

Usually no one person is responsible for the problem...

More often, we are all responsible for the solution.



Science-Based Prevention Now in the Workplace

Proven Results*

Employees who participated in *Team Awareness* were:

- Significantly less likely to come to work under the influence of 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 follow-up analyses, compared to a control group. Results are associated with performance outcomes of concern to business owners (e.g., reduced attendance, accidents, increased teamwork, customer orientation, and psychological presence at work).

What is Team Awareness?

Team Awareness is a workplace-training program that addresses behavioral risks associated with substance abuse among employees, their coworkers and, indirectly, their families. This innovative program has been shown to increase employee help-seeking for and supervisor responsiveness to troubled workers, enhance the work climate, and reduce problem drinking. 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

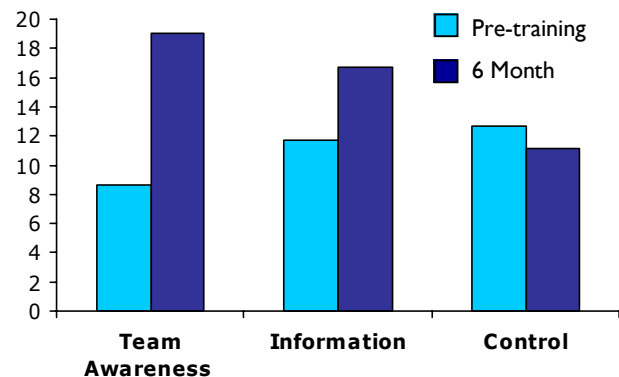
The training consists of six modules and is conducted across two 4-hour sessions with a business group of any size. *Team Awareness* is highly interactive and uses group discussion, communication exercises, a board game, role play, and self-assessments. Modules cover policy ownership, enabling, stress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

Target Population

Team Awareness is designed for use in any type of organizational setting 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 operators, municipalities, transportation workers) or where tradition supports coworkers' shared use of alcohol 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.

Increased EAP involvement following Team Awareness:

Percent employees who contacted, encouraged contact, or were nudged to use the EAP



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

Training and Train the Trainer

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

Joel B. Bennett, Ph.D., at Organizational Wellness & Learning Systems

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.

Implementation Essentials

Successful implementation of *Team Awareness* requires the facilitator to understand the overview manual and each of the manuals for the six *Team Awareness* modules.

The facilitator must also be familiar with the organization's work climate. 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.

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Mission: To enhance the well-being and continuous learning capacity of organizations.

How It Works

Team Awareness can serve three different functions depending on the needs of a business:

- An enhanced drug free workplace program
- A team communication workshop
- A work culture intervention

In its full delivery, *Team Awareness* consists of preparatory focus groups, supervisor training, and six training modules for employees:

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

Team Ownership of Policy: The Risks & Strengths Game: Creates positive attitudes toward company policies as tools for risk prevention.

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

Work Stress & Problem Solving: Identifies signs of poor coping and the role of substance use. Promotes healthy alternatives for dealing with stress.

Workplace Communication Skills: Reviews listening skills; identifies work communication norms.

Encouragement: The NUDGE Model: Develops peer referral skills and employee alliance with Employee Assistance Programs.

Team Awareness is the first workplace-based training recognized as a Model Program by the Substance Abuse and Mental Health Services Administration.

Program Background

Team Awareness was based on Texas Christian University survey research of over 3,000 employees from three municipalities (www.ibr.tcu.edu/posters/posters.html#Workplace). Findings showed that employee tolerance for co-worker substance use, attitudes toward policy, and drinking climates were predictive of risk for substance-use related problems. Additional findings suggested that social integration at work may buffer against substance abuse risks. Developmental studies of *Team Awareness* were funded by grants from the National Institute of Drug Abuse. Currently, the Substance Abuse and Mental Health Services Administration's Center for Substance Abuse Prevention is providing funding for study of *Team Awareness* within small businesses (www.organizationalwellness.com).

Evaluation Design

Team Awareness used a rigorous pre-post design with random assignment of work groups from a medium-sized suburban municipal workforce, and three high-risk departments from a large municipality.

Methodology

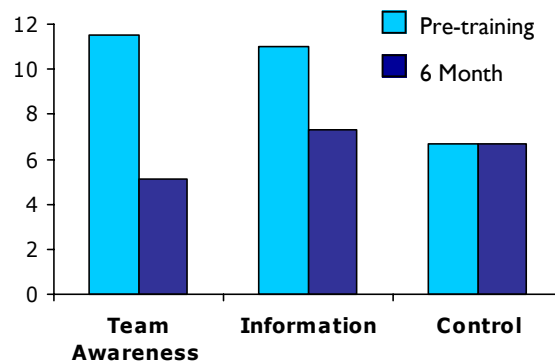
Employees received either *Team Awareness* (254 workers), an informational training that reviewed policy and EAP (219), or no training (control group of 235). Work groups were assessed two weeks before and after the trainings, and again at six months post training. Surveys used established measures in six outcome domains: a supportive group climate, stress and coping,

drinking norms, policy knowledge, information about the EAP, and substance abuse behaviors. Analyses include controls for attrition, hierarchical linear modeling, and logistic regression to examine how immediate training effects mediate long-term outcomes.

Outcomes

Team Awareness was effective in both moderate- and high-risk samples. Employees who received *Team Awareness* training reported the greatest increases in EAP involvement. These findings are significant because EAP services are underutilized in workplaces where employees need counseling but are concerned about confidentiality or stigma. Workers also showed improvements on a number of drinking and drinking climate measures.

Decreased alcohol misuse following Team Awareness:
Percent employees who come to work with a hangover or miss work due to a hangover



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