

Team Awareness

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Risk Factors | Interventions by Domain | Key Program Approaches | Outcomes | Evaluation Design
Delivery Specifications | Intended Setting | Fidelity | Barriers and Problems | Personnel | Education
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Replication Information | Contact Information

Program developers or their agents provided the Model Program information below.

BRIEF DESCRIPTION

Team Awareness for the Workplace is a workplace-training program that addresses behavioral risks associated with substance abuse among employees, their coworkers, and indirectly, their families. This program has been shown to increase employee help-seeking for and supervisor responsiveness to troubled workers, enhance the work climate, and reduce problem drinking. These results are achieved by promoting social health; promoting increased communication between workers; improving knowledge and attitudes toward alcohol- and drug-related protective factors in the workplace (such as company policy or Employee Assistance Programs); and increasing peer-referral behaviors.

PROGRAM BACKGROUND

The logic and content of Team Awareness were based on Texas Christian University (TCU) survey research of more than 3,000 employees from three municipalities. Findings showed that employee tolerance for coworker substance use, attitudes toward discrete policy components, and work group drinking climates were each predictive of risk for substance use-related problems. Additional findings suggested that group cohesiveness and social integration at work might buffer against substance abuse risks. Team Awareness was developed in order to address both risk and protective factors identified in this survey research. Developmental and initial studies of Team Awareness were funded by grants from the U.S. Department of Health and Human Services' National Institute on Drug Abuse (DA04390) to the Institute of Behavioral Research at Texas Christian University (Wayne E. K. Lehman, Ph.D., principal investigator).

RECOGNITION

Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services: Model Program



INSTITUTE OF MEDICINE CLASSIFICATION (IOM)

UNIVERSAL, SELECTIVE, INDICATED

The program was developed for universal, selective, and indicated audiences.

INTERVENTION TYPE

WORKPLACE

CONTENT FOCUS

ALCOHOL AND ILLEGAL DRUGS (WORKPLACE)

Targets illegal drug use and alcohol and prescription drug misuse and abuse in the workplace.

PROTECTIVE FACTORS

INDIVIDUAL, PEER, COMMUNITY

INDIVIDUAL

- Policy and EAP knowledge
- Supportive attitudes

PEER

- Group cohesiveness
- Privacy regulation

COMMUNITY (*workplace community*)

- Social integration
 - Wellness policies and practices
-

RISK FACTORS

INDIVIDUAL, PEER, COMMUNITY

INDIVIDUAL

- Exposure to coworker use of alcohol or drugs
- Tolerant attitudes and/or stigma
- Withdrawal, antagonism

PEER

- Enabling or neutralizing deviance

COMMUNITY (*workplace community*)

- Social alienation
 - Safety or security-related problems associated with the job
 - Drinking climate
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INTERVENTIONS BY DOMAIN

INDIVIDUAL, PEER, COMMUNITY (*workplace*)

INDIVIDUAL

Alcohol and other drug prevention training

PEER

Referral of peers for assistance

COMMUNITY (*workplace*)

Improved wellness policies and practices

KEY PROGRAM APPROACHES

PEER LEADERSHIP, COUNSELING OR SUPPORT, OTHER: WORKPLACE TRAINING,
OTHER: FOCUS GROUPS

Team Awareness can serve three different functions, depending on the needs of a business, and can be positioned as an enhanced drug-free workplace program; a team communication workshop; or a work culture intervention. The original design had three core components:

- Preparatory focus groups and meetings to collect policy information, establish rapport, and facilitate employee involvement
- Supervisor training (two 4-hour sessions)
- Employee training (two 4-hour sessions)

PEER LEADERSHIP, COUNSELING OR SUPPORT

As an outgrowth of the training, participants learn peer-referral strategies to encourage coworkers to seek help.

OTHER: WORKPLACE TRAINING FOR SUPERVISORS AND WORKERS

The training consists of six modules:

Relevance: Increases employee ownership of the importance of their role in substance abuse prevention in their worksite. (2 hours)

Team Ownership of Policy: The Risks & Strengths Game creates positive attitudes toward company substance abuse prevention policies as tools for risk prevention. (1.5 hours)

Reducing Stigma & Tolerance and Increasing Responsiveness: Reduces risky levels of supervisor and coworker tolerance of substance use, i.e., enabling and codependence. (1 hour)

Work Stress, Problem Solving, and Substance Use: Identifies signs of poor coping and the role of substance use. Promotes healthy alternatives for dealing with stress. (1 hour)

Workplace Communication Skills: Reviews listening skills and identifies workplace communication norms. (1 hour)

Encouragement: The NUDGE Model: Develops peer-referral skills and employee alliance with EAPs. (1 hour)

OTHER: FOCUS GROUPS

Preparatory focus groups are conducted (1) to sensitize trainers to special needs associated with any gender, ethnic groups, or occupational subcultures; (2) to pilot program materials with key workers; (3) to collect qualitative data on coworker reactions to materials; and (4) to establish rapport between trainers and employees.

HOW IT WORKS

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Encouragement: The NUDGE Model: Develops peer referral skills and employee alliance with Employee Assistance Programs (EAP). (1 hour)

Successful implementation of Team Awareness requires a facilitator who understands the overview manual and each of the manuals for the six Team Awareness modules. Manuals/materials are available for free download from Organizational Wellness & Learning Systems at www.organizationalwellness.com, or the Institute of Behavioral Research at Texas Christian University, www.ibr.tcu.edu. The facilitator must also be familiar with the organization's work climate, current substance use policies and related documents, and employee assistance resources (e.g., company medical office, the EAP). Some modules will require the facilitator to incorporate information on particular policies and resources. Sessions should consist of 10 to 25 employees and be presented in a training room equipped with overhead projector, screen, and flipcharts. Participants can be drawn from the same or different work groups or settings.

OUTCOMES

DECREASES IN SUBSTANCE USE, IMPROVEMENTS IN BEHAVIORS RELATED TO PROTECTIVE FACTORS, OTHER TYPES OF OUTCOMES

DECREASES IN SUBSTANCE USE

At 6-month followup analysis, compared to a control group, employees who participated in the program were:

- Significantly less likely to come to work under the influence of illegal drugs or alcohol
- Two times as likely to decrease problem drinking behaviors
- Nearly three times less likely to work with or miss work due to a hangover

IMPROVEMENTS IN BEHAVIORS RELATED TO PROTECTIVE FACTORS

Team Awareness was effective in both moderate- and high-risk samples. Employees who received Team Awareness training reported the greatest increases in involvement with the Employee Assistance Program (EAP). These findings are significant because EAP services are underutilized in workplaces where employees need counseling but are concerned about confidentiality or stigma.

In the high-risk sample, employees who received Team Awareness reported improvements on a number of drinking and drinking climate measures. They reported that their coworkers were more willing to discuss problem employees, less likely to stigmatize them, and less likely to drink together.

OTHER TYPES OF OUTCOMES

At 6-month followup analysis, compared to a control group, employees who participated in the program were:

- Likely to double their help-seeking behavior
- Significantly more likely to work in groups that encourage coworkers to stop a drinking or drug habit
- Coworkers were less likely to drink together

Benefits

Reduces alcohol- and drug-use risk factors in the work setting

Improves work group climate that supports employee health and wellness

Increases supervisor willingness to use the Employee Assistance Program (EAP)

Decreases employee tendency to ignore or stigmatize coworkers with problems

Improves confidentiality (respect for privacy) within the work group

Reduces social norms that support drinking with coworkers

EVALUATION DESIGN

Team Awareness used a rigorous pre-post design with random assignment of work groups from two samples: a medium-sized suburban municipal workforce and three high-risk departments from a large municipality. Employees received either Team Awareness (254 workers), an enhanced informational training that reviewed policy and EAP services (219 workers), or no training (control group of 235 workers). Work groups were assessed 2 weeks before and after the trainings, and again at 6 months post training. Surveys used established measures in six domains of outcomes: a supportive group climate, stress and coping, drinking norms, policy knowledge, information about the EAP, and substance abuse behaviors. Previous TCU studies support the reliability of employee reports of substance use and drinking norms. Independent records of EAP utilization were available in one sample. Analyses include controls for attrition and covariates, hierarchical linear modeling, and logistic regression to examine how immediate training effects mediate long-term outcomes.

DELIVERY SPECIFICATIONS

5–24 WEEKS

Amount of time required to deliver the program and obtain documented outcomes:

Initial interviews with human resource or key personnel to obtain copies of current workplace policies and resources for counseling (e.g., Employee Assistance Programs, mental health benefits). These interviews and review of materials usually take several hours. The preparatory focus groups take 2 hours to conduct and several may be required, depending on the size of the workplace and the diversity of the employees. It can take a few days to a few weeks to synthesize interview/policy/focus group material into any customized components.

The supervisory training and the employee training are each delivered in two 4-hour sessions, which are usually delivered a week apart, with the supervisory training preceding the employee training. The amount of time for delivery will depend on company size.

INTENDED SETTING

URBAN, SUBURBAN

The program was developed for urban and suburban settings.

FIDELITY

Components that must be included in order to achieve the same outcomes cited by the developer:

- The facilitator must understand the training manuals and be familiar with the organization's work climate, current substance use policies and related documents, and employee assistance resources (e.g., company medical office, EAP). Some modules will require the facilitator to incorporate information on particular policies and resources.
 - Sessions should consist of 10 to 25 employees and be presented in a training room equipped with overhead projector, screen, and flipcharts.
 - Participants can be drawn from the same or different work groups or settings.
 - Supervisors should be trained before employees.
 - The peer-referral module should not be used alone but must be delivered in the context of the other modules.
 - The full design must be implemented to achieve effectiveness.
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PERSONNEL

FULL TIME, PART TIME, PAID, VOLUNTEER

Successful implementation of Team Awareness requires a facilitator who understands the overview manual and each of the manuals for the six Team Awareness modules.

Typical personnel problems encountered by users when implementing this Model Program, and potential solutions:

Problem: Some workgroups may not be open to discussion and appropriate self-disclosure about issues and concerns.

Solution: Facilitators must know when to probe or push for discussion.

Problem: There may not be enough time to cover all the training materials provided by the program.

Solution: To cover all the important material, facilitators must become familiar with all the modules and offer condensed versions, skip steps, or adapt programs to the setting and timeframe available.

EDUCATION

HIGH SCHOOL, UNDERGRADUATE, GRADUATE, SPECIAL SKILLS

Education and qualifications of the personnel needed to successfully implement this Model Program:

Ideally, trainers should have a strong applied background in adult education and classroom delivery and should have a working knowledge or direct experience in occupational health psychology or in these two areas: (1) organizational behavior, specifically in the area of organizational culture, work stress, and work group dynamics, and (2) adult substance abuse. They should have excellent skills in oral and written communication; knowledge of and sensitivity to confidentiality; and skills in various adult education classroom techniques (e.g., role-play, communication training, group activities).

If trainers are also working with customization of materials and focus groups, they should also have some background in organizational consulting; knowledge or familiarity with human resource policies; and ability to establish and maintain effective client relationships.

If trainers are also working with recruiting and retaining businesses or employees, they should also have some background in marketing, public relations, and community relations and some working knowledge of the local business community and liaisons (Chambers of Commerce, small business development centers, civil organizations).

PERSONNEL TRAINING

Type: SEMINAR/WORKSHOP, CLASSROOM, Location: ONSITE (user)/OFFSITE (developer or trainer location), Length: BASIC

Facilitator certification takes 3.5 days and can be done on- or offsite. It involves:

Day 1: Orientation, training, and practice sessions for modules one and two; review of theory and background research.

Day 2: Orientation, training, and practice sessions for modules three through five.

Day 3: Orientation, training, and practice sessions for module six; review of adaptations for supervisors, focus groups, customizations, and fidelity issues.

Day 4: Receipt and review of evaluation protocols; review of transfer management—strategies for applying what has been learned (1/2 day).

COST (estimated in U.S. dollars)

\$1,001–5,000

Cost considerations for implementing this program as recommended by the developer:

BUDGET

Facilitator salary, training for facilitators, space, and supportive costs to implement and administer the program.

TRAINING

Facilitator training	\$.1,250 per day of training/customization, plus travel expenses
Training of trainers	\$.3,000 per trainee, with reduced costs for multiple trainees

The training usually requires some customization for each worksite, with additional costs involved in the consultation.

MATERIALS

Materials are free for downloading at www.organizationalwellness.com, click on "Team Awareness."

Products include training manuals for each of six modules and associated handouts, overheads, and a board game, as well as Team Awareness Training for Workplace Substance Abuse Prevention: Introduction and Facilitator Overview, by J. B. Bennett, N. G. Bartholomew, G. S. Reynolds, and W. E. K. Lehman.

INTENDED AGE GROUP

YOUNG ADULT (18–24), ADULT (25–54)

The program was developed for young adults and adults in the workforce. Some current research is beginning to address youth in fast-food workplaces, ages 16 to 18.

INTENDED POPULATION

AFRICAN AMERICAN, HISPANIC/LATINO, WHITE

The program has been delivered to African American, Hispanic/Latino, and White audiences.

GENDER FOCUS

BOTH GENDERS

The program has been tested with both same and mixed gender groupings.

REPLICATION INFORMATION

NO INFORMATION PROVIDED

CONTACT INFORMATION

ABOUT THE DEVELOPERS

The developers are Joel B. Bennett, Ph.D., and Wayne E.K. Lehman, Ph.D., at the Institute of Behavioral Research, Texas Christian University, Fort Worth, TX.

TO OBTAIN TRAINING, TRAINING OF TRAINERS, AND TECHNICAL ASSISTANCE, CONTACT

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