

*Effective Substance Abuse and  
Mental Health Programs  
for Every Community*

## Proven Results\*

Employees who participated in Team Awareness 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
- Likely to double their help-seeking behavior
- Significantly more likely to work in groups that encourage coworkers to stop a drinking or drug habit

*\*Six-month followup analyses, compared to a control group.*

## INTERVENTION

Universal

Selective

Indicated

## Team Awareness (for the Workplace)

Team Awareness 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)
- Increasing peer referral behaviors

The training consists of six modules and is conducted across two 4-hour sessions with a company or business of any size. Large companies generally require multiple training sessions. Team Awareness is highly interactive and uses group discussion, communication exercises, a board game, role play, and self-assessments. Modules cover policy ownership, enabling, stress management, listening skills, and peer referral.



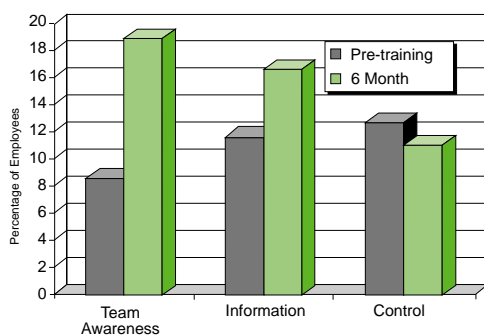
**U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES**  
Substance Abuse and Mental Health Services Administration  
Center for Substance Abuse Prevention  
[www.samhsa.gov](http://www.samhsa.gov)

## Outcomes

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.

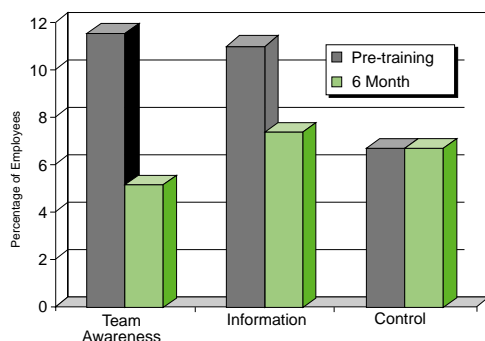
In the high-risk sample, employees who received Team Awareness reported improvements on a number of drinking and drinking climate measures. They showed a reduction in job-related hangovers, and reported that their coworkers were more willing to discuss problem employees, less likely to stigmatize them,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

**Increased EAP involvement post-Team Awareness**



Information group received review of EAP policies and procedures; control group received no additional training

**Employees who come to work with a hangover or miss work due to hangover**



Information group received review of EAP policies and procedures; control group received no additional training

## TARGET POPULATION

Team Awareness is designed for use in any type of organizational setting or occupational group where employees interact with or depend on each other to get work done. The training may be particularly effective for safety-sensitive occupations (e.g., construction workers, emergency response and law enforcement personnel, machinery or equipment operators, municipalities, and transportation workers) or where tradition supports coworkers' shared use of alcohol to handle stress or to socialize. The program has been tested on a wide variety of white- and blue-collar occupations with same- or mixed-gender compositions within two municipal work forces. Team Awareness has also been adapted for use by small businesses and community-based alcohol or drug awareness centers.

## 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

## HOW IT WORKS

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
- A work culture intervention

In its original design, Team Awareness has 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)

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)

## IMPLEMENTATION ESSENTIALS

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](http://www.organizationalwellness.com), or the Institute of Behavioral Research at Texas Christian University, [www.ibr.tcu.edu](http://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.

## Training

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

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

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

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

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

## Technical Assistance

The developer will conduct focus groups, help to customize aspects of the program to fit particular policies and resources, and assist with pre-post evaluation and fidelity assessments.

## Target Areas

### Protective Factors To Increase

#### Individual

- Policy and EAP knowledge
- Supportive attitudes

#### Peer

- Group cohesiveness
- Privacy regulation

#### Community (organization)

- Social integration
- Wellness policies and practices

### Risk Factors To Decrease

#### Individual

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

#### Peer

- Enabling or neutralizing deviance

#### Community (organization)

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

## PROGRAM BACKGROUND

The logic and content of Team Awareness were based on Texas Christian University (TCU) survey research of over 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 may buffer against substance abuse risks. Team Awareness was developed in order to address both risk and protective factors identified in this survey research (see *Target Areas*). 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). Currently, the Substance Abuse and Mental Health Services Administration's Center for Substance Abuse Prevention is providing funding for implementation and study of Team Awareness within small businesses (Joel B. Bennett, Ph.D., principal investigator).

## 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.

## PROGRAM DEVELOPERS

**Joel B. Bennett, Ph.D.**

**Wayne E. K. Lehman, Ph.D.**

Drs. Bennett and Lehman and colleagues at Texas Christian University developed all materials and evaluation protocols for Team Awareness training. Both have published in scientific journals on organizational behavior and substance abuse and have served as grant reviewers for the U.S. Department of Health and Human Services. They are also editors of *Preventing Workplace Substance Abuse: Beyond Drug Testing to Wellness* (American Psychological Association).

Dr. Bennett has launched Organizational Wellness & Learning Systems, a consulting firm that provides training, coaching, and assessments for improving the overall health of the business setting. Dr. Bennett has served on advisory boards for Magellan Behavioral Health Care, and the Management, Spirituality, and Religion Division of the Academy of Management.

## CONTACT INFORMATION

To obtain training, training of trainers, and technical assistance, contact:

Joel B. Bennett, Ph.D.  
Organizational Wellness & Learning Systems  
4413 Overton Terrace  
Fort Worth, TX 76109  
Phone: (817) 921-4260 or (817) 845-2772  
E-mail: [learn@organizationalwellness.com](mailto:learn@organizationalwellness.com)  
Web site: [www.organizationalwellness.com](http://www.organizationalwellness.com)

For research and evaluation information, contact:

Institute of Behavioral Research  
Texas Christian University  
TCU Box 298740  
Fort Worth, TX 76129  
Phone: (817) 257-7226  
E-mail: [ibr@tcu.edu](mailto:ibr@tcu.edu)  
Web site: [www.ibr.tcu.edu](http://www.ibr.tcu.edu)

## RECOGNITION

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