Team Awareness

Recognized by the U.S. Surgeon General, the National Registry of Evidence-based Programs & Practices, and the Clearinghouse for Military Family Readiness

Contact Information

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Note. This document is the original document reviewed through the NREPP system and registered into that system as part of the SAMHSA initiative to disseminate evidence-based programs

Outcome Summary*

Outcome	Evidence Rating
Alcohol Use and Disorders	✓ Promising
Organizational Climate	✓ Promising
Social Competence	✓ Promising

These ratings based on Burnhams et al., 2015. See Other Studies below.

Other Program Details

Program Type*	Implementation/Dissemination Materials
☒ **Mental health promotion** ☐ Mental health treatment ☒ **Substance abuse prevention** ☐ Substance abuse treatment ☐ Co-occurring disorders	☒ **Implementation materials available** ☒ **Dissemination materials available**

Demographics and Geography for Studies Reviewed

Age Category*	Gender*	Race/Ethnicity*	Geographical Setting	Delivery Setting*
☐ 0-5 ☐ 6-12 ☐ 13-17 ☒ **18-25** ☒ **26-55** ☒ **55+** ☐ Information not provided	☒ **Male** ☒ **Female** ☐ Transgender ☐ Information not provided	☐ **American Indian/Alaska Native** ☐ **Asian/Pacific Islander** ☐ **Black** ☐ **Hispanic** ☐ **White** ☒ **Other** ☐ Information not provided	☐ Urban ☐ Suburban ☐ Rural and/or frontier ☐ Tribal ☒ **Non-US** ☐ Information not provided	☐ Correctional setting ☐ Court ☐ Home ☐ Hospital/medical center ☐ Mental health treatment center ☐ Outpatient facility ☐ Residential facility ☐ School/classroom ☐ Substance abuse treatment center ☐ University ☒ **Workplace** ☐ Other (include computer/internet-based programs here, if they don't clearly fit elsewhere) ☐ Information not provided

Additional Information

Special Populations (either target of program, or majority of population in one reviewed study)
☐ Co-occurring disorders ☐ Couples ☐ Families ☐ Homeless or runaway ☐ Immigrant/refugee ☐ In-home language use (other than English) ☒ **Justice-involved adults** ☐ Justice-involved youth

☐ Lesbian, Gay, Bisexual, Transgender, Questioning (LGBTQ) ITS (Intersexual)
☐ Low-income
☐ Military or veteran
☒ **Non-English speaking**
☐ Older adults
☐ Populations affected by Serious Mental Illness (SMI)
☐ Populations affected by Emotional Disturbance (ED)
☐ Suicidal
☐ Transition-aged youth
☒ Tribal or American Indian or Alaska Native
☐ Victims of trauma or violence
☐ Youth in or transitioning out of foster care

Program Components*

Prevention/Promotion/Treatment:
☐ Academic skills enhancement
☒ **Drug or alcohol education**
☒ **Family support**
☐ Media literacy or education
☐ Media campaign
☐ Parent management training
☒ **Social skills/life skills training**
☒ **Stress management**
☐ Youth mentoring
☐ Other
Treatment:
☐ Behavior modification or management
☐ Case management
☐ Cognitive-behavioral treatment
☐ Crisis services
☐ Family counseling or therapy
☐ Group counseling or therapy
☐ Home visiting
☐ Individual counseling or therapy
☐ Medication management
☐ Motivational Interviewing
☐ Wraparound
☐ Other
Other:
☐ **Community mobilization or advocacy**
☐ Diversion
☐ Occupational therapy
☒ **Peer support**
☒ Re-entry
☒ Vocational or job training
☐ Other

Program Description*

Team Awareness is a customizable, worksite substance use prevention–training program that aims to promote a healthy work culture. The program addresses stress and behavioral risks associated with substance use issues and counterproductive behaviors among employees, their coworkers, and, indirectly, their families.

Team Awareness is optimally delivered to employees in two, 4-hour classroom-based sessions spaced 2 weeks apart. An adaptation of the training for supervisors is also provided. Sessions are highly interactive and include group discussions, videos, role playing, quizzes, games, communication exercises, and optional homework assignments. Team Awareness training seeks to promote social health and increased communication between workers; improve knowledge about and attitudes toward protective factors in the workplace, such as company policy and Employee Assistance Programs (EAPs); and increase peer referral behaviors. To achieve these objectives, the training focuses

on six components: 1) the importance of personal and team capacity for health and prevention; 2) team ownership of policy (embracing policy as a useful tool for enhancing safety and well-being for the whole workgroup); 3) stress and resilience, including stressors, individual coping styles, and other methods for coping; 4) tolerance and how it can become a risk factor for groups; 5) the importance of appropriate help-seeking and help-giving behavior; and 6) access to resources for preventive counseling or treatment (e.g., EAPs, local community resources, 12-step programs, wellness programs).

Designed to be customizable to various settings, Team Awareness has numerous adaptations that are available through the program supplier. These include 1) Team Awareness-SB, a 4-hour version of Team Awareness created for small businesses; 2) Team Readiness, a module program for the National Guard and other military service groups; and 3) customizations for other specific groups, including call centers, care providers, corporations, engineers, ex-offenders, Native Americans, and students.

Program Summary*

- This is a customizable, worksite substance use prevention–training program that aims to promote a healthy work culture.
- This program was rated **promising** for reducing alcohol use and disorders; for improving organizational climate; and for improving social competence.

Evaluation Findings by Outcome

Outcome #1: Alcohol Use and Disorders

Outcome Tags	
Evidence Rating*	☐ Effective ☒ Promising ☐ Ineffective
Effect Size*	.16
Lower Confidence Limit*	-.01
Upper Confidence Limit*	.25
For Profile Text	
Program Effects Across All Studies*	This program is **promising** for reducing alcohol use and disorders. The review of the program yielded sufficient evidence of a favorable effect. Based on one study and four measures, the average effect size for alcohol use and disorders is .16 (95% CI: -.01, .25).
Key Study Findings*	Burnhams et al. (2015) found that participants in the intervention condition reported a statistically significant reduction in the mean number of days having five or more drinks in one sitting (from 2.1 days at baseline to 1.4 days at 3-month follow up), compared with participants in the control condition (1.6 days to 2.1 days). There were no statistically significant between-group differences for going to work with a hangover, calling in sick as a result of a hangover, or problematic alcohol abuse (Burnhams et al., 2015).
Measures Used*	Burnhams et al. (2015): Items drawn from instruments developed by the TCU Workplace Project and from the South African Community Epidemiology Network on Drug Use (SACENDU) tool. Items include number of days within the past 30 days that participants were binge drinking (i.e., five or more drinks at one sitting), and whether within the past 6 months they went to work with a hangover or called in sick because of a hangover; the CAGE questionnaire
Additional Details	None provided.

Outcome #2: Organizational Climate

Outcome Tags	
Evidence Rating*	☐ Effective ☒ Promising ☐ Ineffective
Effect Size*	.07
Lower Confidence Limit*	-.19
Upper Confidence Limit*	.32
For Profile Text	
Program Effects Across All Studies*	This program is **promising** for improving organizational climate. The review of the program yielded sufficient evidence of a favorable effect. Based on one study and one measure, the effect size for organizational climate is .07 (95% CI: -.19, .32).
Key Study Findings*	There were no statistically significant between-group differences in workplace drinking climate, based on coworker behaviors (Burnhams et al., 2015).
Measures Used*	Burnhams et al. (2015): Scale developed by the Texas Christian University (TCU), which includes the frequency of four coworker behaviors
Additional Details	None provided.

Outcome #3: Social Competence

Outcome Tags	
Evidence Rating*	☐ Effective ☒ Promising ☐ Ineffective
Effect Size*	.19
Lower Confidence Limit*	.00
Upper Confidence Limit*	.29
For Profile Text	
Program Effects Across All Studies*	This program is **promising** for improving social competence. The review of the program yielded sufficient evidence of a favorable effect. Based on one study and two measures, the average effect size for social competence is .19 (95% CI: .00, .29).
Key Study Findings*	The data reflect a slight increase (in the predicted direction), from baseline to post-intervention, in the likelihood of employees in the intervention condition using the EAP at their workplace, and a slight decrease for employees in the control condition. However, the effect was not sustained at 3-month follow up. There were no group differences in terms of recommending the EAP to coworkers (Burnhams et al., 2015).
Measures Used*	Burnhams et al. (2015): Participants were asked about their willingness to access their employee assistance program (EAP) and their willingness to recommend the EAP to a coworker
Additional Details	None provided.

Study Evaluation Methodology

Study: Burnhams et al. (2015)

Study Tag	
Study Design Tag*	☒ RCT, well-executed ☐ QED with intact groups/Compromised RCT

	□ QED without intact group
For Profile Text	
Study Design Narrative*	A clustered randomized controlled trial was conducted to determine the effectiveness of Team Awareness. The study was conducted within two safety and security divisions of a municipality in the Western Cape Province, South Africa. Intact workgroups (defined as a group of people who work together on a regular basis for a few months a year or longer) were randomly selected from each of these divisions and randomly assigned to either the intervention group or to the control group, which consisted of a 1-hour wellness session.

The randomization processes for the two divisions were different due to the internal structure of the divisions. For the first division, 20 of the 30 stations were randomly selected to participate in the study, with 10 stations randomly assigned to the intervention group and 10 stations assigned to the control group. One of the three workgroups within each of the 20 stations was then selected to participate in the study.

The second division consists of four areas of the metropole (north, south, east, and west). These four areas were randomized into either the intervention (east and west) or control (north and south) condition based on a coin toss. |
| **Sample Description*** | Study participants were 325 employees (168 in the intervention group and 157 in the control group) who were conversant in English and worked within a team context. Most participants (87%) were males and married (66%), with a mean age of 39 years and a 12th-grade education (72%). |

References

Studies Reviewed*
<mark>NOTE THAT THIS REVIEW ONLY RELIED ON THE MOST RECENT STUDY AT THE TIME. A FULL LIST OF ALL STUDIES WITH OTHER SUPPORTING FININDGS ARESHOWNIN THE "OTHER STUDIES" BOX BELOW</mark>
Burnhams, N. H., London, L., Laubscher, R., Nel, E., & Parry, C. (2015). Results of a cluster randomised controlled trial to reduce risky use of alcohol, alcohol-related HIV risks and improve help-seeking behaviour among safety and security employees in the Western Cape, South Africa. *Substance Abuse Treatment, Prevention, and Policy, 10*, 1–14.
Supplemental Documents
None provided.
Other Studies
1 Bennett, J. B., Patterson, C. P., Sledz, R., et al. (2003). *Small Business Wellness Initiative Final Research Report.* Technical report to Center for Substance Abuse Prevention for Grant Completion (SP09416).
2 Bennett, J. B., & Lehman, W. E. (2001). Workplace substance abuse prevention and help seeking: Comparing team-oriented and informational training. *Journal of Occupational Health Psychology*, *6*(3), 243.
3 Bennett, J. B., & Lehman, W. E. (2002). Supervisor tolerance-responsiveness to substance abuse and workplace prevention training: Use of a cognitive mapping tool. *Health Education Research*, *17*(1), 27-42.
4 Petree, R. D., Broome, K. M., & Bennett, J. B. (2012). Exploring and reducing stress in young restaurant workers: Results of a randomized field trial. *American Journal of   Health Promotion*, *26*(4), 217-224.
5 Cadiz, D., O'Neill, C., Butell, S., Epeneter, B., & Basin, B. (2012). A quasi-experimental evaluation of a substance use awareness educational intervention for nursing students. *Journal of Nursing Education, 51*, 411-415
6 Bennett, J. B., Patterson, C. R., Reynolds, G. S., et al. (2004). Team awareness, problem drinking, and drinking climate: Workplace social health promotion in a Policy Context. *American Journal of Health Promotion, 19*(2), 103-113.
7 Reynolds, G. S., & Bennett, J. B. (2015). A cluster randomized trial of alcohol prevention in small businesses: A cascade model of help seeking and risk reduction. *American Journal of Health Promotion*, *29*(3), 182-191.
8 Patterson, C. R., Bennett, J. B., & Wiitala, W. L. (2005). Healthy and unhealthy stress unwinding: Promoting health in small businesses. *Journal of Business and Psychology, 20*(2), 221-247.
9 Bennett, J. (2016). Raw Coping Power Pre-and-Post Session Ratings from 14 Facilitators. Technical Report (OWLS, Inc.)

10 Bennett, J. & Neeper, M. (2015). Assessment of Online Team Resilience in a Financial Call Center. Technical Report (OWLS, Inc.)

11 Linde, B., Bennett, J., Neeper, M. (2016) Team Resilience: Test of a Brief Online Intervention in Two Work Settings . Poster presented at National Wellness Institute.

12 Broome, K.M. and Bennett, J.B. (2011). Reducing heavy alcohol consumption in young restaurant workers. *Journal of Studies on Alcohol and Drugs, 72*(1), 117-124.

13 Burnhams, N. H., London, L., et al. (2015). Results of a cluster randomised controlled trial to reduce risky use of alcohol, and improve help-seeking…. *Substance Abuse Treatment, Prevention, and Policy, 10*(1), 18.

14 Einspruch, E., O'Neill, C., et al. (2008). NECA-IBEW Team Awareness. Symposia presented at International Conference on Work, Stress, and Health (APA; National Institutes of Occupational Health & Safety; Washington DC).

Resources for Dissemination and Implementation

Implementation/Training and Technical Assistance Information

Team Awareness was developed in 1999 and has been implemented in over 100 different organizations and agencies. The program has been administered in a number of states in the United States, as well as in Guam and South Africa. A range of adaptations are available through the program supplier. These include 1) Team Awareness-SB, a 4-hour version of Team Awareness created for small businesses; 2) Team Readiness, a modular program for the National Guard and other military service groups; and 3) customizations for specific groups, including call centers, care providers, corporations, engineers, ex-offenders, Native Americans, and students.

Team Awareness is designed to be delivered by trained facilitators. Although no specific educational background is required to deliver the program, facilitators should have at least 1 year of group or classroom facilitation experience and experience in public speaking.

Team Awareness describes its approach as modular, since it comprises numerous elements to train, certify, and support facilitators of the program. Several options are available to worksites and organizations that may not have the capacity to employ the entire systemic approach. Facilitator support includes training-of-trainers via online and face-to-face programs along with fidelity guides, updated electronic media (PowerPoint slides), manuals, handouts, customization guides, books, articles, and pricing sheets. Some resources are available for free. The program supplier's website offers a store and downloads of freely available materials.

The program supplier recommends that facilitators are first certified in the stress/resilience module entitled "Raw Coping Power," which is delivered in two, 2-hour Webinar sessions, along with all materials necessary to replicate the program. Similar online training is available for other modules (relevance, policy, tolerance, and supervisor training). Full certification in the 8-hour training entails attending a 4.5-day immersive training. The training is typically contracted on a client-by-client basis and requires a minimum of 10 facilitators. The 4.5-day schedule includes orientation, a fish-bowl review of training, practice sessions, review of focus groups, customizations, supervisor training, fidelity, marketing, capacity building, and action planning. Certification for modules or the entire training requires full attendance, subsequent delivery of the training to a worksite, and compilation of session ratings to be sent to the program supplier. Master's-level training certification (where facilitators can train others to be facilitators) is available following demonstration of competency and is negotiated with the program developer.

For 6 to 8 weeks prior to delivery of Team Awareness to employees, facilitators conduct focus groups with employees and interviews with key personnel. They also obtain copies of relevant documents such as policies, EAP promotional materials, and previous training materials, for use in the training.

Dissemination Information

The primary source of readily accessible dissemination information on Team Awareness is available through the program's website. The site includes a variety of free resources, including viewable slide decks that cover 1) Evidence-base of Team Awareness (Quick Review); 2) Nudging the Culture of Health, Concepts & Tools; and 3) Testimonials, Results, Tools. Other free program resources are available via the site; users may also access the supplier's online store to purchase additional materials. The website also includes testimonials and ratings from previously trained facilitators and a search tool to find a trained facilitator. The events page on the website enables the user to view upcoming

Webinars. The program supplier maintains a blog on the website on topics related to stress, resilience, and wellness. Links to the program supplier's social media pages are also available via the site.

Summary Table of RFDI Materials

Description of item	Required or optional	Cost	Where obtained (e.g., URL, from program contact)
Implementation Information			
Fidelity Guide. Intended for trained facilitators Available electronically to download, receive by email, or as a CD	Required	Free	Contact program supplier: Joel Bennett learn@organizationalwellness.com or see http://organizationalwellness.com/team-awareness/
Original 8-hour Trainer Manual, including slides. Intended for trained facilitators. Available electronically to download, receive by email, or as a CD	Required	Free	Contact program supplier Or see http://organizationalwellness.com/team-awareness/
Original 4-hour Trainer Manual, including slides Intended for trained facilitators. Available electronically to download, receive by email, or as a CD. Slides also available in Spanish	Optional	Free	Contact program supplier Or see http://organizationalwellness.com/team-awareness/
Updated (2016) 8-hour Slides. Intended for trained facilitators. Available electronically to download, receive by email, or as a CD. Required for certification. Includes updated handouts	Required	$349	Contact program supplier Or see http://organizationalwellness.com/team-awareness/
Updated Handouts. Intended for trained facilitators. Available electronically to download, receive by email, or as a CD. Required for certification. Included with updated slides	Required	Included in above Update	Contact program supplier Or see http://organizationalwellness.com/team-awareness/
Updated Slides with Facilitator Notes. Intended for trained facilitators	Required	Included in above Update	Contact program supplier
PowerPoint Slides. Intended for trained facilitators. Available electronically to download, receive by email, or as a CD	Required	Free	Contact program supplier Or see http://organizationalwellness.com/team-awareness/
Raw Coping Power Webinar. 4 hours in length. Intended for trained facilitators. Slides also available in Spanish.	Required	$429	Contact program supplier Or see http://organizationalwellness.com/team-awareness/

Calendar of Webinars available on the program website			
Raw Coping Power Book. Intended for trained facilitators	Required	$19.95 each, bulk discounts available	www.rawcopingpower.com
Updated Handouts. Intended for trained facilitators. Available electronically to download, receive by email, or as a CD	Required	Free	Contact program supplier Or see http://organizationalwellness.com/team-awareness/
Customization Guidance. Intended for trained facilitators Available in all trainings	Required	$150/hour	Contact program supplier
NUDGE and 7 Principles Cards. Intended for trained facilitators. Mailed in bulk	Required	$110 per 200 pieces	Contact program supplier
Online modular training. Intended for trained facilitators	Required	N/A	Contact program supplier
Full Certification (Training of Trainer). Delivered in person over the course of 4.5 days. Intended for trained facilitators	Required	N/A	Contact program supplier
Team Awareness Supervisory Training (Training of Trainer). Delivered online or in person. Duration varies. Required for those who do not attend full training	Optional	N/A	Contact program supplier
4- or 8-hour version of training provided in person, directly to worksites	Optional	N/A	Contact program supplier
Raw Coping Power Online. 90-minute training provided virtually, directly to worksites	Optional	N/A	Contact program supplier
Peer-reviewed Articles. Intended for use by trained facilitators. Available online or by contacting the program supplier	Optional	Free	Contact program supplier Or see http://organizationalwellness.com/team-awareness/
Book chapters describing the program. Intended for trained facilitators	Optional	Free	Contact program supplier Or see http://organizationalwellness.com/team-awareness/
Dissemination Information			
Team Awareness Website. Contains program information, free resources, links to program supplier social media site, online store, search engine to locate trained facilitators, blog, and events page	Optional	Free	http://organizationalwellness.com/team-awareness/
Testimonials from previously trained facilitators and ratings	Optional	Free	http://organizationalwellness.com/testimonials/
Free Slide Decks 1. Evidence-base of Team Awareness (Quick Review) 2. Nudging the Culture of Health, Concepts & Tools 3. Testimonials, Results, Tools	Optional	Free	http://organizationalwellness.com/team-awareness/

*Date profile completed: 11/30/2016