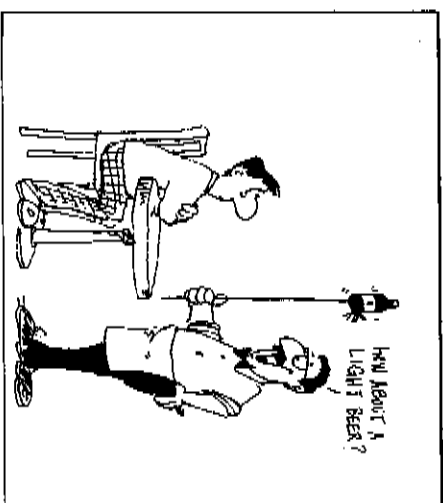


Overhead 4.2

LOW RISK SERVING TOOL 3:

LOW ALCOHOL DRINKS

- Significant alcohol reduction
 - Taste?
 - Marketing by servers
- Pricing lower, but keeping profit up

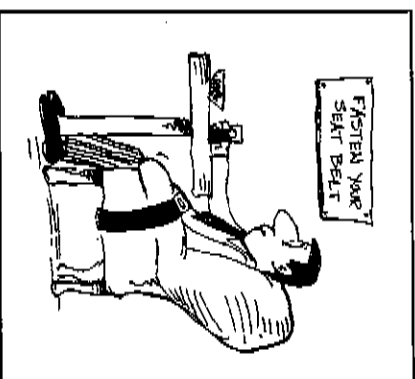


Overhead 4.3

LOW RISK SERVING TOOL 4:

PREMIUM UPGRADING

- move to quality
- reduces consumption rate

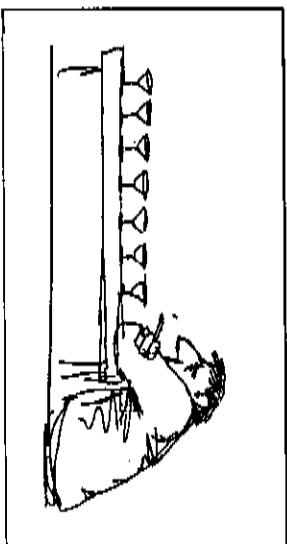


Overhead 4.4

LOW RISK SERVING TOOL 5:

MOVE FROM NIPS TO TOTS

- controls consumption rate better
- improves profit



Overhead 4.5

7 STEP PREVENTION STRATEGY

Monitor the door

Assess for prior drinking

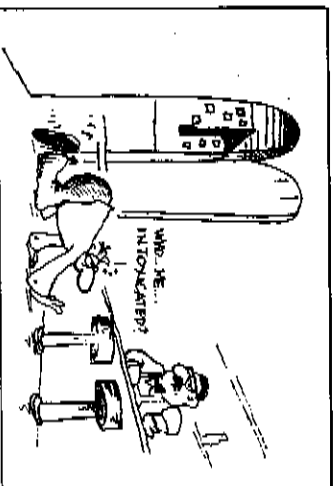
Assess weight and gender

Assess food and mood

Set a drinking rate

Offer low risk options

Monitor and adjust



Overhead 4.6

The Responsible Service of Alcohol Personal Prevention Strategies

From the exercise and your personal style in your establishment, write down your preferred way of effectively dealing with each of the following situations.

1. **Denying entry:** A person arrives at the door. You know from past experience that he can be troublesome. What will you say to let him know that he cannot come in, and to get him to go away?

2. **Prior Drinking:** A customer has come in and is sitting at a table. You arrive at the table and are going to start talking to this person. What will you say in the conversation to determine whether he/she has had something to drink elsewhere?

3. **Chatting up:** During your initial conversation with a customer, what will you say to determine whether he or she has eaten any food recently (i.e., has not got an empty stomach), and whether his or her mood is within normal limits?

4. **Substitute Drinks:** One of your male beer-drinking customers is showing two signs of intoxication. What will you say to cause him to select a low alcohol beer for the next round?

5. **Spacer Round:** A female customer is showing three signs of intoxication and has just called you over for another round. What will you say to cause her to select a non-alcoholic spacer round?

HANDOUT 4.1

Task 1: Deny Entry (Step 1: Monitor the Door)

A person arrives at the door of your establishment. You know from past experience that he has been troublesome, He is looking for trouble tonight. What will you say to let him know that he cannot come in, and to get him to go away?

Task 2: Determine Prior Drinking (Step 2: Assess for Prior Drinking)

A customer has come in and is sitting at a table. You arrive at the table and are going to start talking to this person. What will you say in the conversation to determine whether he she has had something to drink elsewhere?

Task 3: Chatting Up (Step 4: Assess the Drinking Context)

During your initial conversation with a customer, what will you say to determine whether he or she has eaten any food recently (i.e. has not got an empty stomach), and whether his or her mood is within normal limits?

Task 4: Substitute Drinks (Step 6: Offer Low Risk Options)

One of your male beer-drinking customers is showing two signs of intoxication. For the next round, what will you say to cause him to select a low alcohol beer?

Task 5: Spacer Round (Step 6: Offer Low Risk Options)

A female customer is showing three signs of intoxication and has just called you over for another round. What will you say to cause her to select a non-alcoholic spacer round?

Overhead 4.7

SECTION 5: MANAGING INTOXICATED CUSTOMERS

(35 minutes)

This section is made up of:

- 5.1 Objectives for trainers
- 5.2 Management strategies
- 5.3 Developing Personal strategies

For this section you will need:

Flipchart and newsprint

Overheads 5.1-5.2

A copy of Handout 5.1 for each participant: Personal management strategies

(Or if high illiteracy rate, appoint group leader and have the participants share ideas.)

5.1 OBJECTIVES FOR TRAINERS

Background information for trainer: The underlying premise of the Responsible Service of Alcohol Programme is that the key to staying within the law and promoting customer safety is to serve no customer to intoxication. Accordingly, every effort should be made to prevent intoxication.

When customers do become intoxicated despite the best efforts of the management and staff, specific strategies must be adopted to limit the damage. **Already, the licensee will have violated the Liquor Act no 27 of 1989 by serving to intoxication.** The situation is a very serious one, although it may not have been perceived as such in the past.

This section has no magical answers for licensees and their staff. Popular myths about how to "sober up" the intoxicated customer using coffee, exercise, cold showers, and so on must be set aside, as the only way to reduce and eliminate intoxication is to allow time to pass so that the liver can slowly oxidise the alcohol in the customers body.

As demonstrated in Section 3, the amount of time required can be quite lengthy, very often much more than is practical for sitting in a licensed establishment. Under these circumstances, the safest option (in a bad situation) is to ensure that the customer is safely transported home.

The objectives for this section include acquiring knowledge about options for managing intoxicated customers, and the development of attitudes and skills amongst servers and managers to support this strategy.

Specifically, the objectives are:

1. To increase levels of knowledge concerning:
 - the elements of a strategy to manage intoxicated customers; and
 - the skills that are required to implement the intoxication management strategy.
2. To establish attitudes among participants that:
 - an intoxication management strategy is necessary and desirable,
 - they and their employers will benefit from the use of this strategy; and
 - they intend to use key techniques to manage intoxicated customers in their premises
3. To develop skills to increase levels of comfort concerning:
 - what each participant will say and do to manage intoxicated customers in his or her own establishment.

5.2 MANAGEMENT STRATEGIES

Lecture says:

By now, you will probably have come to appreciate that effective prevention is the only safe way to run your establishment. This means ensuring that no customer becomes intoxicated, and walks or drives away while impaired. Halfhearted or unsuccessful attempts do nothing to reduce the risk to your establishment. Stated simply, trying and failing counts for nothing. This is why we place such emphasis on prevention strategies.

With this in mind, you may be wondering why we then have a section on how to manage the intoxicated customer. The answer is that it is simply a matter of practicality. No prevention strategy is perfect - we all make mistakes; we all get overworked. Through any number of circumstances, it is predictable that you will have an intoxicated customer on your hands. When this occurs, you have a real problem.

You will, for example, have broken the law, even if that person has only had one drink on your premises. Beyond this, you must consider this person as "an accident waiting to happen". The chances of an intoxicated person being in an accident, being injured, and injuring other people are greatly increased.

With this knowledge in mind, you must adopt a strategy to control or limit the damage to the customer, other customers or citizens, and to your own establishment. Here, your basic assumption must be that you and the customer are seriously at risk until he or she is safely home and in bed, presumably to wake up the next morning in a sober state. This has to be your goal.

If you want an average intoxicated customer time to "sober up", he or she will have to stay in your establishment for over 3 hours or more just to get below the threshold of intoxication (80 mg% or .08%). Most often, this will not be practical, or even possible. Your only realistic option under these circumstances is to get your customer safely home. There simply are no other options.

Let's look at a strategy to minimize damage and manage the intoxicated customer.

1. Ensure that no more alcohol is consumed. The customer must be cut off as soon as you have realized that he or she is intoxicated.

The intoxicated customer may argue about being cut off and try to draw the server into an argument, or try to encourage the server to change his or her mind. Managing this situation is one of the most difficult and essential skills of a server.

Put on Overhead 5.1

Ask: What strategies can be used with driving customers to get them home safely and take care of the car? What strategies can be used for walking customers?

(Write the answers on the flipchart or chalkboard)

Lecturer, goes on, referring to overhead 5.1 again:

2. Determine whether the customer is driving, or walking home unaccompanied.

Your problem takes on a new dimension if the customer drove to your establishment, or will walk home drunk. You now must ensure that he or she does not walk home alone, or drive away, that the car is taken care of, and that the customer gets safely home. Walking or driving customers cannot be allowed to walk out of your establishment in a state of intoxication.

Answers may include

- a. Have a sober friend who is drinking with the customer agree to drive or walk him or her home.
- b. Call a friend or relative to arrange a lift to your establishment, so they can drive the intoxicated customer's car home, or give him or her a lift home.
- c. Arrange to have the customer's car safely stored overnight if he or she drove there (pay parking fees, store the car safely on your premises, if necessary), and have a friend, relative, fellow customer or one of your server's drive or walk the customer home.
- d. Store the car if the customer drove there and arrange a taxi ride home for the customer. Offer to pay the fare, in part or in total, if necessary.
- e. If the establishment is not in any area where taxis are easily available, you may want to make an arrangement for a local taxi to provide night time cover (be on call) in case you need transport at closing time.
- f. Neighbourhood watches or other sober customers can also be asked to assist with walking home customers who are at risk if walking home alone.
- g. You may need to meet with other stakeholders in your business or residential community to agree on how to manage this problem with what is available in your community.

You can see that there are no easy solutions, either for you or the customer.

3. Arrange safe transportation or sober company on the way home, as suggested above and according to what is available in your community and agreed as the house policy for managing intoxicated customers who need to go home.

4. Should problems emerge, call the manager

Lecturer says:

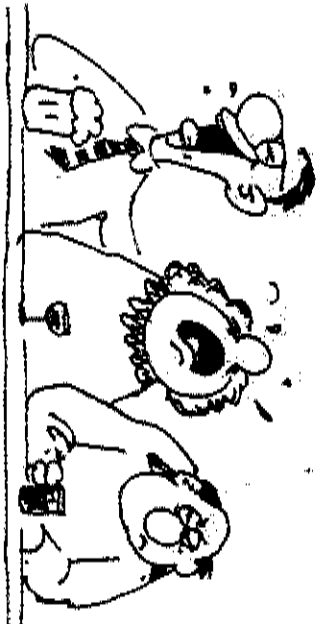
As you well know, intoxicated people very often do not like to admit to their state. Getting them to agree that they are intoxicated, that they should drink no more alcohol, and that they should take safe transportation home when they leave can be a major task.

Ask: When customers respond in these ways, what is the best way of dealing with it? From your experience, what are the principles which should guide your dealings with the intoxicated customer?

These customers can become:
loud and disruptive
argumentative,
belligerent,
obnoxious,
threatening ... and so on.

Here, you must take each response, and develop it through asking questions, reflecting answers back with a sharper focus, and getting participants to give a few more details.

Your purpose is to have participants understand that their goal is not to out argue, or put-down, or to further fuel the customer's negative response. It is to have the customer agree to accept a safe ride home. Essentially, they should do nothing to subvert that goal.



Keep the above discussion brief and to the point. Then put on Overhead 5.2 and say:

It is hard to come up with perfect answers when intoxicated customers vary so much, but servers have suggested the following principles:

1. Look at the customer - do not be evasive.

Show concern in your attitude.

Speak to the person politely and respectfully.

Speak quietly and discreetly, avoiding any opportunity of embarrassing the client.

2. Express regret, cite a higher authority.

Usually, this means starting with "I'm sorry" or "I'm sorry I that can't accept your order." Then add a statement that the house policies, the management, the law, or whatever, does not allow you to serve any more alcohol if the customer's safety may be put at risk or legal provisions violated by serving.

3. Minimize the problem, offer alternatives.

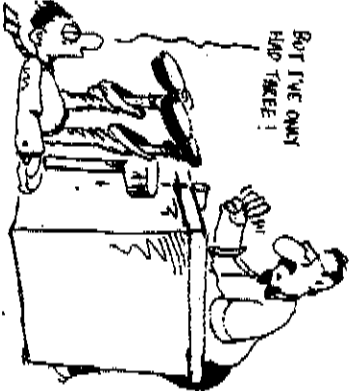
Smile, say "Sorry about this" and offer a non-alcoholic drink or food. Say "Can I offer you one of our specially drinks next? Or another drink of your choice? A coffee (or cola) perhaps? Try to defuse the situation. Get the person thinking about something else - agreeing to something, if possible.

4. Do not get drawn into an argument.

Use closed statements to counter any objections. Say "So sorry, there's nothing I can do as I have to follow the house policies for serving alcohol". Offer the alternatives again. Assure the customer that he or she is welcome to stay.

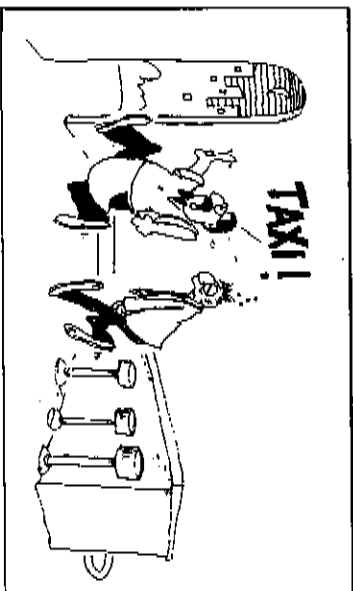
5. If you are losing control, call the manager.

If the customer's anger continues to increase, offer to get the manager for him or her to talk to. Say, "I'm sorry that there's not much I can do beyond what I've already offered. If you like, I would be happy to get you the manager to talk to."

<p>Ask: Can anyone add to this list or expand upon any of the points? Accept and encourage all suggestions. Should a totally wrong suggestion be made, do not criticize it yourself. Rather, ask the group whether anyone can see any disadvantages to that particular approach. If necessary, probe -say, "Does this approach help or hinder the goal of getting the customer to agree to no more alcohol?" Ask whoever answers how the approach can be improved, and add it to the list.</p> <p>Distribute Handout 5.1 entitled "Personal Management Strategies". Ask participants to fill in their preferred approaches to each task, keeping in mind the type of customers in their own establishments. (10 min)</p> <p>When this has been done, ask for volunteers to read their responses to each question. Reinforce the responses and, if necessary, ask other participants to suggest refinements. (10 min)</p>	 <p>By now, you probably agree that preventing intoxication is a lot more desirable than managing it. Nevertheless, I hope you feel reasonably prepared to deal with most of the intoxicated customers that you will ever encounter. There will always be extreme cases where your best efforts will have limited or no value whatsoever. When you recognize one of these, you should call in the manager straight away.</p>
<p>Lecturer says:</p> <p>Ask whether there are any further comments or questions. If not, this marks the end of the training for servers. Distribute the course evaluation sheet for completion. Conclude with a wrap-up statement. How this is done is a matter of personal style and preference. You might want to review the flow of the training, reminding participants what they did in each session. During the wrap-up, show participants the manual, and indicate that a copy will be left with the management to make available in their facility as a reference source. Distribute the manuals, and thank the participants for attending.</p>	

MANAGING INTOXICATION

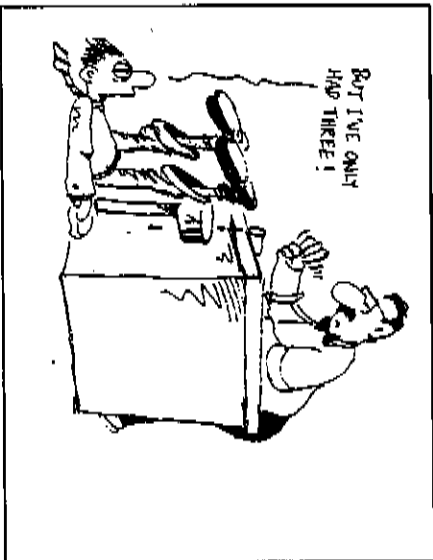
1. No more alcohol
2. Check for driving or walking drunk
3. Arrange safe transportation or sober company home
4. Refer to manager



Overhead 5.1

PRINCIPLES: INTOXICATED CUSTOMERS

1. Make eye contact
2. Express regret, cite authority
3. Diminish problem, offer alternatives
4. Avoid arguing
5. Call manager



Overhead 5.2

The Responsible Service of Alcohol Personal Management Strategies

From your knowledge of the law, your customers, and your own style of communicating, write down your preferred way of effectively dealing with each of the following situations.

1. Cut off: What will you say to a customer to indicate that you will not serve any more alcohol?

2. Challenge: What will you say to a customer who has been cut off and is raising a fuss?

3. Transportation: What will you say to persuade a customer to take a taxi, other safe transportation or sober company home?

SECTION 6: HOUSE POLICIES TO SUPPORT SERVER TRAINING

(60 minutes)

This section is made up of:

6.1 Objectives for Trainers

6.2 Review of Policy Options

For this section you will need:

Overheads for section six

Copies on the sample house statement on responsible alcohol service

Copies on the house policy checklist on responsible alcohol service

6: HOUSE POLICIES TO SUPPORT SERVER TRAINING

6.1 OBJECTIVES FOR TRAINERS

Background information

There are two essential criteria for the successful implementation of a Server Intervention Programme:

- i. establish a comprehensive set of house policies
- ii. train all staff

This section focuses on establishing a comprehensive set of house policies, and is intended only for owners and managers of establishments. The training in this section should follow the training of bartenders, servers and bouncers to provide management with an opportunity to select and shape a customised set of house policies. These policies will provide the framework within which server training can operate effectively.

The objectives for the section are:

1. To increase levels of knowledge among participants regarding:
 - the principal options for house policies;
 - the rationale behind each policy option.
2. To foster the adoption of attitudes that:
 - support the development of house policies;
 - support the provision of training and support in the implementation of the house policies for all staff.

6.2 REVIEW OF POLICY OPTIONS

Lecturer says:

Put on Overhead 6.1

A house policy shapes the actions of both your staff and your customers. It becomes part of the way in which your staff work and in which customers receive a service. House policies are the conditions which are necessary for your staff to adopt responsible serving practices. Also, they are necessary conditions if your customers are to be supported to avoid drinking to intoxication and leaving your establishment while impaired. Strong policies make it easier for customers to adopt responsible drinking practices. In addition they serve to reduce harmful drinking practices. Weak or absent policies make it easier for customers to adopt harmful drinking practices.

Put on Overhead 6.2

For these reasons, we urge you to consider adopting a set of house policies. Once you have selected your house policies, and you have trained your staff (servers, bartenders, and bouncers) to be clear what the house policies are, the programme becomes even more effective because your staff will understand the context within which the responsible service practices will take place. Your policies can also be displayed in your establishment in various ways to inform customers of your approach to ensure their safety and maintain a responsible establishment.

In all, we recommend that you consider adopting policies in ten major areas. Let me review them for you briefly:

Put on Overhead 6.3

1. Monitor Your Door

By having a staff member at or near your entrance, you will be able to eliminate a considerable number of your problems before they have a chance to happen. Recall that you are obliged to verify the age of anyone who appears to be under 19 years. This is best checked at the door, so that servers do not have to worry that they are serving underage youngsters.

The person at the door can also screen people who seem to be intoxicated or who give indications that they will be troublesome. Both types can be denied entry under the Liquor Licence Act, saving you the difficulty of having to deal with them inside.

Many establishments currently post a sign at their door stating their policy on verifying the age of customers. This technique can be expanded to include house policies on intoxication and acceptable behaviour, perhaps even stating that the management reserves the right to refuse entry to anyone who is intoxicated or appears troublesome, under the authority of the Liquor Licence Act. The sign may assist the staff member assigned to the door whenever it is necessary to deny entry to anyone. He or she can simply refer to the publicly displayed house policy.

2. Actively Market Food.

Many problems with intoxicated customers start with the fact that the person was drinking on an empty stomach. This is particularly true in the late afternoon (just after work for many people) and in the early evening, before people have had a chance to eat.

Your goal should be to have no customer drink on an empty stomach. This goal can be better realized if you offer free food or reduced prices on your food during the late afternoon and early evening. Some establishments provide free snacks or vegetables and dip during these key operating hours. You can build the price of these snacks into the drinks prices.

Others have introduced a new version of the "Happy Hour" during which various snack foods are offered at half price. The logic of providing food applies equally well throughout the business day. For this reason, it is prudent to have tasty low-cost snacks or other food available at all times. This makes it easy for your customers to "grab a bite" if they are at all hungry.

If you do not have food on the premises, make sure you have menus for the closest food establishment available for your customers. If possible, offer to collect food orders or arrange delivery of food orders from the nearest food establishment during the key times of lunch and dinner.

One of the most powerful factors in selling food is the server. Simply introducing the possibility of bringing food to customers will create sales. Servers are taught to develop these skills, according to your preferences, in their training session. They can be assisted with the marketing task by "table talkers" or signs, which advertise products and prices in an attractive way.

Put on Overhead 6.4

3. Price Away From Intoxication

This policy suggests that your prices should be adjusted to encourage moderation and to discourage excessive drinking. This means that non-alcoholic drinks, be they bottled drinks or special concoctions, would be priced lower than any drink with alcohol in it.

To encourage non-alcoholic rounds, many establishments have a daily special, usually some exotic mix of fruit juices and "secret ingredients". It is advertised on a "table talker", along with a message to customers explaining the house policy on non-alcoholic drinks. Throughout the business day, "breather" or "spacer" rounds can be encouraged by offering a time-limited price reduction on the daily special.

Another strategy within this policy is to simply make low alcohol products available and visible. You should have 2.5% and 4% beer, as well as light wine and spritzers. Mixed drinks which contain distilled spirits can be made "light" by using a 1 ounce shot with a full measure of the mix.

Again, it is critical that you market these products, especially at the beginning, if there is to be any demand for them. Posters, table talkers, and suggestions from the servers are your most powerful tools. Marketing can be made even easier if you offer lower prices for low alcohol products. This can be accomplished by raising the price of regular alcohol products slightly (say 5 to 10 cents), and lowering the price of low alcohol products (for example 15 to 20 cents). A difference of 25 cents, set in this way, will increase the demand for low alcohol options, while not decreasing your overall revenues.

Some establishments have a three-tiered price structure for beer. Products in the 2.5% range sell for 50 cents less than regular alcohol beer, while products in the 4% range sell for 25 cents less. Again, the structure is set by raising the price of the regular alcohol products and dropping the prices for the low alcohol ones. In this way, there is a significant economic advantage for customers to select the lowest alcohol beers, and a lesser advantage to select the 4% products. This is pricing away from intoxication.

The last step in adopting this policy is to eliminate any discounts for volume purchases. Most often, this would apply to pitchers of beer or "doubles" for drinks with spirits in them. It might also apply to five bottles of wine in relation to the standard 750 ml selections. Clearly, such discounts encourage greater levels of drinking and do nothing to prevent intoxication.

Put on Overhead 6.5

4. Train All Staff

For Server Intervention to work, all staff must be trained including bartenders, servers, and bouncers. It is impossible to achieve consistency and mutual support if only part of your staff receives training. If possible, the training should be done all at one time so that everybody begins to implement responsible serving practices together.

Some establishments emphasize the seriousness of their commitment to responsible serving by making it a condition of employment. Staff agrees to take the training and to use the techniques and practices.

You will have to consider whether to pay your staff during training. To do so may increase their desire to participate with complete enthusiasm.

5. Provide Staff With House Policies

In addition to training, provide a written statement of your house policies to staff. Ensure that everyone understands what you would like him or her to do in specific situations, ranging from turning people away from your front entrance to managing intoxicated customers. Apart from being a sensible communications technique, written policies tend to increase the degree of compliance.

Put on Overhead 6.6

6. Give Discretionary Powers to Staff

Within your policy give staff flexibility and discretionary powers to work with. For example, they can "sweeten the pot" with respect to offering safe transportation options by giving discount taxi vouchers. Or, the fees for overnight parking can be covered, should the customer agree to an alternate form of transportation. Allowing servers to take time to arrange for someone to safely accompany the customer home, or to suggest that they walk them home themselves, if necessary, and with management permission, can improve the safety of customers living within walking distance. Once your staff members know the range of powers open to them, they have tools with which to defuse potential problems. When staff members do use discretionary powers, they should be backed up by management. To undermine somebody's use of discretion is almost a guarantee that he or she will not attempt to use it in the future.

7. Adopt a Safe Transportation Strategy

First, you must identify the range of options open to your staff, and put them in the order that you wish them addressed. For example, you may prefer that staff members telephone a friend or relative to pick up an intoxicated customer before they offer to walk them home or subsidize taxi fare. You may prefer a partial subsidy before they offer to pay for the whole ride. You may want them to find a friend or fellow customer who are able to take the customer home, before offering to do so themselves, and so on.

Second, there may be arrangements that you will have to make with other businesses or agencies. For example, you can negotiate in advance an agreement with a taxi company that it will bill you monthly for subsidized fares. The same may apply to the parking lot that services your establishment. Neighbourhood watches and other community stakeholders will need to be consulted before you can start a Safe-walk strategy in your neighbourhood. These and a range of other details will have to be taken care of if your safe transportation strategy is to be effective.

8. Offer a Designated Driver or Sober Walker Programme

As mentioned in Section 3, any alcohol in the bloodstream impairs a person's ability to drive. The purpose of a Designated Driver programme is to ensure that the driver is as free from impairment as possible with a BAC of 0 mg%. The rest of the group will consume alcohol, but not to intoxication.

Designated Driver programmes should have drivers register upon entry to your establishment, and receive a button (which can be returned at the end of the night) so that servers can identify them. It is better to offer free food to the driver so that the drinkers in the group are encouraged to order food at the same time. This strategy will increase your food sales and decrease the likelihood that anyone will be drinking on an empty stomach. Having a Designated Driver programme portrays you as a more desirable establishment than those without a programme. In communities where customers more often walk to the establishment than drive there, a similar system of Sober Walkers can be offered from your establishment.

Designated Driver and Sober Walker programmes are a good idea *only* when they are offered in establishments with Server Intervention. Otherwise, they risk becoming an excuse for the non-drivers (or walkers) in a group to become intoxicated once they know they have a ride home (or sober company to get them home). As you now know, you break the law each time a customer becomes intoxicated. In neighbourhoods where there are concerns about safety when walking home, Sober Walkers are advised to offer their services in pairs or small groups. This service might also be incorporated into the local neighbourhood's established neighbourhood watch structures for better coordination.

Put on Overhead 6.7

Hand out copies of the policy checklist to participants.
Explain that it is a tool to help them develop their own house policies.
Next, hand out copies of Overhead 6.2, the sample House Statement on intoxication. Indicate that it is provided to illustrate a "table talker" message. Ask for comments and questions. Thank participants for attending.
Close the Session.

9. Set a Drinking Limit for Customers

Recall in Section 3 that we recommend a limit of 5 drinks for any customer in a single 24-hour period. This is because people who drink 5 drinks per occasion on as few as three occasions per week report significantly higher rates for alcohol problems. The drinking limit in your establishment may take into account more factors than health risks to your customers. When you are setting it, keep in mind the worst possible situation that you may encounter. Should you be in court over a lawsuit involving an intoxicated customer, you may well be asked what your drinking limit is. Our advice is that you choose a limit that you believe is defensible under such circumstances.

10. Publicize and Market Your Position

As a final policy measure, you might consider how you plan to integrate Server Intervention into your corporate identity. As a final policy measure, you might consider how you plan to integrate Server Intervention into your corporate identity, both inside and outside your establishment. The most sensible approach is to use your programme as a strength that makes your establishment a more desirable corporate citizen. You are, after all, part of the solution, not part of the problem.

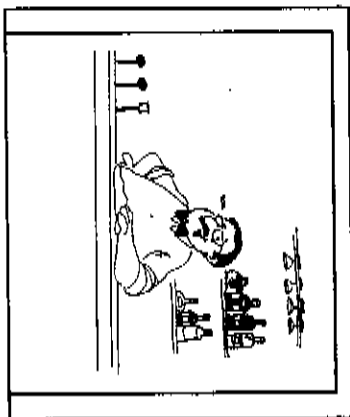
Use "table talkers", posters, and servers to explain and market your programme to customers. Use the media to market it to the rest of the community. Establish that people can visit your premises for an enjoyable social evening, either with or without alcohol. Indicate that people who wish to become intoxicated should go elsewhere. In this way, the profile of your clientele should shift to eliminate problem customers. Your place will become more desirable to low risk drinkers and they'll keep on coming back. You may find that your new policies are the first of its kind in your community, and that it will take perseverance to continue with its implementation, but over time it will help your establishment stand out as a responsible business in the community.

HOUSE POLICIES

conditions necessary for staff to adopt

Responsible Serving Practices:

- promote responsible drinking practices
- impede harmful drinking practices



Overhead 5:1

House Statement on Responsible Alcohol Service (Sample)

Dear Valued Customer,

It is against the law for any licensed establishment to serve customers to intoxication.

We may also share liability for damages and injury caused by anyone served to intoxication.

We do not wish to contribute to harm befalling customers and others as a result of intoxication.

For these reasons, our staff is required not to serve anyone to intoxication.

If you not wish to drink alcohol or want a non-alcoholic "breather" round, we offer delicious, well-priced non-alcoholic drinks.

Smaller-than-usual portions of alcohol are available in our low alcohol beer, wine, and mixed drinks.

These are priced lower than our drinks containing regular amounts of alcohol.

A bite to eat goes well with any drink, besides helping customers avoid intoxication.

We provide all customers with complimentary bread and dip.

Our other food on offer is delicious and well priced. Please try them.

Overhead 6.2

1. Monitor Your Door

- do not let problems in
- verify age
- deny entry to intoxicated or troublesome people
- consider a sign



2. Actively Market Food

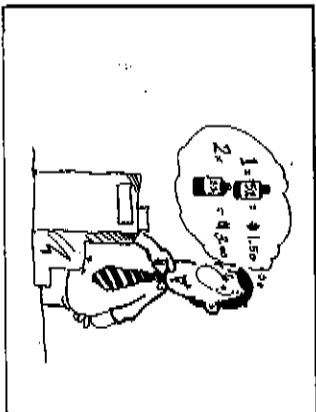
- no customer drinks on an empty stomach
- free food
- avoid reduced prices for regular drinks/"Happy Hours"
- market your responsible service strategy.



Overhead 6.3

3. Price Away From Intoxication

- price to encourage moderation
- lowest price for non-alcoholic drinks
- offer a full range of low alcohol products
- price according to alcohol content
- eliminate volume discounts



Overhead 5.4

4. Provide House Policies to Staff

- clear communication
- increase compliance

5. Train All Staff

- a. involve *all* staff in training
- b. make training a formal condition of employment
- c. pay staff for training time



Overhead 6.5

6. Give Discretionary Powers

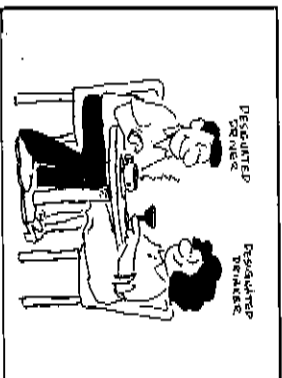
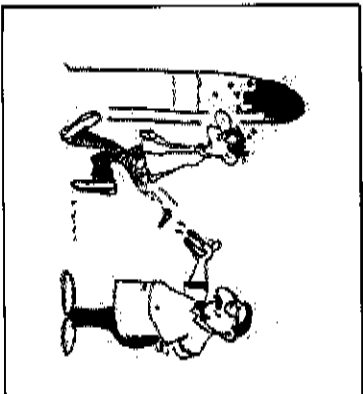
- tailors strategy to the situation
- back them up

7. Safe Transportation Strategy

- range of options, preferred order
- make necessary arrangements

8. Designated Driver / Walkers

- caution
- register, receive identification
- offer free food
- publicize



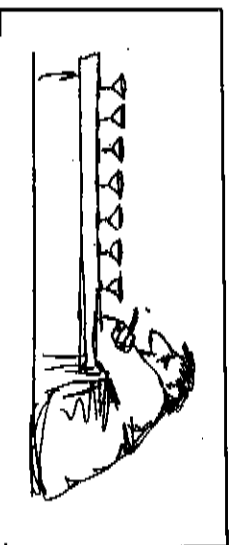
Overhead 6,6

9. Set a Drinking Limit

- recommended maximum
- consider defensibility'

10. Publicise and Market

- develop your corporate identity
- use "table talker", posters, servers
- use media
- pay off



House Statement on Responsible Alcohol Service

Dear Valued Customer,

It is against the law for us or for any licensed establishment to serve customers to intoxication.

We may also share liability for damages and injury caused by anyone we may have served to intoxication.

Overhead 6.7

The Responsible Service of Alcohol Policy Check List

- 1. Monitor Your Door**
 - a. assign a staff member at all times
 - b. check for age
 - c. deny entry for intoxicated/troublesome people
 - d. post a sign
- 2. Actively Market Food**
 - a. offer free snacks at times
 - b. offer reduced prices during late afternoon/evening
 - c. have low cost snacks or food at all times
- 3. Price Away From Intoxication**
 - a. set lowest prices for non-alcoholic drinks
 - b. offer a daily non-alcoholic special
 - c. promote non-alcoholic drinks on "table talkers"
 - d. offer periodic price reductions on non-alcoholic specials
 - e. stock and promote light beer, wine, and spritzers
 - f. stock and promote beer in the 2-5% alcohol range
 - g. offer 1 ounce shots in light mixed drinks
 - h. set lower prices for 4% beer and light wine
 - i. set 2.5% beer prices lower than 4% beer
 - j. give no discounts for volume (beer, wine, and spirits)
- 4. Train All Staff**
 - a. involve all staff in training
 - b. make training a formal condition of employment
 - c. pay staff for training time

YES, immediately implementable (next 2 weeks)	NOT YET, but implementable with minor action (next 4 weeks)	NO, will need some preparation (next 2-3 months)	No, not practical for my establishment

The Responsible Service of Alcohol Policy Check List (continued)

	YES, immediately implementable (next 2 weeks)	NOT YET, but implementable with minor action (next 4 weeks)	NO, will need some preparation (next 2-3 months)	No, not practical for my establishment
5. Provide Staff With House Policies				
a. provide a written statement of policies to all staff				
6. Give Discretionary Powers to Staff				
a. inform staff of the range and sequence of discretionary action				
b. insist that management back staff decisions				
7. Adopt A Safe Transportation Strategy				
a. identify and rank transportation options				
b. confirm necessary arrangement with outside companies and community structures				
8. Offer A Designated Driver or Designated Walker Programme				
a. provide a registration procedure and button for driverswalkers				
b. offer free food to driverswalkers				
c. offer free non-alcoholic drinks to driverswalkers				
d. advertise your programme				
e. ensure that drinkers do not become intoxicated				
9. Set A Drinking Limit For Customers				
a. provide staff with the limit and supporting rationale				
10. Publicise And Market Your Position				
a. explain and market your programme internally to customers				
b. indicate that you wish no customer to drink to intoxication				
c. promote your position to the public at large				

NEXT REVIEW DATE FOR HOUSE POLICY: _____
Handout 6.1

MANAGER'S SIGNATURE: _____

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