

EVALUATION OF A SERVER INTERVENTION PROGRAM  
FOR PREVENTING DRUNK DRIVING

by

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(ABSTRACT)

As part of the national effort to reduce drunk driving, servers of alcohol are being held liable for their alcohol-serving behavior with increasing frequency. In response to these drunk driving prevention efforts, the Training for Intervention Procedures by Servers of Alcohol (TIPS) program was developed to teach servers skills thought necessary for acceptable standards of practice for serving alcoholic beverages. The current study evaluated the potential of this program to aid in decreasing alcohol-impaired driving.

Subjects were 17 waiters, waitresses, and bartenders who were employed at two bars. After the baseline period, the servers completed successfully the 6-hour TIPS training course. Research assistants posing as regular patrons (i.e., 'pseudopatrons') visited two target bars throughout the course of the study. These pseudopatrons set the occasion for server intervention to occur by attempting to

drink six alcoholic beverages in two hours. Naturalistic data were collected by having a partner with a hidden microphone record all interactions between the server and pseudopatron. The partner also noted any signs of intoxication exhibited by the pseudopatron.

The results revealed that servers who had received TIPS training initiated more interventions than untrained personnel. Moreover, pseudopatrons served by TIPS trained personnel had significantly lower blood-alcohol levels and exhibited fewer signs of intoxication than those served by untrained servers.

These results suggest that, if implemented on a large scale, the TIPS program has the potential to reduce drunk driving by helping to decrease the exit blood-alcohol levels of bar patrons. The need to investigate the maintenance of server intervention behavior is discussed and other suggestions for future research are presented.



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TABLE OF CONTENTS

|                                   | <u>Page</u> |
|-----------------------------------|-------------|
| Acknowledgments.....              | iii         |
| List of tables.....               | vii         |
| List of figures.....              | viii        |
| List of appendices.....           | ix          |
| Introduction to the problem.....  | 1           |
| DUI countermeasures.....          | 1           |
| Server intervention.....          | 4           |
| Purpose of the current study..... | 14          |
| Method.....                       | 16          |
| Results.....                      | 23          |
| Discussion.....                   | 43          |
| References.....                   | 52          |
| Appendix A.....                   | 58          |
| Appendix B.....                   | 96          |
| Appendix C.....                   | 102         |
| Curriculum Vitae.....             | 105         |

LIST OF TABLES

| <u>Table</u>   | <u>Page</u> |
|--|-------------|
| 1. Results of servers' evaluation of the training program.....   | 24          |
| 2. Type and frequency of server interventions for each group by drink.....   | 33          |
| 3. Number of patron interviews collected at each bar and average percent of patrons who refused to be interviewed..... | 36          |
| 4. Combined results of customer satisfaction survey for Bar 1.....   | 38          |
| 5. Combined results of customer satisfaction survey for Bar 2.....   | 39          |
| 6. Frequency distribution of exit BAC's of bar patrons.....  | 41          |

LIST OF FIGURES

| <u>Figure</u>  | <u>Page</u> |
|--|-------------|
| 1. Micro-cassette recorder and microphone used for pseudopatron data collection..... | 19          |
| 2. Mean number of intoxication cues for consecutive drinks in two hours.....         | 29          |
| 3. Cumulative mean intoxication cues for consecutive drinks in two hours.....        | 30          |
| 4. Mean number of interventions for consecutive drinks in two hours.....             | 32          |
| 5. Cumulative mean interventions for consecutive drinks in two hours.....            | 35          |

LIST OF APPENDICES

| <u>Appendix</u>  | <u>Page</u> |
|--|-------------|
| A. TIPS server training booklet.....                       | 58          |
| B. Consent forms.....                                      | 96          |
| C. Customer satisfaction survey<br>and BAC statements..... | 102         |
| D. Curriculum Vitae.....                                   | 105         |

## Introduction to the Problem

Even with stricter penalties and increased enforcement of anti-drunk driving legislation, alcohol impaired driving continues to plague American society. While approximately one million arrests take place yearly for driving under the influence of alcohol (DUI; U.S. Department of Commerce, 1984), alcohol is still involved in 50 to 55% of fatal accidents, 18 to 25% of injury-producing crashes, and five to eight percent of property damage crashes (Fell, 1983).

In Virginia, the state in which the present research was conducted, drinking drivers were involved in 15.4% of all crashes and approximately 32% of the 923 fatal accidents in 1984 (Virginia Traffic Crash Facts, 1984). In the city of Blacksburg (population 30,000), the site of the present research, there were 125 alcohol-related accidents in 1981; comprising over 25% of all motor vehicle accidents. These alcohol-related accidents resulted in 89 personal injuries and one fatality (Quick Facts, 1982).

## DUI Countermeasures

Reviews of drunk-driving countermeasures by Ross (1982) and Russ and Geller (1985), revealed that, while numerous approaches have been used in an attempt to decrease DUI, the effects of these interventions have, at best, been mild and transitory. For example, the dramatic increases in drunk driving arrests during large-scale,

short-term intensive campaigns aimed at apprehending drunk drivers (i.e., "blitzes") have not persisted after the campaign ended (Ross, 1982; Zylman, 1979). Even during periods of "normal" enforcement, estimates of the probability of apprehension have been somewhat disappointing, ranging from one in 200 (Beitel, Sharp, & Glauze, 1975) to one in 2000 (Summers & Harris, 1978). These approximations may underestimate the probability of getting caught, given the recent increased awareness of the problem and the use of citizen drunk driving watches (e.g., Report All Intoxicated Drivers-RAID). Even with a 50% increase in the most optimistic estimate of apprehension probability (i.e., 1 chance in 100), statistically, an individual drives drunk 99 times before getting caught. Moreover, given the limited effect on re-arrest rates by Alcohol Safety Action Programs (ASAP's) once an individual is apprehended, the chance for recidivism is high (see Russ & Geller, 1985 for a review of ASAP programs and their impact).

A more successful approach to preventing drunk driving has been a renewed effort to raise the legal drinking age to 21 across the U.S. (Presidential Commission on Drunk Driving, 1983). While studies have shown that this will decrease drunk driving accidents and fatalities among the affected age group (e.g., Vingilis & DeGenova, 1979; Wagenaar, 1982), the remainder of drivers will be virtually

unaffected. That is, individuals 21 years and older comprise 85% of the licensed drivers in the U.S., and account for over 70% of the fatal accidents involving alcohol (Fell, 1983). Thus, efforts to deter drunk driving must be broad enough to impact on all drivers.

It can be argued that the provision of information to alcohol-consuming individuals about their personal level of impairment could potentially act to influence driving decisions. Unfortunately, studies which have investigated the use of personalized blood alcohol concentration (BAC) feedback have revealed that intoxicated individuals are unlikely to change their driving plans even after they are informed that they are over the legal limit for driving (Leland & Russ, 1986; Meier, Brigham, & Handel, 1984; Russ & Geller, in press). One of the difficulties associated with the provision of feedback to intoxicated individuals is that alcohol impairs central nervous system functioning which, in turn, affects judgment (Mitchell, 1985). These pharmacological effects have been noted in the legal definition of intoxication which states that intoxication is "a disturbance of mental or physical capacities resulting from the introduction of substances (i.e., alcohol) into the body" (Model Penal Code §2.08). Thus, it may not be reasonable to expect an intoxicated individual to make an appropriate decision not to DUI when, by definition, their judgment is impaired.

A possible solution to this problem might be to involve other individuals who can interact with drinkers in an attempt to influence their drinking/driving decisions. If these other individuals are friends or "drinking buddies", their contact with the target drinker can be termed "third-party intervention". Geller and Russ (1986) and Russ and Geller (in press) have reported on the development and refinement of behavioral tests which can be used by third parties to illustrate to an intoxicated individual their level of impairment. These techniques include a ruler drop/reaction time and balance task, both of which have been shown to predict significant portions of BAC variance.

The focus of the current study is on "second party" interventions between the drinker and the individual who is providing the drinks. These interactions are often termed "server intervention".

#### Server Intervention

James Mosher, a leading proponent of the server intervention concept, defined server intervention as "those actions taken by servers of alcoholic beverages which are designed to reduce the likelihood that those being served will harm themselves or others" (Mosher, 1983; pp. 484-485). This may involve preventing the patron from becoming intoxicated; not serving an already intoxicated or

underaged patron, encouraging an alcohol-impaired individual to "sober-up" before driving, and/or promoting alternative forms of transportation for an already intoxicated individual.

Server intervention is more than just a moral obligation for servers of alcohol. In 37 states and the District of Columbia either legal statutes or State Supreme Court opinions make tavern owners liable for their patrons should they DUI and cause an accident (Prevention Research Group, 1985). The 1983 Presidential Commission on Drunk Driving recommended that this liability be extended to include all 50 states. These laws (termed "Dram Shop") were originated in the mid-1800's and made tavern owners liable for turning a 'normal citizen' into a 'habitual drunkard'. At present, Dram Shop laws are used to prevent drunk driving as well as provide a means of compensating the victims of drunk driving accidents (for a model Dram Shop act see Prevention Research Group, 1985). While efforts to repeal Dram Shop laws have been successful in California (Mosher, 1979), this trend has not been embraced by other states, due, in part, to estimates that about 50 percent of all drunk driving incidents begin at commercial drinking establishments (Mosher, 1983).

In states which do not have Dram Shop litigation per se (e.g., Virginia), a drinking establishment may still be sued under common law negligence. The precedent for this

was a case adjudicated in the New Jersey Supreme Court where it was argued that:

When alcoholic beverages are sold by a tavern keeper to a minor or to an intoxicated person, the unreasonable risk of harm not only to the (drinker) but also to members of the traveling public may readily be recognized and foreseen...If the patron is a minor or is intoxicated when served, the tavern keeper's sale to him is unlawful...(and) his service to him may also constitute common law negligence (Rappaport v. Nichols, 1959).

Dram Shop and negligence laws have recently been extended to make hosts of private parties responsible for drunk drivers who leave their houses. For example, the New Jersey Supreme Court ruled that someone who 'directly serves' liquor to a guest and allows him/her to drive away drunk can be held liable to others if the guest has an auto accident (Kelly v. Gwinell, 1984). Thus, it is now becoming critical for anyone who serves liquor to another individual to monitor the level of intoxication and/or performance impairment of his or her patrons/guests.

In a study conducted before the resurgence of Dram Shop suits, Yoder (1975) illustrated the infrequent

occurrence of server intervention. He asked several citizens remanded to DUI education programs (i.e, ASAP's) to tell him about the drinking that occurred prior to their DUI arrest. Of the 302 responses, 75% reported that they were drinking with someone else. Fifty-four percent indicated that the drinking occurred with friends, relatives, or others whom they knew well. More importantly, of 292 responses (not all respondents answered all questions), 89% percent said that no attempt had been made to prevent them from driving. In addition, 80% thought that they were not legally drunk when they got into their cars. Their subsequent arrest for DUI illustrates that they were wrong.

Since the burden of server intervention falls on bartenders, it is important to evaluate their knowledge and attitudes toward server intervention as a means of deterring DUI. Waring and Sperr (1982a, 1982b) conducted 64 bartender interviews in 43 bars and restaurants in an attempt to gather such data. They reported that the interviewees had a mean of only 3.3 years of bartending experience but were considered by Waring and Sperr to be "experienced professionals" who were attentive to both their own and their customer's drinking habits. In response to a question about participating in alcohol education courses, 50% were in favor of such involvement, although only 3% had actually done so. It is not surprising, then,

that two-thirds of those responding reported that they had never prevented a potentially impaired person from driving.

### Identifying Alcohol Impairment

The results of Waring and Sperr (1982a, 1982b) and Yoder (1975) suggest that server or host intervention occurs infrequently. While several explanations exist for the dearth of intervention with intoxicated individuals (e.g., fear of physical aggression, absence of social norms for approaching an intoxicated individual), Langenbucher and Nathan (1983) have shown that it is difficult even to identify who is legally intoxicated. Langenbucher and Nathan first gave doses of alcohol to target individuals in amounts that resulted in BAC's of .00, .05, or .10%. Next, social drinkers, bartenders, and police officers were asked to rate whether the target persons were "sober", "moderately intoxicated", or "very intoxicated/legally drunk". It was found that the three groups of subjects were able to identify correctly a person's category of intoxication only 25% of the time. In all but two cases, when correct identification of a target was made, the target was sober. Furthermore, the more intoxicated a subject was, the less accurate were the BAC ratings -- usually resulting in underestimations of impairment. Finally, "at no time was a legally intoxicated target

actually identified as such by a significant proportion of the observers" (Langenbucher & Nathan, 1983, p. 1076).

Langenbucher & Nathan concluded that it is unreasonable to expect individuals to identify "noticeably intoxicated"; "obviously intoxicated", or "visibly intoxicated" individuals (p. 1070) as is written in Dram Shop laws.

The results of a study by Teplin and Lutz (1985) may cast doubt on Langenbucher and Nathan's conclusion regarding difficulties associated with identifying intoxicated individuals. Teplin et al. validated an observational measure of intoxication entitled the Alcohol Symptom Checklist (ASC). By identifying changes in 11 factors (e.g., fine and gross motor control, pace of speech, sweating), a correlation of .84 was achieved between BAC and the ASC. Thus, it appears that specific cues have been identified which make it possible to identify intoxicated individuals reliably and accurately.

In a more direct response to Langenbucher and Nathan, Mosher (1985) argued that there is a difference between the blood-alcohol level at which one's intoxication becomes apparent (i.e., evidences slurred speech, inability to maintain one's balance), and the legal limit of intoxication (i.e., .10%). The aim of Dram Shop is to preclude continuing service to a patron who is 'obviously' intoxicated. "Evidence of a patron's BAC is but one piece of evidence to be weighted with other evidence presented in

the case" (p.376). Thus, in instances where Dram Shop or negligence suits are litigated, the behavior of the plaintiff is considered in addition to their actual BAC.

Mosher (1985) also pointed out that in Langenbucher and Nathan's study, those police officers who had made large numbers of alcohol-related arrests were able to make the most accurate judgments about intoxication levels. Thus, since it appeared that detection of an individual's BAC is a skill that can be learned (c.f., Teplin & Lutz, 1985), training servers of alcohol might be a potential DUI countermeasure. Mosher (1983, 1984) has detailed the topics that he feels are most important in server training programs. He divides the programs into two components: education and training.

#### Server Training Programs

The educational component of Mosher's proposed server training program is designed to provide basic but important information to anyone who sells alcohol. It consists of sensitizing trainees about the effects of alcohol on the body; short and long term problems associated with the consumption of alcohol; idiosyncrasies about a particular establishment and its clientele; normative drinking practices and cultural norms within the community; basic facts about drinking and driving; legal responsibilities of servers; environmental influences on drinking; and

preventing alcohol related problems through referral to available community services.

The training component for servers is divided into four parts. The first involves presenting procedures for minimizing drinking problems. This includes the implementation of house rules for regulating the flow of alcohol, identifying minors, offering alternative beverages, etc. The second training component provides servers with techniques for identifying potential problem drinkers.

Since the goal of server intervention is, in effect, to decrease the possibility that a particular individual will become intoxicated, the third component of server intervention training identifies how to handle an intoxicated or potentially intoxicated individual. Methods include slowing the flow of alcohol, offering the patron food, or explaining house policies regarding the consumption of alcohol.

The final component of server training encourages management and co-worker support. If servers are expected to practice appropriate intervention techniques, they must feel that they have the support of both management and co-workers. According to Mosher, then, an adequate server intervention program must guide trainees on how to give and receive support, and provide a means by which servers can communicate their intervention plans to management.

In addition to the educational and training goals, Mosher emphasized the need to discuss servers' attitudes and assumptions about alcohol service. Prior to taking a server intervention course, it is likely that most servers will feel it is their duty to "push" drinks. In fact, they may have been encouraged by management to continue serving their patrons regardless of noticeable intoxication. Good server training must, therefore, ensure that waiters, waitresses, and bartenders understand their responsibilities and contributions to the prevention of DUI. One such program which fits these criteria is the "Training for Intervention Procedures by Servers of Alcohol" (TIPS).

#### The TIPS Program

In response to the need for server intervention in the prevention of drunk driving, the TIPS program was developed by Dr. Morris Chafetz, a member of the Presidential Commission on Drunk Driving (Chafetz, 1984). This program targets waiters, waitresses, and bartenders and attempts to teach them acceptable standards of practice for responsible serving of alcoholic beverages. The program requires approximately six hours to teach and consists of a combination of videotaped vignettes, leader-facilitated discussions, and server role-play segments. A copy of the training booklet is included in Appendix A.

After a brief introduction and overview of the course, a videotape presents important information on the physiological effects of alcohol, illustrating specific warning signs that indicate when a customer is on the verge of overindulging. The next section depicts a variety of tactics for dealing with intoxicated customers or those who appear to be approaching their limit. Servers learn, for example, how to slow a customer's alcohol consumption by offering them food. Illustrative vignettes are shown which allow the servers to evaluate customers' behaviors and servers' interventions. Finally, servers are asked to participate in role-play situations that enable them to practice what they have been taught.

Throughout the training, servers are encouraged to relate personal experiences to the group in order to make the material more relevant and meaningful. At the conclusion of the training session, all servers must answer at least 28 questions correctly on a 40-question written test (i.e., 70%) in order to become a certified TIPS server.

While the TIPS program contains critical elements for successful server intervention (c.f., Mosher 1983, 1984), the impact of TIPS training remains to be evaluated systematically. To date, only two other server intervention evaluation programs have been proposed (Saltz, 1985), and neither of these involve TIPS per se. The National Highway

Traffic Safety Administration is currently evaluating a server intervention program. According to Saltz, this program involves three hours of intensive training for servers on the need for and merits of server intervention. Managers are taught actual server intervention techniques during an additional three-hour session. No additional information is available on this evaluation at this time.

The second program is currently being conducted at Naval Enlisted clubs by the Prevention Research Group in California (Saltz, 1985). The program being used has been designed with the assistance of James Mosher and addresses policy issues associated with the serving of alcohol. The approach taken by the Prevention Research Group is to examine three dependent variables: a) archival data collected by the club (i.e., sales figures, patronage); b) unobtrusive observations of customer behaviors (i.e., time spent at bar, group size); and c) face-to-face interviews with customers which will assess factors such as customer satisfaction, frequency of patronage, and personal drinking habits. BAC's of customers will not be collected.

#### Purpose of the Current Study

The purpose of this study was to evaluate the TIPS program in terms of its potential to decrease DUI. Given the limited data available regarding the evaluation of

server intervention programs, the current evaluation is as much exploratory as it is confirmatory. Towards that end, the dependent measures for the program will determine:

1) whether TIPS reduces the risk of intoxication by fostering appropriate server intervention throughout the drinking bout;

2) whether TIPS training results in a decrease in the number of patrons leaving bars with BAC's in excess of .10%;

3) whether the use of TIPS procedures results in changes in server gratuities; [A recent report by the National Restaurant Association (Aldeman, 1985) demonstrated that the amount of money restaurant customers leave as gratuities depends on their satisfaction with the service received. The criteria used by respondents included courteous, polite interactions; prompt service; and attentiveness by the waiter/waitress. Anecdotal evidence by establishments already using TIPS suggests increases in server gratuities, possibly as a result of the increased attention to customers which server intervention fosters (M. E. Chafetz, personal communication, July 15, 1985)];

4) whether TIPS influences customer satisfaction for establishments using the program and, if so, is it in a positive or negative direction? [It has been reported, anecdotally, that some customers express increased satisfaction with a particular establishment after TIPS has

been instituted (M. E. Chafetz, personal communication, July 15, 1985)].

## Method

### Subjects and Setting

The subjects consisted of 17 waiters, waitresses, and bartenders (i.e., "servers") employed by two local taverns. Both establishments are located in a small rural town (pop. 30,000) adjacent to a large state university (student pop. 24,000). As such, a large percentage of the establishment's patrons are college students or individuals associated with the school. In both establishments, employees serve food and alcoholic beverages directly from a bar or at the patron's table. In Bar 1, 60% of the servers, three males and six females, participated in the study. Eight out of twenty individuals who were employed as servers (40%), four males and four females, participated from Bar 2. The reasons for non-participation were lack of interest in server intervention, schedule conflicts with the training sessions, or uneasiness about particular aspects of the study (e.g., being tape recorded, reporting gratuities).

Prior to the beginning of data collection, the tavern owners and each server read and signed a consent form (see Appendix B). The form made them aware of the provisions of the study, in particular, the pseudopatron component. That

is, they were made aware that, periodically throughout the study, their interactions with some patrons would be recorded on tape. The specific times that the taping would occur were not discussed, however.

### Design

A multi-probe design was used which consisted of several different pairs of pseudopatrons collecting data before and after TIPS training. All server training sessions were conducted on successive days by the author alone, or in conjunction with another certified TIPS trainer. Bar 1 had a 6-week baseline followed by a 5-week evaluation period. Bar 2 had a 7-week baseline with a 3-week follow-up evaluation.

### Pseudopatrons

Throughout the study, research assistants posing as patrons ("pseudopatrons") visited participating bars on Thursday, Friday, and Saturday nights from 9:00pm to 11:00pm. Their purpose was to set the occasion for server intervention to occur by attempting to drink three of their preferred drinks per hour for two consecutive hours. The six drink target was chosen because a BAC Alert Systems nomogram (BAC Alert Systems; Rolling Meadows, IL) estimated that six drinks in two hours will cause individuals weighing 170 pounds or less to reach or exceed the legal

limit of intoxication (.10%). The 26 male and 6 female pseudopatrons were all over 21 years old and were aware of the purpose of the study. They were blind, however, to which servers were trained and when server training occurred.

The use of pseudopatrons is based on their successful application by Rosenhan (1973) and Winkler (1974) who had confederates enter mental hospitals in order to study staff behavior in those institutions. Greene and Neistat (1983) also used pseudopatients successfully to collect data on the frequency with which dentists use lead shielding during X-ray exams.

Each pseudopatron was accompanied by a confederate partner. The partner's job was to record unobtrusively all interactions between the server and themselves on a micro-cassette recorder (Dictaphone Model 3240) attached to a miniature unidirectional microphone (Radio Shack Model 33-1052; see Figure 1).

The recorder was  $4\frac{1}{2}$ " x 2" x  $\frac{1}{4}$ " and came equipped with an easily accessible on-off switch. The  $\frac{1}{4}$ -inch microphone was concealed inside the shirt collar of the partner and connected to the recorder by electrical wire. The recorder was concealed in the partner's pants pocket and was activated every time the server approached the table. In this way, each interaction between the server and pseudopatron was recorded for later analysis. Since ambient

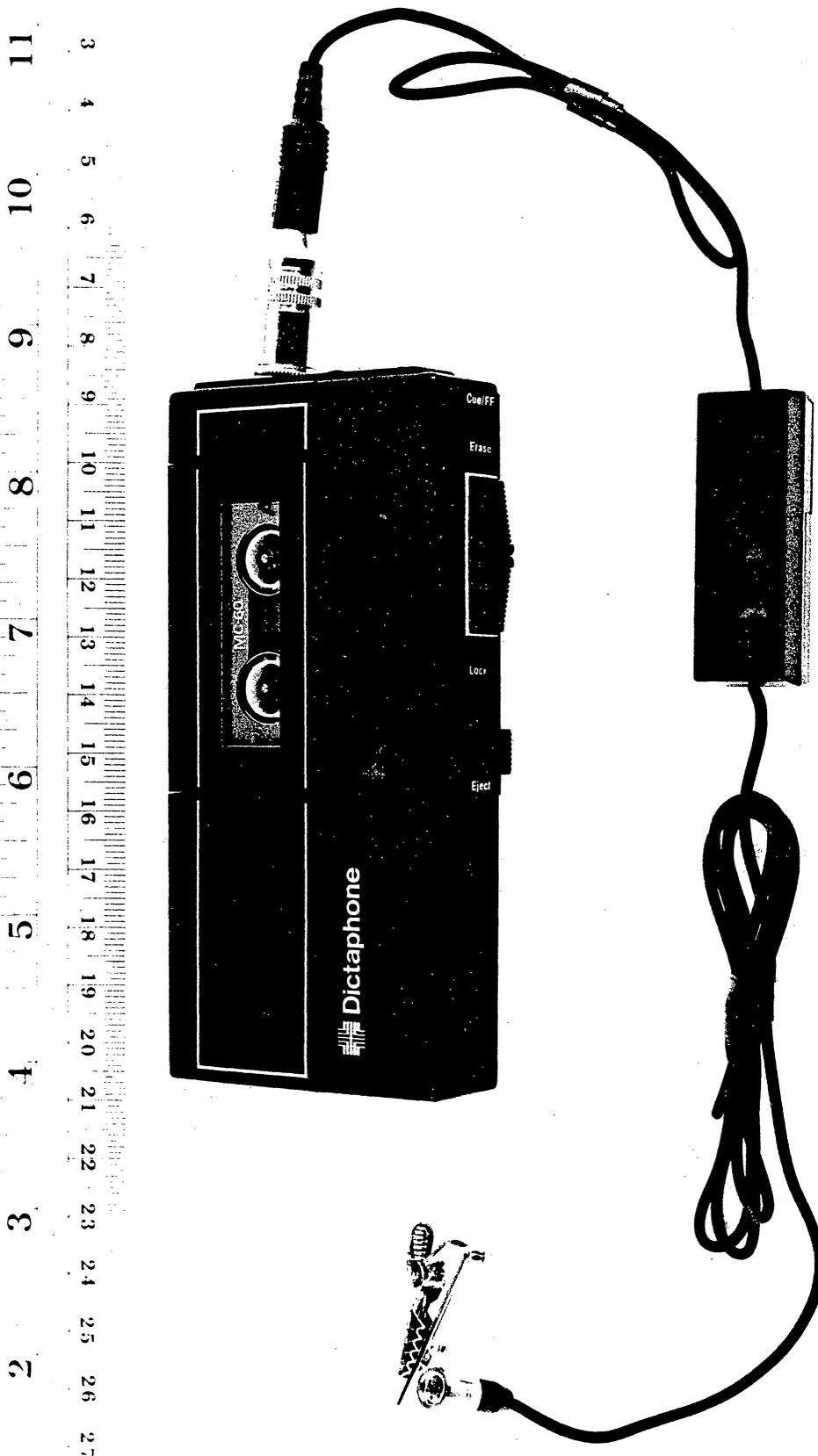


Figure 1. Micro-cassette recorder and microphone used for pseudopatron data collection.

noise often made the server's comments inaudible, the partner activated the recorder after the server left and echoed the interaction. In order to make the partner less obtrusive within the drinking situation, they were allowed to 'nurse' one drink during the two-hour observation period. This amount of alcohol was allowed because it did not put the partner in danger of becoming impaired.

In addition to recording server-pseudopatron interactions, the partner was also instructed to mention any signs of alcohol impairment and intoxication exhibited by the pseudopatron as well as to comment on the occurrence of server intervention. To help them recognize both events, the partners were given a modified TIPS training in which the behavioral signs of intoxication as well as effective and ineffective forms of server intervention were emphasized. The author 'tested' each partner's proficiency in identifying critical behaviors through their responses to the behavioral samples (i.e., vignettes). By providing corrective feedback to the partner, each partner achieved the same approximate level of competence.

In addition to their other duties, the partner made sure that the drinker did not become a danger to him/herself or others as a result of his/her drinking. The partner also counted the number of patrons in the bar, and the number of tables and patrons that the subject was serving each time a drink was served.

In the event that the server intervened (e.g, 'slow down'; 'eat some food'), the pseudopatrons were instructed to react in a manner similar to their normal drinking behavior (e.g., eat only if you are hungry). Thus, while pseudopatrons entered the bar planning to consume six drinks in two hours, appropriate server intervention affected the actual amount consumed.

At the end of two hours, the pair left the tavern and met with the author who obtained the pseudopatron's and partner' BAC using an Alcosensor Model III (Intoximeters, St. Louis, MO). The partner or author then provided the pseudopatron with a ride home.

### Patron Interviews

On Thursday, Friday, and Saturday evenings from 11:30pm until 1:00am, research assistants approached all patrons leaving the bars and asked them to participate in a "Customer Satisfaction Survey". The 17-item questionnaire first requested the patrons to give their date of birth and gender. Next, the patron was asked to report on the number of times they actually visited this tavern and others in the area, and then estimate how often they expected to visit this and other taverns in the area within the next month. A set of nine questions followed which asked the patron to compare this tavern to others in the area on factors such as "Atmosphere", "Speed of Service", and

"Courtesy of Personnel". A three-point scale was used, with anchors of "worse than most"; "same as others"; and "better than most".

Patrons were then asked whether any of the servers or bartenders tried to influence how much they drank, and how would they feel if a server or bartender tried to slow down or cut-off their drinking. Finally, the patron's BAC was measured using the Alcosensor III breath testing device. A statement was then read which related their BAC to the potential risks of driving. Every patron was offered a free ride home regardless of their BAC and whether they drove to the bar. The Customer Satisfaction Survey and BAC statements are given in Appendix C.

### Server Gratuities

In order to assess any changes in the amount of gratuities received by the servers before versus after training, servers were asked to record the amount of gratuities they received at the end of each work day. The servers were also asked to note if they thought that they had served a pseudopatron. If so, they were asked to record the date, time, description of the individual, and why they suspected that the individual was a pseudopatron. To maintain the confidentiality of the gratuity information, a second piece of paper with the subject's real name was also placed in the collection box. At the end of each week, one

name was drawn at random and that individual won a \$5 check. This procedure served as an incentive to the server to record the gratuity information.

## Results

### Server Training

All of the 17 servers who participated in the training passed the certification exam and received a training certification card from the TIPS office. For both bars, the average score on the 40-item test was 87.7% correct, with scores ranging from 82.5% to 92.5%. This performance was clearly superior to the minimum requirement for passing of 70% correct. In addition to the certification exam, each participant completed a workshop evaluation form which was provided with each training manual. Table 1 presents the results of these evaluations and indicates the servers' favorable responses to the program and the trainer(s). Since there were no apparent differences between the evaluations when a co-trainer from the TIPS office was present (at Bar 1) and when the course was taught by the author alone (at Bar 2), the results from both bars have been combined in the table.

### Pseudopatrons

During the course of the study, the 32 research assistants who posed as pseudopatrons made a total of 49

Table 1

Results of Servers' Evaluation of the Training Program

|  | Very Helpful | Helpful | Somewhat Helpful | Not Helpful |
|--|--------------|---------|------------------|-------------|
| How helpful did you find today's workshop in learning how to assess your patrons by cues they exhibit?     | 82%          | 18%     | 0%               | 0%          |
| How helpful did you find today's workshop in learning how to effectively handle problem situations?        | 71%          | 29%     | 0%               | 0%          |
| How helpful did you find today's workshop in practicing effective responses in various problem situations? | 53%          | 35%     | 12%              | 0%          |
| How helpful will your Manual be for you on the job?  | 53%          | 29%     | 18%              | 0%          |
| How would you rate your trainers in the following areas?   | Excellent    | Good    | Fair             | Poor        |
| Helpful and supportive   | 88%          | 12%     | 0%               | 0%          |
| Knowledgeable  | 82%          | 18%     | 0%               | 0%          |
| Responsive to your needs   | 76%          | 24%     | 0%               | 0%          |
| Role models for skills learned   | 56%          | 44%     | 0%               | 0%          |
| Do you feel prepared to use the skills you learned today in your job?                                      | Definitely   | Yes     | Unsure           | No          |
|  | 53%          | 47%     | 0%               | 0%          |

excursions into Bars 1 and 2: 24 during baseline and 25 in the post-baseline period. Almost equivalent amounts of data were collected across the two bars, with 12 baseline trials and 12 post-baseline trials at Bar 1, and 12 pre and 13 post trials at Bar 2. Six different servers reported that they believed they had served at least one pseudopatron during the data collection period. None of these sightings were correct, however, suggesting that the servers treated the "real" pseudopatrons no differently than real patrons.

Exit BAC's of Pseudopatrons. An analysis of variance (ANOVA) was conducted between the exit BAC's of pseudopatrons from each bar during baseline. Since no significant difference was observed between the two sites [ $F(1,22)=.020$ ;  $p > .1$ ], the remaining data were collapsed across bars. Given this, the average baseline BAC of pseudopatrons was  $.096 \pm .028$ . Sixty three percent ( $N=15$ ) had BAC's between .050 and .099 (i.e., "impaired"), whereas the remaining nine pseudopatrons (37.5%) left the bar legally drunk (i.e.,  $BAC \geq .10$ ).

Because only about half of the servers in Bars 1 and 2 (i.e., 60% and 40%, respectively) participated in the training, nine of the pseudopatron pairs were served in the post-training phase by servers who were not trained in TIPS procedures (i.e., 'untrained' servers). It was, therefore, possible to compare the exit BAC's of pseudopatrons who had

been served by TIPS trained and untrained servers after the training period. There were no significant differences between the baseline exit BAC's of pseudopatrons and the BAC's of those served by post-baseline, untrained servers [ $F(1,31)=.33, p > .1$ ].

The average BAC for pseudopatrons served by untrained servers (N=9) was  $.103 \pm .033$ , with just under 45% (N=4) at or exceeding the legal limit of intoxication. By comparison, those pseudopatrons served by TIPS certified personnel had an average BAC of  $.059 \pm .019$ . No pseudopatron in this group achieved the legal limit of intoxication; although nine were impaired (i.e., BAC's between .050 and .099). The exit BAC's of the remaining seven pseudopatrons were less than .049. A significant difference was observed for the comparison between the exit BAC's of pseudopatrons served by trained servers and those served during baseline and by untrained servers during the post-training period [ $F(1,38)=20.4; p < .001$ ].

Behavior Analysis. A detailed behavior analysis was conducted to investigate the techniques used by trained servers which resulted in significantly lower BAC's. After all of the pseudopatron data was collected, two research assistants who were blind to the pre or post-training condition listened independently to the tapes made by the partners. In order to assist them in identifying the target

behaviors, both research assistants received the same modified TIPS training as the pseudopatron's partner.

To score a tape, the research assistants described each sign of alcohol impairment which the pseudopatron exhibited and detailed any server intervention which occurred for each of the six drinks. Examples of signs of intoxication observed after a few drinks included drooped eyelids and giggling, while excessive loudness, loss of train of thought, and slurred speech were also observed as drinking progressed. Active server interventions (e.g., checking ID's; offering food; asking who is driving) as well as more passive interventions (e.g., delaying the serving of a drink; delivering food and drink together, instead of serving an alcoholic beverage alone) were also tallied.

In nine cases (5 during baseline and 4 post-training), the poor sound quality of the tape recording made it impossible for either research assistant to score the tape accurately. In these instances, the pseudopatron partners scored their own tapes. The inter-rater reliability on the remaining forty tapes was 99.5% that a particular sign of intoxication occurred and 98.5% for specific incidences of server intervention.

A repeated measures analysis of variance (ANOVA) was conducted for the mean number of intoxication cues across consecutive drinks in two hours. The overall ANOVA for

number of intoxication cues, a factorial of 3 Conditions (Baseline, Post-Baseline/Untrained Servers, Post-Baseline/Trained Servers) x 6 Drinks per pseudopatron, showed a main effect for both condition [ $F(2, 40)=9.41$ ;  $p < .01$ ], and drink [ $F(5, 229) = 10.77$ ;  $p < .01$ ]. The interaction term was not significant [ $F(10, 287) = .85$ ;  $p > .10$ ]. Figure 2 presents a graphic representation of this data and shows that through the third drink, the signs of intoxication exhibited by the pseudopatrons increased similarly across conditions. Decreases in the number of cues exhibited by pseudopatrons served by the trained servers are seen through the fifth drink, followed by an upturn at the sixth drink. The signs of intoxication for the baseline and post-baseline, untrained server groups rise and fall through the fourth, fifth and sixth drinks, but were always higher than that of trained servers.

Figure 3 presents a cumulative record of cues of intoxication. A separate one-way ANOVA for each drink revealed no significant differences between the three groups, although it was noteworthy that the cumulative mean number of intoxication cues was lowest at drinks five and six for pseudopatrons served by trained servers.

The overall ANOVA for frequency of intervention as a function of condition and consecutive drinks revealed a main effect of condition [ $F(2, 40) = 98.2$ ;  $p < .001$ ]. Neither within group nor interaction terms were significant

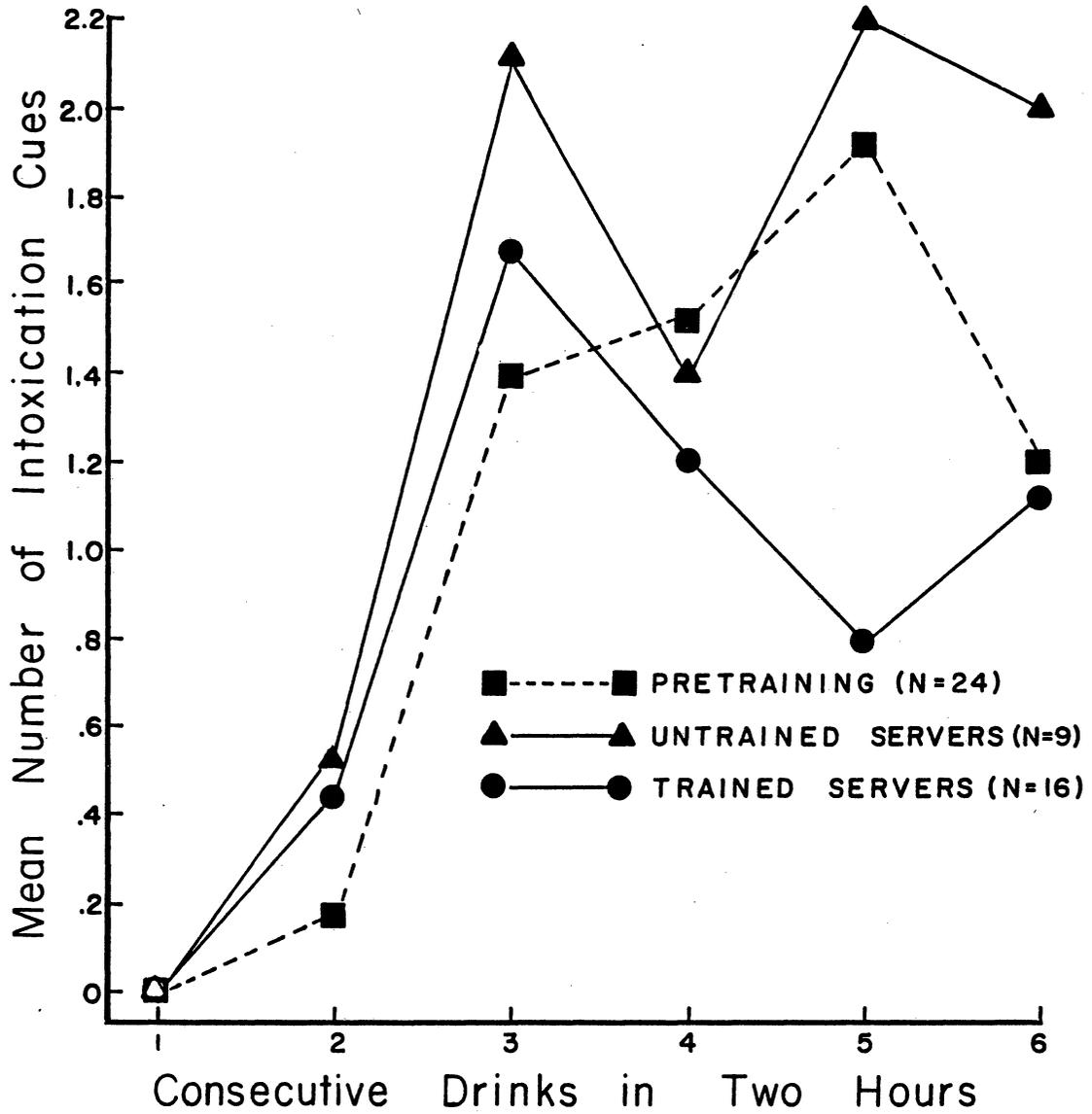


Figure 2. Mean number of intoxication cues for consecutive drinks in two hours.

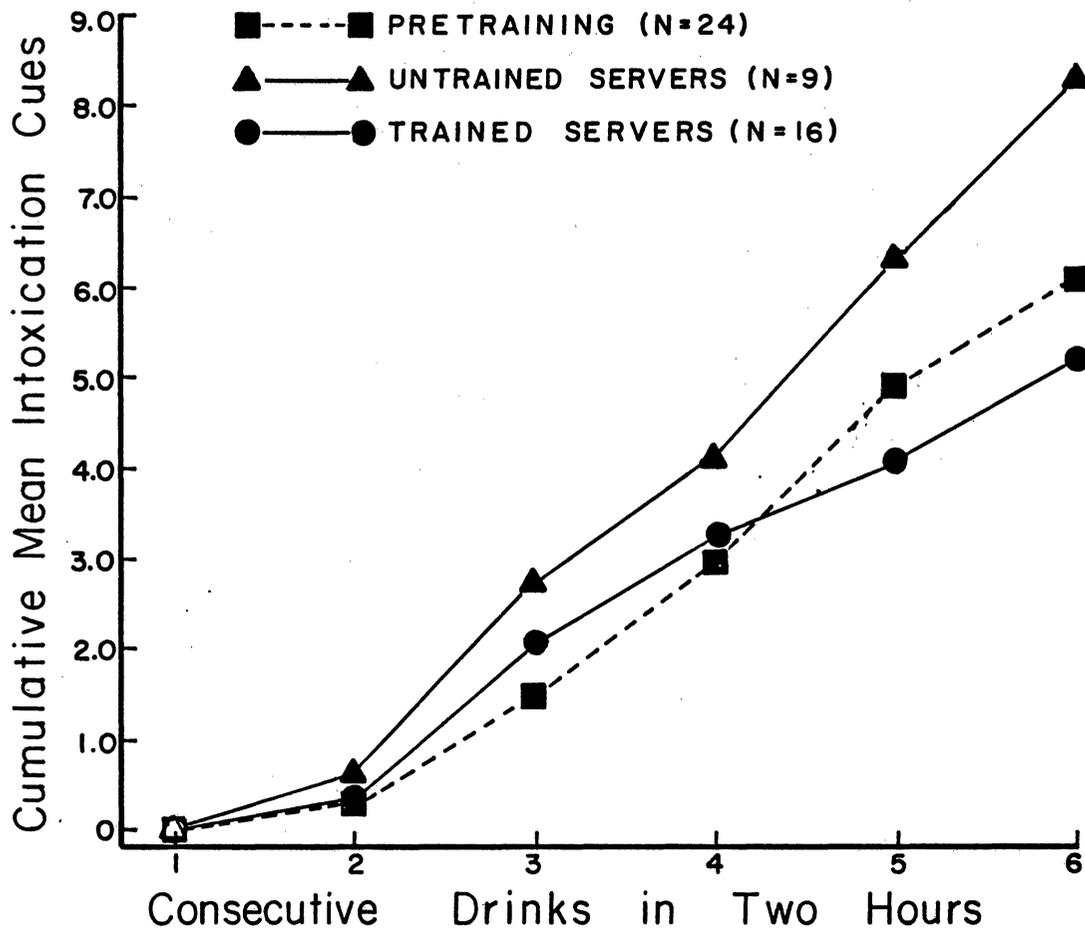


Figure 3. Cumulative mean intoxication cues for consecutive drinks in two hours.

(both  $p$ 's  $> .10$ ). Figure 4 depicts the mean number of server interventions conducted during baseline and by post-baseline trained vs. untrained servers. The figure shows a low level of intervention occurring across the six drinks during the baseline period. The slight increase in interventions seen during baseline at drinks five and six may be attributable to a police roadblock program that was in effect only during the baseline period. Interventions which occurred at this time (e. g., 'Who is driving?') were frequently paired with warnings about the roadblocks. The occurrence of server intervention was erratic among post-baseline untrained servers and fell both above and below baseline frequencies.

In contrast to the other groups, a U-shaped function is present for the mean number of server interventions performed by trained servers across the six drinks. This indicates that, although the mean number of interventions decreased after the first drink, a high frequency of interventions were performed during the fourth through sixth drinks. The specific types of server interventions typically implemented by each group of servers are given in Table 2. It can be seen that the earliest interventions by trained servers took the form of ID checking and offering food or water. In contrast, interventions at the fourth, fifth, and sixth drinks consisted largely of continuing to offer food or water; delaying service (e. g., offering to

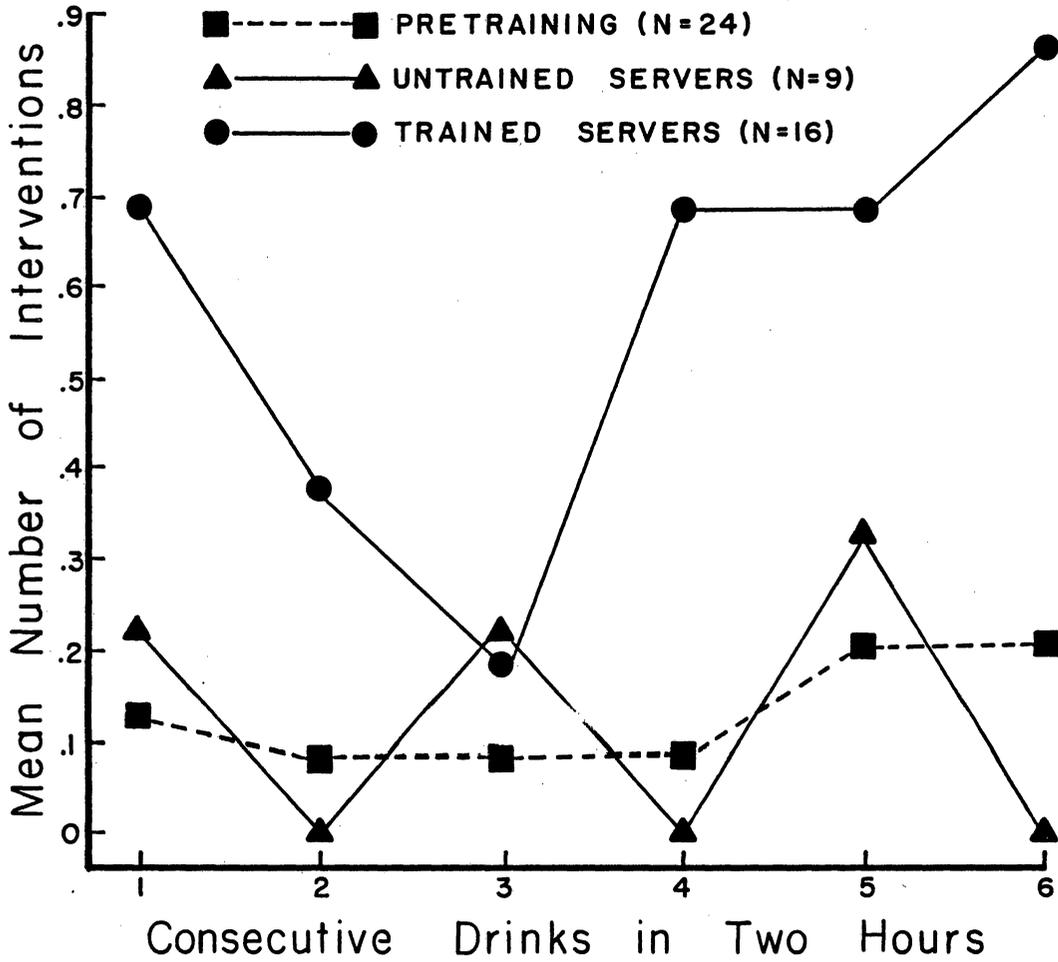


Figure 4. Mean number of interventions for consecutive drinks in two hours.

Table 2  
Type and Frequency of Server Interventions for Each Group by Drink

| <u>Intervention</u>                           | <u>DRINK #1</u> |                  |                |
|---|-----------------|------------------|----------------|
|   | <u>Baseline</u> | <u>Untrained</u> | <u>Trained</u> |
| Checked ID                                    | 2               | 1                | 5              |
| Offered food or water                         | 1               | 1                | 3              |
| Delayed service                               | 0               | 0                | 2              |
| Explained a house policy                      | 0               | 0                | 1              |
|   | <u>DRINK #2</u> |                  |                |
| Checked ID                                    | 0               | 0                | 1              |
| Offered food or water                         | 0               | 0                | 2              |
| Delayed service                               | 0               | 0                | 2              |
| Commented on quantity/speed<br>of consumption | 1               | 0                | 1              |
| Made driving-related comment                  | 1               | 0                | 0              |
|   | <u>DRINK #3</u> |                  |                |
| Offered food or water                         | 1               | 0                | 1              |
| Delayed service                               | 0               | 1                | 1              |
| Commented on quantity/speed<br>of consumption | 1               | 1                | 1              |
|   | <u>DRINK #4</u> |                  |                |
| Offered food or water                         | 0               | 0                | 4              |
| Delayed service                               | 1               | 0                | 4              |
| Made driving-related comment                  | 0               | 0                | 3              |
| Explained a house policy                      | 1               | 0                | 0              |
|   | <u>DRINK #5</u> |                  |                |
| Offered food or water                         | 0               | 0                | 4              |
| Delayed service                               | 1               | 1                | 1              |
| Commented on quantity/speed<br>of consumption | 1               | 0                | 2              |
| Made driving-related comment                  | 3               | 2                | 4              |
|   | <u>DRINK #6</u> |                  |                |
| Offer food or water                           | 0               | 0                | 4              |
| Delayed service                               | 1               | 0                | 0              |
| Commented on quantity/speed<br>of consumption | 0               | 0                | 2              |
| Explained a house policy                      | 0               | 0                | 1              |
| Made driving-related comment                  | 3               | 0                | 5              |
| Put less alcohol in drink                     | 0               | 0                | 1              |

refill the partner's non-alcoholic beverage, but not offering to get the pseudopatron a new alcoholic drink); and making driving-related comments (e. g., asking who was driving, suggesting that the partner drive carefully).

A graph of the cumulative mean interventions for each condition is given in Figure 5. It also illustrates clearly the differences between the occurrence of interventions across the three conditions. The one-way ANOVA for each drink across the 3 groups were all significant ( $p < .02$  for Drink 1; all remaining  $p$ 's  $< .007$ ).

### Patron Interviews

Table 3 presents information on the 339 patron interviews conducted across both bars. About one-quarter of the patrons who were approached by research assistants declined to be interviewed. This refusal rate is about half of that reported by Williams (1978) who investigated the feasibility of determining BAC's in what he termed 'social drink settings'.

In spite of the large number of patron interviews, it was not possible to conduct a meaningful analysis of relationships between server intervention and customer satisfaction. Since few patrons recalled the name of their server, it was impossible to determine whether they had been served by a trained or untrained server. Analyses of variance which compared the patron's responses before and

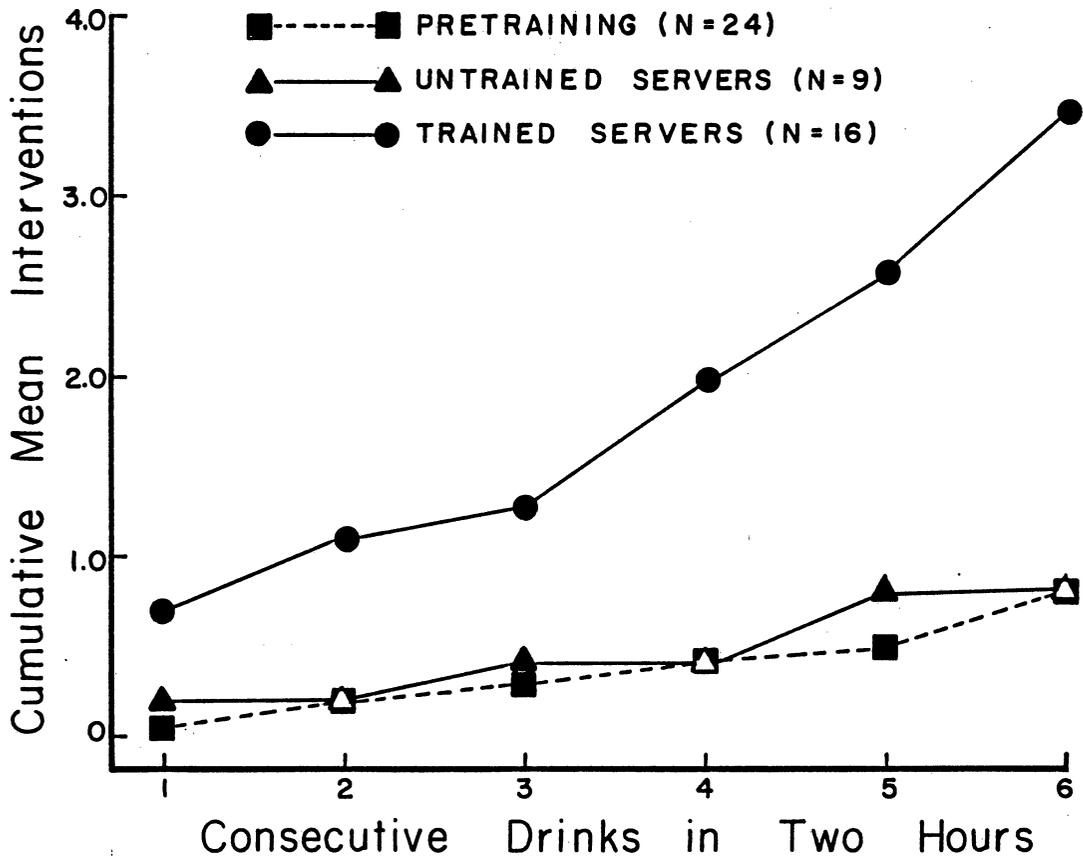


Figure 5. Cumulative mean interventions for consecutive drinks in two hours.

Table 3

Number of Patron Interviews Collected at Each Bar and  
Average Percent of Patrons Who Refused To Be Interviewed

|                         | Bar 1 |         |                         | Bar 2 |         |       |
|-------------------------|-------|---------|-------------------------|-------|---------|-------|
|                         | Males | Females | Total                   | Males | Females | Total |
| Base-<br>line           | 42    | 27      | 69                      | 59    | 44      | 103   |
| Post-<br>Training       | 44    | 26      | 70                      | 59    | 38      | 97    |
| Average Percent Refusal |       |         | Average Percent Refusal |       |         |       |
| 28%                     |       |         | 24%                     |       |         |       |

after server training revealed no significant differences in responses to the questions given in Tables 4 and 5. Therefore, these tables present the combined results from baseline and post-training interviews for each of the two bars.

Only 17 patrons responded affirmatively to the question "Did any of the servers or bartenders try to influence how much you drank?". Of the nine who answered 'Yes' during baseline, seven indicated that the server's behavior was designed to increase consumption, whereas one said that the influence was aimed at reducing it. The remaining patron did not indicate how he was influenced. During the post-baseline period, five patrons indicated that they were influenced to drink more alcohol, while the remaining three were influenced to drink less.

To determine if a relationship existed between a patron's BAC and their disposition toward server intervention, a chi-square analysis was conducted on responses to the question "How would you feel if a server or bartender tried to slow down or cut off your drinking?" Patrons responses were categorized into "Positively disposed toward server intervention" or "Negatively disposed". No significant relationships were apparent at either bar between disposition toward server intervention and the BAC of the patron ( $p$ 's  $> .10$ ). This finding was influenced by the overall positive disposition toward

Table 4

## Combined Results of Customer Satisfaction Survey for Bar 1

|  | <u>Mean visits<br/>per month</u> |
|--|----------------------------------|
| How many times in the past month did you come here?                  | 5.2                              |
| Estimate how often you expect to come here in the next month?        | 5.1                              |
| How many times in the past month did you go to other bars?           | 7.7                              |
| Estimate how often you expect to go to other bars in the next month. | 7.7                              |

Compared to other bars in this area, how would you rate this bar on:

|                          | WORSE THAN<br>MOST |          | SAME AS<br>OTHERS |          | BETTER THAN<br>MOST |          |
|--------------------------|--------------------|----------|-------------------|----------|---------------------|----------|
|                          | <u>N</u>           | <u>%</u> | <u>N</u>          | <u>%</u> | <u>N</u>            | <u>%</u> |
| Atmosphere               | 6                  | 4        | 33                | 24       | 98                  | 72       |
| Quality of food          | 15                 | 15       | 52                | 51       | 34                  | 34       |
| Place to meet<br>others  | 25                 | 19       | 70                | 52       | 39                  | 29       |
| Selection of<br>drinks   | 3                  | 2        | 79                | 62       | 46                  | 36       |
| Speed of Service         | 25                 | 18       | 64                | 47       | 48                  | 35       |
| Entertainment            | 10                 | 7        | 36                | 27       | 90                  | 66       |
| Availability of<br>food  | 13                 | 12       | 74                | 66       | 25                  | 22       |
| Courtesy of<br>personnel | 9                  | 7        | 49                | 35       | 81                  | 58       |
| Drink prices             | 9                  | 7        | 88                | 65       | 38                  | 28       |

Table 5

## Combined Results of Customer Satisfaction Survey for Bar 2

|   | <u>Mean visits<br/>per month</u> |
|---|----------------------------------|
| How many times in the past month did you come here?           | 2.7                              |
| Estimate how often you expect to come here in the next month? | 2.7                              |
| How many times in the past month did you go to other bars?    | 6.1                              |
| Estimate how often you expect to go to other bars in the      | 6.8                              |

Compared to other bars in this area, how would you rate this bar on:

|                          | WORSE THAN<br>MOST |          | SAME AS<br>OTHERS |          | BETTER THAN<br>MOST |          |
|--------------------------|--------------------|----------|-------------------|----------|---------------------|----------|
|                          | <u>N</u>           | <u>%</u> | <u>N</u>          | <u>%</u> | <u>N</u>            | <u>%</u> |
| Atmosphere               | 3                  | 2        | 65                | 32       | 132                 | 66       |
| Quality of food          | 2                  | 1        | 58                | 30       | 131                 | 69       |
| Place to meet<br>others  | 80                 | 42       | 94                | 50       | 16                  | 8        |
| Selection of<br>drinks   | 9                  | 5        | 109               | 56       | 75                  | 39       |
| Speed of Service         | 18                 | 9        | 115               | 58       | 66                  | 33       |
| Entertainment            | 68                 | 36       | 94                | 50       | 26                  | 14       |
| Availability of<br>food  | 2                  | 1        | 71                | 36       | 124                 | 63       |
| Courtesy of<br>personnel | 8                  | 4        | 84                | 42       | 108                 | 54       |
| Drink prices             | 52                 | 27       | 117               | 62       | 20                  | 11       |

server intervention which was expressed by 71% of the patrons.

The final set of analyses conducted on the Customer Satisfaction Survey investigated changes in exit BAC's of regular bar patrons. There was a significant difference in the exit BAC's of patrons leaving Bar 1 and Bar 2 during both baseline and post baseline interviews. The average BAC for Bar 1 was .055 during baseline and .052 after training. The patrons at Bar 2 left with an average BAC of .034 for both phases of the study. As with other parts of this survey, difficulty occurred in attempting to identify whether the patron had been served by a trained or untrained server. This limited the analyses to a comparison between baseline BAC and post training BAC, and, in neither case was there a significant difference ( $p$ 's > .10).

Interestingly, the percentage of legally intoxicated patrons as compared to impaired and non impaired patrons, changed more at Bar 1 than at Bar 2. As Table 6 indicates, this change was not in the expected direction at Bar 1, as an increase was noted in the percentage of patrons who left the bar legally intoxicated after training. Another noteworthy observation was that at no time did an intoxicated patron request a free ride home. In fact, no patron, regardless of BAC, accepted the interviewer's offer of a free ride home.

Table 6

## Frequency Distribution of Exit BAC's of Bar Patrons

|                        | Blood-alcohol Concentration (BAC) |          |             |          |          |          |
|------------------------|-----------------------------------|----------|-------------|----------|----------|----------|
|                        | .000 - .049                       |          | .050 - .099 |          | .100+    |          |
|                        | <u>N</u>                          | <u>%</u> | <u>N</u>    | <u>%</u> | <u>N</u> | <u>%</u> |
| Bar 1<br>Baseline      | 36                                | 52       | 23          | 33       | 10       | 15       |
| Bar 1<br>Post-Training | 41                                | 59       | 14          | 20       | 15       | 21       |
| Bar 2<br>Baseline      | 73                                | 72       | 21          | 21       | 7        | 7        |
| Bar 2<br>Post-Training | 71                                | 74       | 20          | 21       | 5        | 5        |

### Server Gratuities

Because of the need for anonymity in the reporting of server gratuities, the results of this analysis were hampered by the aforementioned difficulty in separating trained from untrained servers. In addition, despite the precautions taken to dissociate the server's name from their gratuity reports, many servers were reluctant to submit reports. In response to several prompts by the author, non-compliant servers maintained that they were not convinced that the data would remain confidential from other servers, management, and/or the Internal Revenue Service.

As a result of these limitations, only 12 servers returned a total of 86 gratuity slips from Bar 1 during baseline. This number decreased to 60 reports from 10 servers in the post-baseline period. A similar decrease was noted in Bar 2, with 15 servers returning 46 reports at baseline to only 8 servers returning 29 reports after baseline.

The analyses conducted on the available data compared the average gratuity reported during and after baseline for each bar. The differences observed at each bar were not statistically significant, however, there was an increase in the dollar amount of reported gratuities. At Bar 1, the average amount increased from a mean of \$24.48 per report during baseline to \$28.75; a 14% increase. Servers at Bar 2

reported a 12% increase in gratuities, from an average of \$22.57 during baseline to \$25.62 post-baseline.

### Discussion

This study evaluated the TIPS server intervention program systematically in order to determine whether it has the potential to reduce DUI. Using pseudopatrons to assess the impact of server intervention training, it was revealed that servers who had received TIPS training initiated more interventions than untrained personnel. Moreover, pseudopatrons served by trained personnel had significantly lower blood-alcohol levels and exhibited fewer signs of intoxication than those served by untrained servers.

The results of this study have important implications for the nationwide attempt to combat the problem of alcohol impaired driving. Since a server's interventions are contiguous with drinking events which immediately precede DUI, these interventions can be tailored to an individual drinker. This method of reducing DUI may be more cost effective than general educational and awareness approaches which are designed to influence larger segments of the population. Moreover, cues and events which occur during the drinking situation (e.g., the social aspects of drinking; decreased judgment which results from drinking alcohol) may negate the effects of those DUI

countermeasures which occur long before alcohol is consumed. Thus, the involvement of servers in combating DUI protects drinkers from themselves in the event that they misjudge or choose to ignore their own signs of intoxication.

In order to comply with Human Subjects Committee concerns, all servers had to be informed that management had agreed to allow the study to take place in their establishment. In addition, servers were also informed that they might be observed by pseudopatrons. Thus, a potential bias during baseline was the explicit willingness of each bar owner to sponsor the training. These demand characteristics could have acted to increase the occurrence of server intervention. Despite this, and the fact that a police roadblock was in effect during baseline, the frequency of server intervention during baseline appeared unaffected by these potential motivators to decrease a patron's BAC. Similarly, it appeared that few intervention skills were assimilated by servers who remained untrained in TIPS techniques, given that they allowed 45% of their pseudopatrons to become legally intoxicated. Thus, the DUI prevention potential of TIPS looks even more promising when one considers that no pseudopatron who was served by a trained server reached the legal limit of intoxication.

Since the effect of motivation was not studied systematically, however, follow-up research should include

a placebo control group in which no specific training is offered to servers who have a strong desire to intervene with drinkers. This would address whether motivated servers could do effective server intervention using their current knowledge and competencies without learning the specific skills taught in TIPS training.

An artifact that may have influenced the observed training effects is that the servers who participated in the training were self-selected volunteers. Thus, there could have been a selection bias toward training servers who were already disposed favorably toward server intervention. If this were the case, this group of servers might have been more likely to practice the skills they learned. This willingness to learn may also have contributed to the positive training evaluations and the commendable performance of all of the servers in the training program. Conversely, a decreased willingness on the part of any particular server to practice TIPS techniques will surely dilute its effectiveness. Since the names of servers observed during baseline were not collected, it was not possible to track changes in the behavior of an individual server after training. Clearly, subsequent research should investigate the changes exhibited by the individual server as well as compare changes in the frequency of interventions within bars in which all servers have been trained.

The strength of the pseudopatron results are tempered by the finding that more people left Bar 1 legally drunk after training than during baseline. Even though there was a similar increase in the number and percent of patrons who left the bar with BAC's below .049, that more patrons left Bar 1 intoxicated is still troublesome. Since it is not possible to determine which patrons were served by trained servers, this result could potentially be an artifact of sampling error. This error may stem from 'noise' incurred as the focus of the study moved from the smaller pseudopatron sample to the larger number of real patrons. That is, the effect of server intervention may, on average, result in subtle decreases in BAC. These changes may have been obscured in the real patron sample as the variance increased due to individual differences in alcohol tolerance and idiosyncratic rates of alcohol metabolism.

An equally plausible explanation lies in the nature of pseudopatron versus real patron interaction with the server. Since pseudopatrons were aware that server intervention might occur, they may have responded more favorably to an intervention than the naive real patrons. The positive response by pseudopatrons may have reinforced the server's efforts, resulting in more intervention and lower BAC's. The generalizability to the general population of bar patrons of findings using pseudopatrons, is an issue which needs to be addressed in future studies.

It is difficult to comment on which cue(s) the servers used to guide their interventions, as this information was not collected. For example, the gender of the drinker might have influenced a server's intervention decisions. It was presumed that the excessive rate and number of drinks consumed by the pseudopatrons would set the occasion for server intervention to occur. Even so, since the pseudopatron's partner only had one drink, the pseudopatron may have looked more intoxicated by comparison. Such cues may account for some of the server intervention seen during baseline and exhibited by post-baseline untrained servers. More importantly, this could have made the cues of intoxication more salient to the trained server and could have prompted intervention. Thus, these particular findings may have overestimated the general effectiveness of the TIPS program.

In defense of the results, a sharp contrast in drinking rate and signs of intoxication within a pair of drinkers may not be all that uncommon. Observations of college student drinking by Geller, Russ, and Altomari (1986) revealed that males college students tend to drink much more beer and at a significantly higher rate than females. Furthermore, even if the cues of intoxication were obvious, this does not negate the fact that trained servers intervened more frequently than untrained servers. Given that the servers' interventions reflected their attention

to behavioral cues of intoxication which were stressed by TIPS, the results provide further support for Teplin & Lutz (1985) regarding the overall ability of observers to identify symptoms of intoxication.

An important issue is that of maintenance of server intervention behaviors. Many of the trained servers were university students who moved out of the area soon after the completion of the study. It was, therefore, not possible to conduct a meaningful follow-up evaluation to determine if the servers continued to use the skills they were taught with equal effectiveness. The current means used by TIPS of dealing with this concern is to certify the server for three years. After this period, a trained server must re-take the entire course.

An issue related to maintenance concerns management and co-worker support for server intervention. It is likely that servers will not apply the intervention skills that have been taught unless their use is supported by management and peers. Therefore, more research is needed to study the long-term maintenance of TIPS skills and to devise management techniques for motivating a continued high level of effective server intervention. These investigations should also examine whether the use of TIPS is motivated by social responsibility and/or the desire to avoid Dram Shop and negligence litigation.

It is noteworthy that of 37 patrons who were legally

intoxicated, none accepted a free ride home. Although no attempt was made to determine whether these individuals were driving, it is likely that at least some of these intoxicated patrons drove from the bars. The unwillingness of patrons to alter their transportation plans is consistent with Leland and Russ (1986) who argued that BAC feedback has little to no effect on changing the transportation plans of intoxicated individuals. Such findings argue strongly for DUI countermeasures which act to decrease the opportunity for a drinker to become intoxicated (i.e., through server intervention).

It was interesting to note that so few patrons responded affirmatively to the question "Did any of the servers or bartenders try to influence your drinking?". This question may have been so vague that the patron did not understand its meaning. Perhaps a more specific behavioral checklist (e.g., "Was your ID checked"?; "Did the server ask who was driving?", etc.) would have yielded more information. On the other hand, it is possible that patrons may not have been aware that they were being intervened upon. That is, since few patrons have ever experienced server intervention (c.f., Waring & Sperr, 1982a), behaviors performed to keep BAC's low (e.g., offering food, providing water), may have been perceived as the service of a good waiter or waitress. If this is so,

the small but notable increases in the amount of gratuities reported by servers at both bars support Aldeman (1985) regarding the positive relationship between gratuities and customer satisfaction. These increases in gratuities must be treated with caution, however, since the non-compliance of many servers with this aspect of the study limits their generalizability. Further investigations are necessary to determine the effect of server intervention on gratuities and customer satisfaction, as these can provide important incentives for both management and servers to continue practicing server intervention.

The positive disposition by the majority of patrons to the question "How would you feel if a server or bartender tried to slow down or cut off your drinking?" was encouraging but somewhat surprising. Many people will express the belief that servers have no business interfering with their good times. As long as one can pay for one's drinks, it is argued, one should be allowed to imbibe. The positive verbalizations toward server intervention may reflect a general increased awareness of the problem. This does not deny that the social context within which the data was collected (i.e., face-to-face interviews, often within earshot of friends) may have contributed to the positive verbal report. In addition, the results obtained did not include those 25% of the patrons who refused to be interviewed. There may be a correlation

between refusal to be interviewed and a negative attitude toward server intervention.

In conclusion, this demonstration of the effectiveness of server intervention should be considered seriously by legislators who set policies to decrease DUI. This has already occurred in Oregon where a bill was passed which mandated that all servers of alcohol receive some type of server training (Saltz, 1985). If effective server intervention is implemented and maintained on a large scale, the involvement of innocent victims in drunk driving crashes will surely decrease, thereby averting death, injury, arrest, and the intense emotional pain caused by these unnecessary accidents. This study is hopefully only the beginning of research designed to evaluate and refine techniques for training and motivating effective server intervention.

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## APPENDICES

APPENDIX A  
TIPS SERVER TRAINING BOOKLET

HEALTH EDUCATION FOUNDATION, INC.

TELEPHONE

WASHINGTON, DC 20037

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Washington, D.C.  
June 18, 1986

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Nason W. Russ

6/26/86

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Date

## Server Manual

TRAINING FOR INTERVENTION PROCEDURES BY SERVERS OF ALCOHOL®

# T. I. P. S.

Health  
Education  
Foundation

Acceptable  
Standards  
of Practice



## Training for Intervention Procedures by Servers of Alcohol<sup>®</sup>

### Server Manual

#### PROPERTY OF

Developed by the Health Education Foundation, Inc.,  
Washington, D.C., under the direction of

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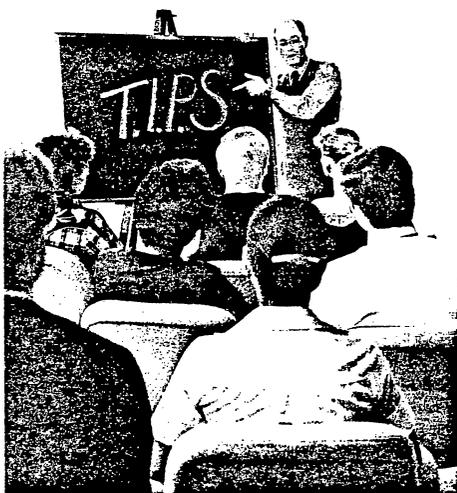
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## Table of Contents

The Health Education Foundation's TIPS® Program is designed to teach you acceptable standards of practice for serving alcohol beverages.

Upon successful completion of today's workshop, you will be issued a certificate stating that you have been trained in these acceptable standards of practice. This certificate expires three years from the date of issue.



|  |           |
|--|-----------|
| <b>Introduction</b>                              | <b>2</b>  |
| <b>Agenda and Program Introduction</b>           | <b>3</b>  |
| <b>Program Goal</b>                              | <b>4</b>  |
| <b>Section I/Information</b>                     | <b>5</b>  |
| <b>Section II/Skills Training</b>                |           |
| Part 1 – Evaluating Behavioral Cues              | 13        |
| <b>Section II/Skills Training</b>                |           |
| Part 2 – Evaluating Effective Responses          | 19        |
| <b>Section III/Practice – Rehearsal</b>          | <b>27</b> |
| <b>Wrap-Up</b>                                   | <b>30</b> |
| <b>Workshop Evaluation</b>                       | <b>31</b> |
| <b>Your Contribution</b>                         | <b>33</b> |
| <b>Need Personal Assistance?</b>                 | <b>34</b> |
| <b>T.I.P.S. Server Skills Certification Quiz</b> | <b>35</b> |

## Introduction

Today's Program has been designed for a special audience: Servers of alcohol beverages. The ideas behind this Program are the result of considerable research with Servers themselves. The Program takes into account what Servers of alcohol must deal with every day, including:

- the demands of the job
- the special environment created by the social setting
- Server/Patron relations
- Server/Management relations
- the problems encountered

The result is a special Program in which you, as a Server of alcohol to the public, will actively participate and, thus, upgrade your professional skills. And you will gain a new perspective in your role as a Server of alcohol.

You, the Server, are the key to the success of this new Program. Management has recognized this and has demonstrated its confidence in you as a professional by sponsoring your attendance at the Workshop today.

*Remember: As a Server, you are the person the patron encounters first.*

As a Server of alcohol beverages in a public setting, you fulfill a special social function in American society. **Some 70% of the adult American population drinks alcohol.** Social drinking, as an integral part of the American lifestyle, is a prevailing custom in most parts of the country, and generates its own special considerations. The Server is called on to handle them.

The Server also provides a variety of services in addition to serving:

- reflecting management's "image" to the public
- relating to patrons' diverse personalities
- providing consistently good service
- talking about a variety of subjects
- maintaining a polite, cheerful, and friendly manner
- listening to patrons' opinions and troubles
- offering friendly advice

As a Server, then, you occupy a unique place in America's public social life. Your profession requires a highly developed set of what we will call "people skills." All adults have them and use them in ordinary situations each day. Some of the ways you use your "people skills" in ordinary serving situations might include:

- introducing two or more regular patrons to each other, as appropriate
- helping a customer to choose a particular drink or explaining differences in taste among products

- approaching a patron in a friendly manner to ask, "May I help you?" or "How are you today?"

You are using your "people skills" all the time to respond flexibly, humanely, and courteously in serving situations.

*Remember: As a Server, your own "sociability skills" or "people skills" have already made you successful at your job.*

The primary purpose of today's Program is to increase Servers' awareness of how their "people skills" can be employed effectively in influencing patrons' drinking behavior. A Server can foresee and possibly prevent a problem situation. You, as a Server, can act to promote responsible drinking behavior, rather than react to a condition brought about by a customer who has become intoxicated.

In your work, you have faced problems relating to serving alcohol many times. And you have dealt with it as part of the job. Not the most pleasant part. In your experience you have, no doubt, already used a few of the techniques suggested in this Program. And you have probably developed the habit of "sizing up" your patrons. You observe many things about the person you are serving and draw your own conclusions. This is another part of your job — you do it automatically.

### So — why this special Program?

**Because . . .** Social drinking is such a way of life in the United States that the Server is a key figure within the community in any planned program concerning alcohol . . .

**Because . . .** Serving alcohol is not impersonal. On the contrary, it is a most personal skill involving the Server's ability to establish a short-term, but important social relationship with a patron . . .

**Because . . .** As a Server, you are engaged in social interchange with a patron and have the opportunity to exercise a certain influence on this patron's drinking behavior.

You have already been meeting these responsibilities.

However, this Program demonstrates how to do it more effectively and will:

- sharpen the skills you have
- lend a new expertise to your own professionalism
- help you achieve an increased competence and confidence as part of the management team

A considerable amount of material will be presented in this Program. As some of it may be familiar to you, you already have a head start. For the remainder, the Trainers will work closely with you. By the end of the day, you will be ready to put the Program to work for you.

## Agenda Program Introduction

| Activity  | Time           |  |
|---|----------------|--|
| <b>Registration</b>   | 8:45- 9:15 am  | Today's workshop will be presented in an informal, friendly, and relaxed atmosphere, so that everyone feels comfortable participating and contributing to the Program.   |
| <b>Program Introduction</b>   | 9:15- 9:30     | You are a crucial part of the success of the Program; anything you can do to help out will afford a more beneficial experience for yourself and for others in the group.   |
| <b>Section I/ Information</b>   | 9:30-10:45     |  |
| <b>Coffee Break</b>   | 10:45-11:00    | <i><b>Remember:</b> if you have any questions throughout the day on any aspect of the material or the Program, feel free to question the Instructor and to offer your own comment.</i>   |
| <b>Section II/Skills Training<br/>Part 1 – Evaluating Behavioral Cues</b>     | 11:00-12:00    | Your own abilities and experience as a Server of alcohol will help a great deal. Many of the situations you will see depicted in the audiovisual portion of the Program will be familiar to you. Patrons will be acting in ways you notice each day. Your observation and comment, calling on your own experience, can be very helpful to the Trainers and to the other members in the group.  |
| <b>Lunch</b>  | 12:00- 1:00 pm |  |
| <b>Section II/Skills Training<br/>Part 2 – Evaluating Effective Responses</b> | 1:00- 2:00     | The Program is structured to present material in a variety of ways:  |
| <b>Section III/Practice –<br/>Rehearsal</b>                                   | 2:00- 3:45     | <ul style="list-style-type: none"> <li>■ your Manual</li> <li>■ your Trainers</li> <li>■ audiovisual presentations</li> <li>■ rehearsal or role play techniques</li> <li>■ Rating Charts, a Review, and Self-Tests</li> <li>■ your own notes</li> <li>■ question and answer sessions</li> <li>■ your reporting of your own experiences</li> <li>■ review and reinforcement</li> <li>■ exchange of information and feedback with other group members</li> </ul> |
| <b>Coffee Break</b>   | 3:45- 4:00     |  |
| <b>Wrap-Up</b>  | 4:00- 4:30     | This Manual is yours. With your own notes, the answers to the Rating Charts, Review, and Self-Tests, comments during rehearsal, it becomes your own Instruction Booklet — a handy, portable reference source. Keep it with you on the job.   |



## Section I/Information

The text from the presentation has been included here for your reference. The frames printed in **bold type** highlight key aspects of the Program.

(Sound: the warm buzz of conversation with glasses clinking)

NARRATOR:

1. Hear that?
2. Those are the sounds of a good time — at an elegant nightclub or your favorite pub.
3. The combination of people, good drink, and good conversation creates a certain kind of magic.
4. The music, the lighting, the way you respond to your customers — all these contribute to the mood of your establishment.
5. And who pulls it all together? It's the servers and managers working cooperatively who set the tone. The managers maintain schedules, set policies, and handle operations; servers carry out the house policies as they deal with patrons.
6. Your ability to observe how people act, hear what they say, judge what their needs are, and respond appropriately are the people skills you use every day on the job.
7. **People skills go beyond mixing, serving, and keeping track of orders, because they help you create a warm and attractive social setting — and they can help you keep your customers on the safe side of social drinking.**
8. This program will help you do your job better by pointing out the cues that show you when a customer is headed for overdrinking.
9. You'll learn to pay greater attention to the cues and you'll be better able to assess what they tell you. The program will also give you guidelines that can help you deal with some of the problems related to serving alcohol.

**10. And most important, you'll gain a renewed confidence that you can use your people skills effectively to set a sociable tone which promotes safe, pleasant enjoyment of alcohol and keeps your customers coming back. We're going to do that by building on the experience you already have in dealing with your patrons.**

11. Today's program consists of three segments: information; skills training, and rehearsals. First, while watching this slide presentation, you'll gain new information about alcohol and its effects on your customers' behavior.

12. Then, you'll view videotapes that portray customer behavior and server interaction for skills training. You'll recognize some of the situations and join in the discussions. The videotapes will train you how to act more effectively based on the information you learned in the slide presentation.

13. After you go through the training tapes and quiz yourself on what they've taught you, you will get a chance to try out your skills in the role playing sessions.

14. In your role playing sessions, you'll practice how to use the guidelines and skills that are coming to be called **acceptable standards of practice** for serving alcohol.

15. A professional server does many jobs at once. You are the host or hostess, frequently the friend, sometimes the keeper of order, and even the voice of reason. Above all, you are serving those drinks, one by one, to each of your customers. You are in a key position to prevent over-indulgence.

16. By the end of today's program, you'll be aware of how much you already know about the effects of alcohol and be ready to try out some new skills that will increase your confidence, your performance...

17. ... and maybe even your tips.

18. People come to your establishment to relax and to have a good time. For many people, alcohol beverages are part of that good time. Alcohol helps us to unwind, because it's actually a depressant. It slows down our body systems. In larger amounts, it has progressively more obvious effects.

**19. You can observe a definite progression of behavior as a person passes from one or two drinks into more serious drinking. This behavior provides cues that show just how much a customer is being affected by alcohol.**

**20. Behavioral cues can be observed in four basic areas: people's inhibitions, their judgment, their reactions, and their coordination.**

21. Inhibitions have to do with a person's sense of self-control, knowing how far to go in a situation. With lowered inhibitions, the mood will be talkative, relaxed, convivial.

22. Just a drink or two will lower the inhibitions.

23. As drinking progresses, you may see signs that inhibitions are loosening further. A person may become overfriendly and more personal in conversation, become loud, or display moodswings — sometimes annoying other customers.

24. Judgment concerns a person's ability to evaluate what is going on. When drinking impairs judgment, people tend to overrate themselves. For example, they may think they've told a great joke, when it really isn't that funny.

25. With faulty judgment, your customer may do something inappropriate or flamboyant such as dancing or singing. Another cue you may notice is a change in the rate of consumption...

26. ordering doubles, drinking faster ...
27. ... and your customer may complain that the last drink you served wasn't strong enough.
28. As judgment and inhibitions continue to be affected, excessive responses may occur.
29. You may be startled by foul language ...
30. ... and sudden flashes of anger. Or you might observe the other extreme — exuberance paired with such impulsive acts as buying drinks for the house.
31. The drinker may make irrational comments. With loss of judgment, there is a gap between how people think they're acting and how well they really do.
32. Besides misjudging their behavior, people who are drinking may begin to have difficulty in assessing their ability to drive. They usually feel alert, but are unable to evaluate how slow their reactions have become. What that means is that some people will have difficulty responding to anything unusual on the road home.
33. As the reactions continue to slow down, there is a shortened attention span, showing up as a loss of train of thought. Motions we make automatically many times a day — even using a lighter — become difficult to perform.
34. Your customer may be unable to light a cigarette or may light more than one at a time. Slowed physical and mental reactions can be seen in unfocused eyes and a glassy look. Speech may also be slurred.
35. Poor coordination provides a final set of cues. The customer may lose balance, may sway or stumble. You may observe drowsiness and slumped posture.
36. Perhaps the customer's hands won't work right and he won't be able to pick up the change. Drinks may be spilled or an uplifted glass may miss its mark!
37. These cues can occur singly or in groups. For some of your patrons, particularly those who often drink heavily and have developed some tolerance to alcohol, the cues may be quite subtle. If you are alert to cues, you'll be more confident of your ability to assess your customers' reactions to alcohol.
38. An understanding of what is called BAC or Blood Alcohol Content can also help you understand the action of alcohol. BAC is a measurement of the level of alcohol in the bloodstream.
39. This is a graphic representation of the proportion of substances in the blood. While it is not a scientific chart, you can see how alcohol enters the bloodstream and the level rises with each drink. Most of the blood's content — 97% — is water. The remaining 3% includes all the other necessary chemicals in the blood. Blood Alcohol Content is here depicted as it relates to this 3% of chemical substances.
40. When the BAC level is five hundredths of a percent or one part alcohol to 2,000 parts blood, the person appears relaxed, perhaps talkative, and in control. A 150-pound man would reach this BAC if he drank 2 drinks in an hour on an empty stomach.
41. Four drinks under the same circumstances doubles the Blood Alcohol Content to one tenth of a percent. Now there is one part alcohol per only 1,000 parts of blood. Here is where judgment and coordination may begin to lapse. Your customer may become louder, more personal in conversation, perhaps clumsy.
42. Eight drinks will again double the BAC level, to two tenths of a percent of alcohol per only 500 parts blood. Alcohol is now present in very significant proportions. At this level, a customer's reflexes will be greatly impaired. Drinks may be spilled, cigarettes dropped, barstools knocked over. The eyes may be bleary, signs that this person is seeing double and feeling sleepy.
43. Twelve drinks brings the BAC to three tenths of a percent or one part alcohol to 300 parts blood. People at this level cannot walk or button their coats without help. They may fall asleep right at the bar. Beyond 12 drinks, we enter the zone of acute medical distress.
44. But it's not just the number of drinks that affects your customer. It's also important to understand how alcohol is absorbed into the bloodstream. Alcohol is different from all other foods, in that it can be absorbed rapidly into the bloodstream from the mouth, the stomach, and the small intestine without being digested first.
45. In just two to three minutes, a lot of the alcohol in a drink will be circulating throughout the body and affecting the brain. Just how quickly alcohol gets into the bloodstream is affected by a number of absorption rate factors, which you can take into account as you serve.
46. For example, look at your customer's drinks again. Consider how strong that drink is. A straight-up drink will get into the bloodstream faster than alcohol diluted by water.
47. But be aware that sweet sodas and carbonated mixers actually speed the absorption of alcohol into the blood, faster than a drink mixed with water. And keep in mind that the alcohol in a 12 oz. glass of beer is about equal to the amount of alcohol in one ounce of 100-proof spirits — and about equal to the alcohol in a 5 oz. glass of table wine.
48. Next, consider how fast the person is drinking. Is it in large gulps or small sips? How much time elapses between drinks? Is the person reordering faster than other drinkers?
49. What about the size of the customer — height and weight? A larger person may be able to handle a few extra drinks that would knock a smaller person under the table.

50. Is the customer eating while drinking or is the customer drinking over a long period of time without eating? Food in the stomach can help slow down the absorption of alcohol.

51. Is the drinker male or female? Women do tend to reach higher levels of alcohol in the bloodstream more quickly, because they are smaller and have more body fat.

52. Another absorption rate factor to look for is the factor of mood. Is the person angry, upset, exhausted, or under emotional stress? People who are lonely or upset are more likely to use alcohol to dull their emotional pain.

53. And finally, is the person taking any medication? Certain drugs, even over-the-counter cough syrups, can speed up the effect of alcohol.

54. Servers sometimes speak of a "sixth sense" they have in telling if a patron has had too much to drink. What they're really talking about is their ability to observe and to assess customers' behavior. That's something you have probably done a hundred times before. Next time, look for the particular cues and factors we've identified.

55. **Keep the cues in mind as you look around your bar or restaurant. Be alert to drinking levels. You'll find you'll be able to spot trouble before it happens.**

56. You're building on information and the experience you already have. And you're adding to that a solid understanding of how to spot alcohol's effects on patrons through behavioral cues, BAC calculations, and absorption rate factors. In the next part of this slide program, you'll begin to explore some positive actions you can take based on what you've learned. But first, we'll pause to discuss what you've just seen and heard.

(Sounds of conversation as in opening)

WOMAN MANAGER:

57. When I started working as a manager, I began by thinking of my customers as my guests.

58. And my attitude to service has not changed. I'm enthusiastic. I show it. A warm, welcoming serving style is always appreciated . . . by me and by our customers.

59. **I know from experience that keeping people happy and satisfied is a high pressure job. In a sense, my servers are the party. They set the mood. They make it happen.**

WOMAN BARTENDER:

60. My bartending skills are professional skills. I've trained myself to remember what every one of my customers is drinking. They notice that and it shows in their tips.

61. **Another thing I remember is how much they're drinking. The idea is, if I can pick up on the danger signs early, I can intervene in a subtle way without having to say anything. If I see a hint of any problem, I'll find a way to slow them down.**

62. I really do feel responsible for these people. Another thing I'll always try to do is to be aware if a customer is driving. I keep a car service number right by the phone. And when they're not in shape to drive, I use it.

NARRATOR:

63. **These people are talking about an important aspect of your bar or restaurant — the way it promotes sociability. The tone of your establishment helps to determine what kind of drinking will go on. Your attitudes and actions can help to create a sociable environment.**

64. Let's take a look at how servers help enhance an establishment's sociable environment.

65. First, a set of strategies servers can use to help control the rate of drinking.

MAN BARTENDER:

66. Making the drinks superstrong is a mistake. Some bartenders think they're doing their customers a favor, but a drinker can really get caught off guard. So, I make a good, honest drink, not a stiff one.

67. **Alcohol is really a drug. Like anything strong, it should be given in a measured dose. After all, we don't want to make our customers sick with food or drink.**

68. Also, I don't offer refills 'til people ask for them. I don't want them to lose track. Let them nurse that empty glass for a while. It gives them time to air out.

WOMAN MANAGER:

69. When I see any cues that someone is overdoing it, I tell my servers to make a move. They'll put extra ice in, just to slow them down. Or offer them a soft drink.

70. **If I have a customer who seems drunk, I'll have my servers stop serving alcohol and bring water, a soft drink, or coffee. There's no stigma attached to drinking coffee. I'll even give it to them on the house, if that'll help them drink it. Usually, they appreciate that we're concerned.**

NARRATOR:

71. Serving coffee or a non-alcohol beverage to an overindulged drinker is an appropriate response. But that won't counteract the alcohol. What it does is "buy time" so that a drinker can process what's already been consumed.

72. Only the liver can eliminate alcohol from the bloodstream, at the rate of less than one ounce an hour. At that rate, it takes almost one hour to completely eliminate one drink, though a drinker who drinks one or even two drinks in an hour, with food, sipping slowly, probably won't have much alcohol in the bloodstream, because the rate of entry is slower.

**73. Almost three hours must pass to eliminate three drinks from the bloodstream and five hours for five drinks. Physical exercise like a long walk or push-ups cannot speed up the rate. Even a cold shower won't make a difference.**

**74. Another set of strategies for a server to use involves some time-honored alternatives to drink.**

**BARTENDER:**

**75. After quite a few years serving, I've observed that food is very important. So at my bar, I always provide snacks, something to soak up what they're drinking.**

**76. Snacks give those compulsive types something to fiddle with besides the glass in their hands. But it can't be slapdash — it's got to be appetizing, kept fresh.**

**77. Drinking on an empty stomach is a killer. Sometimes, I'll try to get people to order something substantial, if I see that they've been drinking a long time.**

**NARRATOR:**

**78. There's another strategy you can use to encourage sensible drinking. That's the social context that you and your management establish. What you serve, how your bar or restaurant looks, and the way you serve establishes your relationship with your customers.**

**79. The warmth you project can make people feel included, instead of on the outside looking in. You can draw out the newcomer, give someone who's alone a moment of friendly conversation. In the case of a person who's on the road to overindulgence, your attitude must be especially sensitive.**

**WOMAN WAITRESS:**

**80. If I have a patron in an overindulged condition, my approach is friendly, quiet, and firm. I'll let them know they should slow down. But I never make them feel like an outcast.**

**81. The way I see it, people are usually here for the company, so I try to keep them in the social context.**

**82. If they're drinking too much, I make it clear that I care about them. I'm concerned, not that they're bothering me.**

**NARRATOR:**

**83. By keeping an eye on the drinking rate, offering alternatives to drink, and maintaining a social context for drinking, you can help create an atmosphere where people tend not to overdo it. The videotapes you will be viewing later in this program will provide some more guidelines to help you keep your customers safe and enjoying themselves.**

**84. Still, it's a good bet that there will always be people who go beyond social drinking.**

**85. What are the strategies you can use to deal with a cut-off situation?**

**86. If you can rely on your good judgment, quiet assertiveness, and the people skills you already have...**

**87. ... plus the back-up of your management, and the guidelines for action you'll be seeing today, you're on solid ground.**

**MAN BARTENDER:**

**88. My whole training is to serve people. That's what I'm paid for and I hate cutting someone off. But when they leave me no alternative, and I know it's for their own good, I do it.**

**89. The place I work now, the management always backs us up. They don't want to be responsible for what might happen, any more than I do. Once you 86 somebody, you can't let them talk you into more. And by the same token, last call has to mean last call.**

**90. But the good thing about that is other people are listening. They hear you set a standard. They become aware that you have guidelines. If it gets difficult, I'll just say "Sorry, but that's it," and walk away. If I have to, I'll even bring over the manager or maitre d'.**

**MAN MANAGER:**

**91. I just do everything I can to make this place sociable, not a dark corner to get blitzed in. I keep the music low enough so people can talk. My regulars come here to enjoy the company. And that kind of gets things started for everyone.**

**92. My servers have my full cooperation. I count on them to use their judgment and maintain our standards. And they know that they can count on me to back them up, make improvements, help them do their job.**

**NARRATOR:**

**93. The decision to slow someone down, or if necessary, cut them off, is usually based on your sense of social responsibility. As a server, you're concerned for your customers' well-being. And you know you are in the key position to keep just enough from becoming one too many. But there are also legal reasons to limit drinking.**

**94. In many states, if a drinker becomes intoxicated and goes on to incur damages, you, the manager, and the owner of your establishment can all be held responsible. It's called "dram shop liability," but the principle applies to any host situation, including private parties. In states with no dram shop liability law, you can still be liable under the negligence statutes.**

95. Serving an intoxicated person, serving a minor, or letting a drunk person get behind the wheel are also grounds for liability — and with good reason.

96. After drinking 4 drinks, a driver is 7½ times more likely to have an accident. At least half of all fatal car accidents involve drinking.

97. And alcohol-related accidents kill 5,000 American teenagers a year.

98. **What can you do to protect yourself from liability? The law says your reasonable efforts to prevent a patron from becoming legally intoxicated can protect you from being drawn into court. The cues and guidelines you have just heard about and will be practicing during the rest of this program are aimed at helping you make that reasonable effort. So you can protect yourself and help to protect the safety of others.**

99. Your commitment to guidelines of sensible serving can make your job easier and more enjoyable.

100. Take a new look around you and see what cues you can pick up.

101. See who's sitting alone:

102. ... whose fingers are fumbling;

103. ... whose drinking is running ahead of companions. Cues reveal something important. By observing them and by using appropriate strategies, based on your own people skills and on the guidelines you'll be learning today, you can do something equally important.

BARTENDER:

104. So long. Drop in soon. Don't be a stranger.

## Questions About the Presentation

Here are some of the more common questions Servers ask after they have seen the information presentation.

**1. Question:** I feel the need to be a gracious host and I want my customers to have a good time. I also feel the need to act responsibly to help them avoid excessive drinking. How do I deal with this conflict?

**Response:** A good host/hostess using their own "people skills" can resolve this conflict with the guidelines in the Program. A good time in the bar that results in tragedy is really a bad time for all concerned.

If your concern is directed carefully in a quiet, confident manner, your patron can accept your intervention more easily. Regular patrons will especially appreciate being treated in a dignified, thoughtful, and respectful manner.

**2. Question:** I am afraid of intervening with patrons. What can I do?

**Response:** Your patrons will be more receptive if you've created an easy, social climate and established yourself as a responsible and caring person. That's why you're here today — to practice intervening effectively, using your own "people skills" and some knowledge of the effects of alcohol.

**3. Question:** I don't have trouble dealing with intoxicated patrons who are nice, but I have trouble dealing with those who get loud and obnoxious.

**Response:** That is a tough one, sometimes. As you realize, though, both types of patrons are at risk and both need your active intervention. Later in the Program, you'll see ways you can handle both types of patrons — and you'll have a chance to practice the techniques during the rehearsal segment.

**4. Question:** I've seen customers get smashed and not cause trouble. Some just like to sit quietly and drink; they don't bother anyone, but they're still intoxicated. I don't think they should have any more to drink, but they're not really behaving badly or disturbing anyone, and I find it hard to cut them off.

**Response:** This is a situation in which management may prove helpful. Call the manager or owner, explain the patron's condition, giving some details that you've observed. Management has a role in customer relations and can assist you in such a situation.

## Information Review

This review is designed to let you know how well you have understood the material presented in the information presentation.

Complete the ten statements below. When you have completed all ten statements, check your answers with the correct responses on page 12.

1. Your skills in observing how people act, hearing what they say, judging what their needs are, and responding appropriately are your \_\_\_\_\_.
2. Your patrons' behavior provides \_\_\_\_\_ that show you just how much a customer is being affected by alcohol.
3. Alcohol helps us to relax because it slows down the body systems and acts as a \_\_\_\_\_.
4. Alcohol affects our behavior progressively in four basic areas: Inhibitions, Judgment, Reactions, and Coordination.  
Complete the following statements with one of these areas:
  - a) A person's sense of control, knowing how far to go in a situation, has to do with a person's \_\_\_\_\_. Lowered \_\_\_\_\_ are noticeable as patrons become especially talkative, convivial.
  - b) A gap between how people think they are acting and how well they really do indicates a loss of \_\_\_\_\_. you may notice your patrons do something inappropriate or flamboyant, annoy others, or overrate themselves.
  - c) Slowed \_\_\_\_\_ can be observed physically when speech becomes slurred and routine motions become difficult, or mentally when there is a loss of concentration.
  - d) Losing one's balance, swaying, spilling drinks are cues that indicate poor \_\_\_\_\_.
5. Alcohol, unlike other foods, is absorbed rapidly into the \_\_\_\_\_ circulating throughout the body and affecting the brain.
6. Keeping track of the number of drinks consumed will provide you with a measurement of the level of alcohol in the bloodstream called \_\_\_\_\_.
7. The strength of the drink, the rate of drinking, whether food is eaten, medication is taken, and the mood, sex, height and weight of your patron are all \_\_\_\_\_; they help you assess your customer.
8. Since the liver eliminates alcohol from the body at the rate of less than one ounce an hour, it takes almost \_\_\_\_\_ hours to completely eliminate one drink.
9. Serving non-alcohol beverages, snacks and food to an overindulged drinker will **not** counteract the alcohol, but it does \_\_\_\_\_.
10. In many states, if a drinker becomes intoxicated and goes on to incur damages, you as server, the manager, and the owner of the establishment can all be held responsible under the \_\_\_\_\_.  
To protect yourself from liability, the law requires that you make \_\_\_\_\_ to prevent a patron from becoming legally intoxicated.





## Section II/Skills Training Part E—Evaluating Behavioral Cues

Look for the following Behavioral Cues in your patrons.

### Behavioral Cues

Behavioral cues appear progressively in four basic areas:

**Inhibitions** — talkative, relaxed, convivial, over friendly, loud, moodswings

**Judgment** — inappropriate behavior, ordering doubles, drinking faster, complaints about drink, foul language, anger, exuberance, impulsive acts, irrational comments

**Reactions** — loss of train of thought, eye, hand, speech coordination difficulties

**Coordination** — loss of balance, drowsiness, sloppiness

*Remember: The amount of alcohol in the following drinks is roughly equal:  
1 oz. 100-proof spirits = 12 oz. beer = 4-5 oz. table wine*

Be aware of the following Absorption Rate Factors in your patrons; they can help you gauge how rapidly the patron's Blood Alcohol Content (BAC) is rising and, thereby, give you an idea of how alcohol is affecting your patron.

### Absorption Rate Factors

Factors that can affect the rate at which alcohol enters the bloodstream include:

**Rate of Drinking** — sips, gulps, requests additional ice

**Strength of Drink** — straight, with soda or water, doubles

**Size, Height and Weight** — healthy looking, sickly

**Lack of Food** — disregards food, nibbles on food

**Female** — smaller than men, more body fat

**Stress or Exhaustion** — depressed, solitary, upset

**Medication or Other Drugs** — cough syrups, sleep aids, cold pills, antihistamines, barbiturates, allergy medications, sedatives, tranquilizers

**Vignettes/Evaluating Behavioral Cues**

**RATING CHART**

**LEVEL 1 – No Problem**

**LEVEL 2 – Potential/Borderline Intoxication**

**LEVEL 3 – Definitely Intoxicated**

| Vignette Number | Situation  | Rating | Reason/Cues  |
|-----------------|--|--------|--|
| example A       | No obvious cues  | 1      | Friendly, but not overly so  |
| example B       | Man sitting alone; overly friendly; annoying others                                  | 2      | Inhibitions are greatly lowered                                    |
| example C       | Man sitting alone for hours; drinking beer and alcohol; hands shaking; unclear focus | 3      | Impaired motor coordination; impaired judgment; impaired reactions |
| 1               | No obvious cues  |        | _____  |
|                 |  |        | _____  |
|                 |  |        | _____  |
| 2               | Loud behavior  |        | _____  |
|                 |  |        | _____  |
|                 |  |        | _____  |
| 3               | While the woman exhibits giddiness, the man's inhibitions are noticeably lowered.    |        | _____  |
|                 |  |        | _____  |
|                 |  |        | _____  |
| 4               | Strong drink; drinking on an empty stomach   |        | _____  |
|                 |  |        | _____  |
|                 |  |        | _____  |
| 5               | Mood change  |        | _____  |
|                 |  |        | _____  |
|                 |  |        | _____  |
| 6               | Ordering doubles; drinking quickly; mixing alcohol and medication                    |        | _____  |
|                 |  |        | _____  |
|                 |  |        | _____  |

| Vignette Number | Situation   | Rating | Reason/Cues       |
|-----------------|---|--------|-------------------|
| 7               | Loud behavior; unclear focus; unable to find mouth with the glass |        | <hr/> <hr/> <hr/> |
| 8               | Lighting two cigarettes at once; loud behavior; memory lapse      |        | <hr/> <hr/> <hr/> |
| 9               | Loud, belligerent behavior; complaining about strength of drink   |        | <hr/> <hr/> <hr/> |
| 10              | Gulping drink; disregarding food                                  |        | <hr/> <hr/> <hr/> |
| 11              | Drinking quickly; competitive drinking; loud behavior             |        | <hr/> <hr/> <hr/> |
| 12              | Ordering doubles; loss of concentration; loud behavior            |        | <hr/> <hr/> <hr/> |
| 13              | Loud, inappropriate behavior                                      |        | <hr/> <hr/> <hr/> |
| 14              | Spilling drink; dropping ashes; unclear focus                     |        | <hr/> <hr/> <hr/> |
| 15              | Ordering two drinks at once                                       |        | <hr/> <hr/> <hr/> |



**Vignettes/Evaluating Behavioral Cues**

**SELF-TEST**

This self-test is designed to let you know how well you have understood the material presented in this segment of the vignettes.

Rate the following five scenes in the same way you just did for the preceding vignettes:

**LEVEL 1 – No Problem**

**LEVEL 2 – Potential/Borderline Intoxication**

**LEVEL 3 – Definitely Intoxicated**

When you have completed all five vignettes, check your answers with the correct responses on page 18.

| Vignette Number | Situation   | Rating | Reason/Cues       |
|-----------------|---|--------|-------------------|
| 16              | Loud behavior; slurred speech; buying drinks for the house  |        | <hr/> <hr/> <hr/> |
| 17              | Drinking on an empty stomach; inappropriate behavior — man is being sexually aggressive                         |        | <hr/> <hr/> <hr/> |
| 18              | Drinking alone; careless with money; difficulty picking up change from counter; appears drowsy; slumped in seat |        | <hr/> <hr/> <hr/> |
| 19              | Loud, hostile behavior; foul language   |        | <hr/> <hr/> <hr/> |
| 20              | Drinking at a faster rate than friends; ordering for the table; slurred speech; waving arms                     |        | <hr/> <hr/> <hr/> |

## Evaluating Behavioral Cues

### SELF-TEST — ANSWERS

| Vignette Number | Situation   | Rating | Reason/Cues   |
|-----------------|---|--------|---|
| 16              | Loud behavior; slurred speech; buying drinks for the house  | 3      | Inhibitions greatly lowered; impaired judgment; impaired reactions                              |
| 17              | Drinking on an empty stomach; inappropriate behavior — man is being sexually aggressive                         | 2      | Inhibitions greatly lowered; impaired judgment  |
| 18              | Drinking alone; careless with money; difficulty picking up change from counter; appears drowsy; slumped in seat | 3      | Impaired motor coordination   |
| 19              | Loud, hostile behavior; foul language   | 2      | Inhibitions greatly lowered; impaired judgment  |
| 20              | Drinking at a faster rate than friends; ordering for the table; slurred speech; waving arms                     | 3      | Inhibitions greatly lowered; impaired judgment; impaired reactions; impaired motor coordination |

## Section II/Skills Training: Part 2 - Evaluating Effective Responses

Servers can affect their patrons' drinking behavior because:

- serving alcohol is not impersonal
- serving alcohol is a social function
- the Server can help to set the tone of the establishment
- the Server can help create a responsible climate for patrons
- the Server, by being alert to patrons' behavioral cues, can assess the patron and act accordingly

Servers can be confident, capable, and effective in helping to promote responsible drinking behavior among their patrons by following the Server/Patron Guidelines.

### SERVER/PATRON GUIDELINES

**Point 1: Match the level of your response to your patron's behavior. (Look for the cues.)**

**Reason:** Don't use a battleship to sink a canoe. Escalate your behavior as required, but, at each stage, consider your patron's response and level of behavior.

**Example:** "Please try to keep your voice down. Thanks."

"You may not realize it, but you are annoying the customers."

"I'm sorry, but if I have to remind you again about loud talking, I'll have to call the manager."

**Point 2: Make clear statements. Speak directly to the point.**

**Reason:** Your patron needs to understand what you are saying and what you are suggesting to remedy the problem.

**Example:** "Please lower your voice. You are annoying others."

**Point 3: Use the first person "I."**

**Reason:** Take responsibility for your statements.

**Example:** "I can't serve you another drink because I am about to close." ("You" statements put patrons on the defensive.)

**Point 4: Be nonjudgmental and non-threatening to patron.**

**Reason:** Judgmental statements are perceived as "put-downs," promoting defensiveness and anger.

**Example:** "How about making the next one coffee?" (Nonjudgmental)

"You've had enough to drink already. Here's some coffee." (This is judgmental and offensive. It could provoke an argument from the patron.)

**Point 5: Provide a reason for your actions.**

**Reason:** People don't like to be treated in an arbitrary or condescending manner.

**Example:** "I'm sorry, but I could lose my job if I serve you another drink."

**Remember:** A Server should be prepared to back up a statement or an implied threat (calling the police, having the patron removed, etc.). Here too, however, management may be able to provide assistance. Asking a manager or owner to intervene can save time and trouble, and permit the Server to assist other customers who are entitled to attention.

## Section II/Skills Training Part 2—Evaluating Effective Responses

### Point 6: Relate to the patron using non-confrontational strategies.

**Reason:** These strategies help to maintain a sociable context while keeping your customers on the safe side of drinking.

**Example:** Note the following strategies:

- slow down service as a preventive measure
- provide snacks, if possible, that do not increase thirst — food will slow absorption rate of alcohol (potato chips or pretzels, other salty foods promote thirst)
- offer non-alcohol beverages like soda or coffee — this strategy tactfully lets patrons know that they are drinking too much or too quickly
- enlist drinker's friends to help prevent intoxication — this action shares responsibility in a way that a patron can accept

The following strategies can also prove useful:

- count drinks
- chat briefly with patron before serving to determine if this customer is already approaching intoxication
- when serving a patron previously served by a co-worker, check with your colleague
- know your management's policy for drinking limits
- deter buying of rounds (or delay service) when there is more than one drink per person on the table or bar
- do not serve a fresh drink without taking away glass from last drink
- remove drink, if possible, when patron is intoxicated
- beware of patron's ordering multiple drinks
- collect all empty glasses prior to last call
- if in doubt, don't serve



**Vignettes/Evaluating Effective Responses**

**RATING CHART**

- LEVEL 1** – Ineffective
- LEVEL 2** – Moderately Effective
- LEVEL 3** – Most Effective

| Vignette Number | Situation  | Rating | Reason   |
|-----------------|--|--------|--|
| example A       | Patron is definitely intoxicated; rate of consumption is very fast; refuses non-alcohol beverage | 1      | Server keeps serving; should have been firmer and showed more concern            |
| example B       | Patron has had five drinks and plans to drive home.  | 2      | Server shows concern but does not follow through; gives up too easily            |
| example C       | Woman's rate of consumption is very fast.  | 3      | Server offers snacks and engages the woman in conversation persuading her to eat |
| 1               | Patron is drinking very fast; refuses non-alcohol beverage                                       |        | _____<br>_____<br>_____  |
| 2               | Minors attempting to buy drinks (beer)   |        | _____<br>_____<br>_____  |
| 3               | Patron is loud and annoying other customer   |        | _____<br>_____<br>_____  |
| 4               | Customers ordering another round   |        | _____<br>_____<br>_____  |
| 5               | Offensive patron; refuses non-alcohol beverage; potentially dangerous situation                  |        | _____<br>_____<br>_____  |
| 6               | Woman drinking alone; depressed state; steady drinking   |        | _____<br>_____<br>_____  |

| Vignette Number | Situation   | Rating | Reason |
|-----------------|---|--------|--------|
| 7               | Customer requests that the volume be turned up on stereo  |        |        |
| 8               | Patron is definitely intoxicated and continues to order   |        |        |
| 9               | Patron is belligerent; exhibits impaired motor coordination and plans to drive home; his companion is unable to stop him. |        |        |
| 10              | Patrons are exhibiting signs of sloppiness, slurred speech and impaired motor coordination                                |        |        |
| 11              | Patron is being pointedly sexually aggressive   |        |        |
| 12              | Patron exhibits impaired motor coordination — falls off stool   |        |        |
| 13              | Patron's rate of consumption is fast; appears depressed   |        |        |
| 14              | Patron's speech is slurred; eyes are glassy; loud behavior  |        |        |
| 15              | Patron is drinking faster than his companions, trying to speed up their rate of consumption                               |        |        |

## Vignettes/Evaluating Effective Responses

### SELF-TEST

This Self-Test is designed to let you know how well you have understood the material presented in this segment of the vignettes.

As you view each vignette, read the statements below and fill in the correct answers in the blanks. When you have finished viewing all five vignettes and completed the statements, check your answers with the correct responses on page 26.

#### VIGNETTE 16

The Server creates a sense of special service by providing long seated patrons with \_\_\_\_\_  
which allows for \_\_\_\_\_

#### VIGNETTE 17

The Server acted effectively because \_\_\_\_\_  
He provided a rationale for his action by saying that last call means \_\_\_\_\_

#### VIGNETTE 18

In this difficult and dangerous situation, the Served acted effectively by \_\_\_\_\_  
and \_\_\_\_\_

#### VIGNETTE 19

The Server observes the couple's behavior, realizes that they have already been drinking and **initially** attempts to slow them down by \_\_\_\_\_  
When this fails, she enlists help from a co-worker and provides \_\_\_\_\_  
The waitress even makes the serving of water more appealing for the patrons by \_\_\_\_\_

#### VIGNETTE 20

The Server observes that the young woman is somewhat unsteady and acted effectively by \_\_\_\_\_  
\_\_\_\_\_. Since the woman was with friends, an alternative way of  
handling the situation may have been to \_\_\_\_\_





## Section III/Practice—Rehearsal

### PUTTING INTO PRACTICE WHAT YOU'VE LEARNED

Practice is similar to rehearsing a play. You and the other group members will have a chance to rehearse the skills and techniques that have been suggested in today's Program. You will, in fact, do your own scenes, similar to those you have viewed in the videotape sessions, taking turns playing the roles of Server and Patron.

An important part of this rehearsal is the feedback you give each other — the constructive comment you provide after observing each scene. It is important not only for **what** you say, but **how** you say it. Just as you deal with your patrons in a confident, non-threatening manner, this same method of communication will prove effective as you rehearse with each other. As you give your comments on a role play situation, remember that you are observing **how the situation** was handled by the "players" and will **not be personally criticizing** the group members themselves.

*Remember: It's easier to hear — and really take in and consider — a statement made in a friendly way than in a distant or impersonal manner.*

### HOW TO PRACTICE

The objective of practicing is to demonstrate and rehearse effective techniques for Server intervention, based on the techniques shown in the vignettes and on the trainers' modeling of effective responses at the start of the practice session. During each rehearsal, the "Patrons" role is mainly to give the "Server" an opportunity to respond to a typical serving situation. The "Server's" role is to select an appropriate response to the "Patrons" behavior and enact it as he or she would in an actual encounter with a patron. The audience's role is to take notes on the intervention the "Server" selects and how the "Server" performs that intervention, according to the Server/Patron Guidelines.

1. Observe how the trainers model effective responses at the start of the practice session.
2. Agree on a familiar situation (from your own experience or from the list of sample situations on page 28).
3. Select one group member to play the "Server" and one to play the "Patron." All other group members comprise the audience.
4. The rehearsal based on the selected situation should be as brief as possible — at most, 2 to 3 interchanges between "Patron" and "Server."

5. After the rehearsal, the audience should provide feedback on the manner in which the intervention was performed, pointing out particularly effective aspects of the response and offering constructive suggestions for improvement.
6. The situation can then be repeated, allowing the "Server" an opportunity to incorporate constructive suggestions in the second trial.

### Sample Practice Situations

1. A patron is sitting alone and drinking pretty fast (consuming a drink every 10 to 15 minutes); very hyper.
2. A patron is slurring his/her words and spilling drinks.
3. A patron is obviously intoxicated, but demands more drinks.
4. Server is getting ready to close up; patron asks for another drink. He/She is already intoxicated.
5. A patron you know is too intoxicated to drive home safely. He/She is about to leave.
6. A patron has threatened not to leave you a tip, if you don't serve him/her.
7. A patron is loud and boisterous.
8. A patron is sitting alone and appears depressed and sad.
9. A patron denies intoxication and berates you for not "minding your own business" — in front of your boss.
10. A patron uses your show of concern about possible intoxication to tell you his/her troubles.
11. Three women come into your bar, obviously drunk, and demand service.
12. Two under-age young people try to fool you with obviously phony I.D. cards. They plead with you to give them a "break" and serve them.
13. Two male patrons get into a loud argument. You try to intervene, but they ignore you, becoming even angrier and more hostile.
14. You express concern for a patron who is intoxicated and is about to drive a car. He tells you he has been drinking and driving for years and not to worry about him.
15. You are a female Server. You express concern for a male patron who is on the way to becoming intoxicated. He thinks you are "coming on" to him sexually and gets over friendly, ignoring your concern about his drinking.
16. A patron is intoxicated. You try to intervene and cut off service. He tells you that alcohol doesn't affect him the way it does other people.
17. A patron who is obviously drunk demands to play with the dart board. These are steel-tipped darts and dangerous.
18. A patron is sitting quietly at the bar drinking and popping a pill (contents unknown) every half hour or so. This person appears to be drinking at a reasonable rate, but is starting to act very stoned. Not only is this customer likely to drink too much, it appears that there is also an additional drug involved; your patron is ingesting a substance indiscriminately, and mixing it with alcohol.



## Wrap-Up

After this intensive Program, there may be a number of questions that come to mind — now is a good time to ask them, if you have not done so already.

The Trainer will be summarizing the day's activities and reviewing the major points covered. In your own notes you may have jotted down something you think would be of value — an experience of your own and how you handled it, or a point that was not fully covered during the day. Take this opportunity to clarify for yourself any information about which you have doubts or questions.

It is hoped that you will come away from today's Program with an increased awareness of your own skills and competence. There is no "lag time" with this Program — you can put it into practice immediately at your job.

Today's workshop will help you on the job because you have:

- added to your professionalism, which will enhance your career and your workplace
- gained more confidence and ability to make a difference in your establishment
- learned more about the effects of alcohol — as observed in specific behavioral cues
- learned to assess patron intoxication and those nearing intoxication
- learned to deal more effectively with intoxication and the problems it causes

It is to your advantage to brief your own management on the day's workshop and the material covered. With management's increased confidence in you and an understanding of the demands of your job, you may observe a new relationship forming between you and management and a new regard for your role as a valuable member of the management team.

Please remove and complete the **Workshop Evaluation form** on page 31 before taking quiz. Then remove **T.I.P.S. Server Skills Certification Quiz** on page 35.



**Workshop Evaluation**

**SERVERS**

Date: \_\_\_\_\_

Workshop Location: \_\_\_\_\_

Trainers' Names: 1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

1. How helpful did you find today's workshop in learning how to assess your patrons by the cues they exhibit?

very helpful \_\_\_\_\_ helpful \_\_\_\_\_ somewhat helpful \_\_\_\_\_ not helpful \_\_\_\_\_

2. How helpful did you find today's workshop in learning how to effectively handle problem situations?

very helpful \_\_\_\_\_ helpful \_\_\_\_\_ somewhat helpful \_\_\_\_\_ not helpful \_\_\_\_\_

3. How helpful did you find today's workshop in practicing effective responses in various problem situations?

very helpful \_\_\_\_\_ helpful \_\_\_\_\_ somewhat helpful \_\_\_\_\_ not helpful \_\_\_\_\_

4. How helpful will your Manual be for you on the job?

very helpful \_\_\_\_\_ helpful \_\_\_\_\_ somewhat helpful \_\_\_\_\_ not helpful \_\_\_\_\_

5. How could it be made more useful? \_\_\_\_\_

\_\_\_\_\_

6. How would you rate your trainers in the following areas?

|                                | excellent | good  | fair  | poor  |
|--------------------------------|-----------|-------|-------|-------|
| helpful and supportive         | _____     | _____ | _____ | _____ |
| knowledgeable                  | _____     | _____ | _____ | _____ |
| responsive to your needs       | _____     | _____ | _____ | _____ |
| role models for skills learned | _____     | _____ | _____ | _____ |

7. Do you feel prepared to use the skills you learned today in your job?

definitely \_\_\_\_\_ yes \_\_\_\_\_ unsure \_\_\_\_\_ no \_\_\_\_\_

8. What did you like most about the workshop? \_\_\_\_\_

\_\_\_\_\_

9. What did you like least about the workshop? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Your Contribution**

As a participant in the TIPS Program, I would like to add the following to your next Program:

***Problem Situation:***

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***How I Handled It:***

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**T.T.P.S. Server Skills Certification Quiz**

NOTE: All information must be provided for quiz to be processed.

(Please print clearly)

Date  -  -

Name    
FIRST LAST

Home Address

-   
CITY STATE ZIP

Phone: Work   -

Home   -

Social Security #  -  -

(To be filled out by trainer)

---

Trainer's Name

---

Trainer's ID#

Establishment's Name

**ANSWER SHEET**

| A  | B                     | C                     | D                     | E                     | A                     | B  | C                     | D                     | E                     | A                     | B                     | C  | D                     | E                     | A                     | B                     | C                     | D  | E                     |                       |                       |                       |                       |
|----|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1  | <input type="radio"/> | 11 | <input type="radio"/> | 21 | <input type="radio"/> | 31 | <input type="radio"/> |
| 2  | <input type="radio"/> | 12 | <input type="radio"/> | 22 | <input type="radio"/> | 32 | <input type="radio"/> |
| 3  | <input type="radio"/> | 13 | <input type="radio"/> | 23 | <input type="radio"/> | 33 | <input type="radio"/> |
| 4  | <input type="radio"/> | 14 | <input type="radio"/> | 24 | <input type="radio"/> | 34 | <input type="radio"/> |
| 5  | <input type="radio"/> | 15 | <input type="radio"/> | 25 | <input type="radio"/> | 35 | <input type="radio"/> |
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| 9  | <input type="radio"/> | 19 | <input type="radio"/> | 29 | <input type="radio"/> | 39 | <input type="radio"/> |
| 10 | <input type="radio"/> | 20 | <input type="radio"/> | 30 | <input type="radio"/> | 40 | <input type="radio"/> |

APPENDIX B  
CONSENT FORMS

Consent Form - Establishment Owners

I \_\_\_\_\_ (name) \_\_\_\_\_, hereby allow Nason W. Russ to conduct his doctoral dissertation research at \_\_\_\_\_ (bar name) \_\_\_\_\_ under the following conditions.

- The study will begin on April 1, 1986 and continue until approximately to June 30, 1986.

- On two mutually-agreed upon successive days, the owner will allow servers of alcoholic beverages to participate in two 3-hour workshops to learn the Training in Intervention Procedures for Servers of Alcohol (TIPS). This program is designed to teach servers the skills necessary to deter patrons from driving drunk. The course will be taught at no cost to the establishment. As a result of taking TIPS training, servers will be provided with a certificate stating that they have been trained in TIPS procedures.

- No server will be penalized if they choose not to participate in the TIPS training. However, owners should encourage the participation of the servers.

- The owner will allow research assistants posing as regular customers to visit the establishment periodically and observe the behavior of alcohol-serving employees. These observation procedures will not interfere with normal business operations nor with the duties of the servers. The research assistants will use concealed micro-cassette recorders to tape the interactions with servers. All information gathered will be strictly confidential.

- The owner will allow research assistants to approach normal patrons periodically as they leave the establishment to administer a brief "Customer Satisfaction Survey". The results of this survey will be made available to the owner at the conclusion of the study. A blood-alcohol concentration (BAC) test will also be administered to patrons, and upon request, any patron will be provided with free transportation home.

- The owners will allow servers to record anonymously the amount that they receive each night in gratuities. If gratuities are pooled, the total amount collected each evening will be written on a data sheet. These sheets will be designed in such a way as to ensure that the dollar amount cannot be associated with a particular server.

- Servers will also be asked to record whether they believe that they had been observed by a research assistant that evening.

- In return for the servers' cooperation in reporting the amount of gratuities received, the name of one server who worked that week will be drawn at random at the end of each week. This individual will be awarded a \$5 check.

- At the conclusion of the study, any data collected by the methods described above will be presented in a form that ensures that the individual bar and individual server cannot be identified. The owner will be given a summary of the results of the study at the conclusion of the study.

- The owner is free to withdraw his/her consent and discontinue participation in the project without prejudice or penalty.

- This research project has been approved by the Virginia Tech Human Subjects Research Committee and the Institutional Review Board. Any questions should be directed to Nason W. Russ or E. Scott Geller at .

I hereby agree to voluntarily participate in the research project described above and under the conditions described above.

\_\_\_\_\_  
Owner's Signature

\_\_\_\_\_  
Establishment

\_\_\_\_\_  
Owner's Name (Printed)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Nason W. Russ - Researcher

Consent Form - Servers

I \_\_\_\_\_ (name) \_\_\_\_\_, hereby agree to participate in the doctoral dissertation research of Nason W. Russ under the following conditions.

- The study will begin on April 1, 1986 and continue until approximately June 30, 1986.

- On two mutually-agreed upon successive days, the server will participate in two 3-hour workshops to learn the Training in Intervention Procedures for Servers of Alcohol (TIPS). This program is designed to teach servers the skills necessary to deter patrons from driving drunk. As a result of taking TIPS training, servers will be provided with a certificate stating that they have been trained in TIPS procedures.

- No server will be penalized if they choose not to participate in the TIPS training. However, due to the potential personal liability involved in serving a patron to intoxication, it is expected that all servers will participate.

- Research assistants posing as regular customers will visit the establishment periodically to observe the behavior of servers. These observation procedures will not interfere with normal business operations nor with the duties of the servers. The research assistants will use concealed micro-cassette recorders to tape the interactions with servers. All information gathered will be strictly confidential.

- Servers will be asked to record anonymously the amount that they receive in gratuities. Servers will report this amount as accurately as possible. If gratuities are pooled, the total amount collected each evening will be written on a data sheet. These sheets will be designed in such a way as to ensure that the dollar amount cannot be associated with a particular server.

- Servers will also be asked to record whether they believe that they had been observed by a research assistant that evening.

- In return for the servers' cooperation in reporting the amount of gratuities received, the name of one server will be drawn at random at the end of each week. This individual will be awarded a \$5 check.

- Any data collected by the observations will be presented in a form that ensures that the individual bar and individual server cannot be identified. The server will be given a summary of the results.

- The server is free to withdraw his/her consent and discontinue participation in the project without prejudice or penalty.

- This research project has been approved by the Virginia Tech Human Subjects Research Committee and the Institutional Review Board. Any questions should be directed to Nason W. Russ or E. Scott Geller at .

I hereby agree to voluntarily participate in the research project described above and under the conditions described above.

\_\_\_\_\_  
Server's Signature

\_\_\_\_\_  
Establishment

\_\_\_\_\_  
Server's Name (Printed)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Nason W. Russ - Researcher

Consent Form - Bar Patrons

We are conducting a "Customer Satisfaction Survey" for (Name of Establishment). In return for answering a few questions, we will give you a free breath alcohol test to let you know whether you are legally impaired.

If, as a result of the breath test, you would like a ride home, we will provide one for you at no charge.

The results of this survey and the breath test will be strictly confidential.

You are free to discontinue participation in the Survey or Breath Test at any time.

This research project has been approved by the Virginia Tech Human Subjects Committee and the Institutional Review Board. Name of Establishment has given us permission to conduct this survey. Any questions about the study should be directed to Nason W. Russ or E. Scott Geller at

I hereby agree to participate voluntarily in the research project described above and under the conditions described above. To conceal your identity, we ask that you simply initial this statement, which indicates that you have read and understand this form.

\_\_\_\_\_  
Patron's Initials

\_\_\_\_\_  
Date

\_\_\_\_\_  
Research Assistant

APPENDIX C

CUSTOMER SATISFACTION SURVEY AND BAC STATEMENTS

CUSTOMER SATISFACTION SURVEY

\_\_\_\_\_ BAR

\_\_\_\_\_ DAY

(If person refuses, thank them and note gender, REFUSED \_\_\_\_\_)

What is your date of birth? \_\_\_\_\_ Sex M F

How many times in the past month did you come here? \_\_\_\_\_

Estimate how often you expect to come here in the next month. \_\_\_\_\_  
 (if leaving in June: How often would you come if you stayed?)

How many times in the past month did you go to other bars? \_\_\_\_\_

Estimate how often you expect to go to others in the next month. \_\_\_\_\_  
 (if leaving in June: How often would you come if you stayed?)

Compared to other bars in this area, how would you rate this bar on:

|                          | WORSE THAN<br>MOST | SAME AS<br>OTHERS | BETTER THAN<br>MOST |
|--------------------------|--------------------|-------------------|---------------------|
| Atmosphere               | _____              | _____             | _____               |
| Quality of<br>Food       | _____              | _____             | _____               |
| Place to<br>meet others  | _____              | _____             | _____               |
| Selection of<br>drinks   | _____              | _____             | _____               |
| Speed of<br>Service      | _____              | _____             | _____               |
| Entertainment            | _____              | _____             | _____               |
| Availability<br>of Food  | _____              | _____             | _____               |
| Courtesy of<br>Personnel | _____              | _____             | _____               |
| Drink Prices             | _____              | _____             | _____               |

Did any of the servers or bartenders try to influence how much you drank?  
 YES NO

If YES, describe how \_\_\_\_\_  
 (If decreased) After how many drinks? \_\_\_\_\_

How would (did) you feel if a server or bartender tried to slow down  
 or cut-off your drinking? \_\_\_\_\_

I'm going to give you a breath alcohol test now. This will let  
 you know whether the amount of alcohol in your blood is too high  
 to drive.

Your Blood-Alcohol level is \_\_\_\_\_.  
 (Read appropriate BAC statement)

BAC Statements**\*\* .00 - .04 \*\***

Legally you are not considered to be under the influence of alcohol, but if you feel physically impaired, it is advisable not to drive. You should also remember that your blood alcohol level will continue to rise for a couple of hours and you should take that into consideration if you intend to drive.

**\*\* .05 - .09 \*\***

You are impaired but not legally intoxicated. At these levels the likelihood of being involved in an auto accident is as much as four times as great compared to someone who has had no alcohol. You should also remember that your blood alcohol level will continue to rise for a couple of hours and you should take that into consideration if you intend to drive.

**\*\* .10+ \*\***

You are considered legally intoxicated in the state of Virginia and are six to seven times more likely to cause an auto accident than if you were sober. You should also remember that your blood alcohol level will continue to rise for a couple of hours and you should take that into consideration if you intend to drive.

Would you like a free ride home?

YES

NO

APPENDIX D  
CURRICULUM VITAE

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