

THE WORKPLACE PROFILES PROJECT

Common Features & Profiles of HIV/AIDS in the Workplace Programs

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A Project of
The National Leadership Coalition on AIDS

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Common Features & Profiles of HIV/AIDS in the Workplace Programs

American workplaces are increasingly confronted by the AIDS epidemic and are responding to its impact in a variety of ways. In small towns and big cities, and coast to coast, effective AIDS workplace programs and initiatives have been developed by employers to meet the specific needs of their organizations and communities. The range and diversity of workplace responses to HIV/AIDS reflect the many different styles, cultures, sizes and kinds of work settings in the United States.

Because there have been many articles and reviews written about the AIDS workplace programs of major corporations, The Workplace Profiles Project looked for smaller, less widely known endeavors. Thirteen programs around the country were identified in a variety of organizations including small and medium sized businesses, labor organizations, a minority-owned business, a trade association, a nonprofit agency, a philanthropic organization, a municipal agency, a federal agency, a park district and an entertainment industry project.

Common Features

Among the range and diversity of workplace HIV/AIDS responses there are similarities and common threads that can be identified as the requisite underpinnings of an effective program. These common features provide useful guidelines for employers beginning to address HIV/AIDS.

Leadership

The most common element of effective workplace AIDS programs is a leader or a champion. An individual motivated to initiate and stay with the effort provides the leadership necessary over time to develop a successful program. Sometimes champions are top executives, and sometimes they are not. They are patient, far sighted, team players who, while facing resistance or apathy, do not lose sight of the program's goals and the strategies necessary to achieve them.

Support From the Top

As important as a persistent champion is support from organizational leadership. For an HIV/AIDS program to succeed it must have top management support, preferably from the start, that is clearly communicated throughout the organization. (SEE APPENDIX)

Team Work

Most of the profiled organizations consider team work essential to the development of an effective HIV/AIDS program and suggest the following steps: 1) form a committee of the key stakeholders necessary to carry out the plan. Include representatives from all appropriate departments, unions, and employees themselves; 2) keep the committee size manageable and include those who are committed to the issue and able to sell the committee's decisions to others; and 3) leave room for disagreement and problem resolution. The committee approach efficiently accomplishes the necessary tasks, facilitates the essential groundwork and research, and assists in the organization's acceptance of the final program.

Communication The way an HIV/AIDS program is communicated is an important factor in the planning process. Develop a communication strategy to answer questions such as: what will the message be; in what context; who will deliver it; and in what format? Avoid medical jargon; communications should be tailored to the educational and cultural background of employees. Use existing, familiar communication channels, such as your newsletters or staff meetings, and find ways to accommodate feedback.

Planning Time It takes time to develop a successful AIDS education and prevention program. Some employers spent more than one year in the planning process. Be prepared for resistance on the committee, in the organization, and among employees, and allow time for resolution. Ask for input and feedback. Look broadly at what is to be accomplished and how to accomplish it. Develop a strategy for identifying goals, tasks, time-table, and assignments.

Policy As part of the planning process, many organizations focused on the development of an HIV/AIDS or life-threatening illness policy as the first task. A clear, consistent policy provides a solid foundation upon which to build an effective HIV/AIDS program. It guides employees' attitudes and behavior and is a useful way to establish desired workplace standards. Some organizations have developed their own policy, while other have adopted or adapted existing policies such as The Ten Principles for the Workplace, developed by the Citizens Commission on AIDS for New York City and Northern New Jersey. (SEE APPENDIX)

***Labor &
Management
Collaboration***

Effective HIV/AIDS education and prevention programs have been collaboratively developed by management and unions. Confronting the issues surrounding HIV/AIDS provides an opportunity for successful labor/management collaboration. The concerns, processes and solutions affect all sectors of the work force.

***Manager
Training***

Many organizations recommend that managers and supervisors be trained before employees, and that their training include specific guidelines on how to manage the impact of HIV/AIDS in the workplace. Managers represent the organization and set standards of behavior; they need the information and tools to do so.

***External
Resources***

It is useful to take advantage of the many proven resources available across the country, which range from individuals with particular HIV/AIDS expertise to materials and programs that are available from AIDS agencies and other national or community organizations. Many groups have invited medical and legal professionals, community AIDS educators, and other experts to participate in their HIV/AIDS education and prevention programs. Experts lend credibility to what some find to be a controversial subject. Community AIDS agencies and national organizations such as the National Leadership Coalition on AIDS or the American Red Cross are able to offer a wealth of information and support to plan a workplace AIDS program. Many organizations suggest inviting a person who is personally dealing with HIV/AIDS to participate, as such individuals have been particularly effective in humanizing AIDS.

***Internal
Resources***

An effective HIV/AIDS education and prevention program identifies where or to whom in the organization people can go for further information or guidance. Some organizations have trained interested employees to be "AIDS resource people." Others have an individual who is qualified through experience and training to be a resident AIDS specialist. Still others have identified a person or department where information and referrals can be provided.

Materials

HIV/AIDS materials ranging from brochures to videotapes are widely available and are very useful components of an education and prevention program. Community AIDS agencies, departments of Public Health, the American Red Cross, the National AIDS Information Clearinghouse, and the National Leadership Coalition on AIDS are some of the resources available for accurate, current, appropriate materials and expertise.

Personal Reward

Many of the people interviewed for the Workplace Profiles Project mentioned the value of the experiences they have had while developing and implementing an HIV/AIDS program. Consistently they expressed a sense of personal satisfaction, an increased awareness and sensitivity to others, and greater understanding and acceptance of differences. Many who are now involved say that their only regret is in not acting sooner.

Evaluation & Costs

Among the first questions asked by senior management when considering whether or not to proceed with an HIV/AIDS education and prevention program are "what will it cost?" and "how will it help my organization?" The questions of cost and evaluation are pertinent and need to be examined, though they are not the sole factors in an organization's decision to implement an HIV/AIDS program.

Evaluation

Though most organizations have not formally evaluated their HIV/AIDS program, such a measure is a valuable tool that should be included in the planning process. Informally, those profiled found that an AIDS program has many positive effects. First, by showing concern about their workers' health, employers enhance employee morale and company pride. An AIDS program also creates greater awareness of the organization's relationship to the community and its commitment to encouraging a healthy workforce, thereby enhancing its relationship with the public it serves. Above all, HIV/AIDS programs minimize the work disruption that can otherwise occur in workplaces dealing with AIDS. With an increasing number of people infected with HIV, most of whom are between the ages of 20 and 45 and currently employed, more and more employers will confront AIDS in their own workplace.

Costs

Other than the programs that were funded by specific grants, most of the organizations profiled did not track all of the costs of their HIV/AIDS activities. However, cost was not considered to be a burden, no matter how small the organization. Some found that employees became committed to the program and were willing to do some of the work on their own time. Whatever the program's cost, it must be measured against the many potential costs of not implementing one, such as insurance and health care costs, legal costs, work disruption, and lost productivity.

HIV/AIDS Program Checklist

The following checklist might be useful to an organization as it begins to formulate its AIDS education program. The order of the steps may vary from one program to another:

PLANNING PHASE

1. Identify leader(s) or champion(s)
2. Get support from top leadership
3. Develop a committee or team
4. Involve labor unions
5. Develop and articulate the organization's policy/guidelines on AIDS, emphasizing confidentiality and non-discrimination
6. Create a plan of action and timetable, and assign tasks
7. Develop a communication plan
8. Develop a survey or other evaluation method

IMPLEMENTATION/TRAINING PHASE

1. Identify community contacts for resources and referrals
2. Identify resources within the organization
3. Identify and obtain training materials that are appropriate to the culture and literacy level of employees
4. Implement management training
5. Implement employee training
6. Implement communications strategy
7. Implement evaluation
8. Determine the next steps

Thirteen Profiles

The following HIV/AIDS programs were selected to be profiled because they represent a wide range of approaches to dealing with the AIDS epidemic in the United States. It is not a random sample, but a selection of disparate programs that reflect commitment and leadership in confronting the epidemic in responsible and compassionate ways. The organizations themselves are diverse, representing an array of different sizes, cultures, styles and kinds of work settings. They were also chosen for their geographic locations in cities and small towns, in the South, the North, the Midwest, and on both coasts.

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HARCO Drug, Inc.

HARCO Drug, Inc. is a drug store chain with 112 stores across the state of Alabama, seven stores in Eastern Mississippi, and 5 stores in the panhandle of Florida.

- 2,000 employees, including part time workers
- White collar professional to part time clerks

----History----

HARCO Drug has a history of community leadership in health and social issues and has sponsored health fairs in communities throughout Alabama. The president of HARCO Drug is the guiding force of the company's concern for its employees and the community's needs. Part of their company philosophy is that pharmacists should be dispensers of health information as well as medicines.

----HIV/AIDS Program----

In 1987, the President of HARCO Drug, Inc. produced a public service announcement (PSA) for radio and television about AIDS. The PSA's were broadcast throughout the state of Alabama. The message acknowledged that AIDS is a serious condition and that HARCO and its pharmacists could be relied upon for community AIDS education. An AIDS educational videotape was made available in each store for loan to the public.

The PSA's made by HARCO's president were the first step in a long-term response to HIV/AIDS. They were the first public acknowledgment from the business community in that region of the seriousness of the AIDS epidemic. The distribution of AIDS educational videotapes to HARCO stores and their availability for loan to the public was a significant leadership gesture encouraging the public to become more informed.

Subsequently, HARCO became the pilot project for the Foundation of Pharmacists & Corporate America For AIDS Education. The purpose of the pilot project was to train pharmacists to communicate to the general public about AIDS. Specific materials were developed, brochures, pamphlets and other written materials were identified, and AIDS experts from the Centers of Disease Control, North Carolina, Maryland, and California were brought in to facilitate the training.

In 1989, all HARCO pharmacists participated in a one day HIV/AIDS education and prevention program to enable them to more effectively train their communities and employees. The pharmacists were trained in groups of 40. During the training, they were given AIDS kits, including posters, to take back to their stores to assist them in their public education campaigns. Many of them are now providing an important AIDS education and prevention role in their communities.

HARCO is presently setting up an AIDS speakers bureau of pharmacists who will speak at civic organizations and churches throughout Alabama. The development of the AIDS speakers bureau will further enable HARCO pharmacists to provide AIDS education in the community. With a special focus on rural areas, minority communities, Black churches, and minority leaders, the speakers bureau will impact important segments of society in Alabama.

HARCO's activities on community AIDS education and prevention have been well received. The video loan program was very successful. Harco pharmacists have acted as counselors to people with AIDS and have become a support system to family members and loved ones of people with AIDS.

HARCO's AIDS programs have all been focused on pharmacists as community leaders, and on the public. No internal AIDS education programs have been developed; training for the employees of each drug store is up to the pharmacist in charge.

----Policy----

HARCO Drug has not developed a specific HIV/AIDS policy for its employees. All of their programs have been focused on educating members of the community.

----Lessons Learned----

HARCO's belief that pharmacists should be dispensers of health information as well as medicines has been good for the community and good for business. An organization's reputation as a responsible citizen in the community can be enhanced by taking an assertive, leadership position on a significant health issue such as AIDS.

Getting expert advice is very important when developing an HIV/AIDS program. Inviting experts to provide HIV/AIDS training insures a correct, accurate, factual and credible program.

HARCO drug believes that you must have a genuine interest in the welfare of the community in order to create successful community programs. It is part of HARCO's company culture to cultivate a desire among employees to become involved in the community.

----Costs----

Total costs for HARCO's HIV/AIDS efforts have not been tracked.

Tusco, Inc.

Tusco, Inc. is a small manufacturing company located in rural Ohio, in the town of Gnadenhutten, population 1,300. Tusco, Inc. designs and manufactures point-of-purchase displays.

- 70 employees
- Primarily blue collar
- No minority employees and no minorities in the community

----History----

Mike Lauber, the President of Tusco, Inc. attended a trade association meeting in Florida in 1989. At this meeting with 21 colleagues, one revealed that he had an employee with AIDS and that he didn't know how to deal with it correctly. Then another business owner said that he too had an employee with AIDS and needed advice. Nearly all of the 21 business people represented small businesses in small towns across the country. Mike Lauber was shocked that two colleagues out of 21 were already affected by AIDS and decided that it was time for him to prepare in advance for that possibility in his own workplace.

He contacted a friend, whom he thought might be able to give some direction, and was referred to the National Leadership Coalition on AIDS. The Leadership Coalition provided him with written materials and helped him contact Benneville Strohecker, the President of Harbor Sweets, Inc., in Salem, Massachusetts, who had already implemented a successful HIV/AIDS education and prevention program for his small business.

Mike Lauber reconvened a meeting with his colleagues and invited Ben Strohecker to speak at that meeting about their obligations and responsibilities and about developing an appropriate HIV/AIDS program. After becoming informed about HIV/AIDS himself, learning about the medical and legal issues, and assessing his obligations and responsibilities to his employees and the business, Mike Lauber developed a plan of action.

----HIV/AIDS Program----

Tusco, Inc. has an HIV/AIDS program in process. The plan is simple and straightforward, and fits within the culture and communication style of the organization. The President of the company holds a monthly meeting for all employees. In 1990, he raised the issue of HIV/AIDS for discussion with employees. In the course of work at Tusco, Inc., employees engage in metal stamping and cutting wood, so cuts sometimes occur. The discussion, in the context of health and safety, was about HIV transmission, proper infection control, and the correct use of gloves and barriers around open wounds and blood. Raised in this context, the concern was understandable to all employees.

The next steps, again in monthly meetings, include distribution of HIV/AIDS education and prevention materials, and an expansion of the earlier discussion. Periodically, monthly employee meetings in the

future will focus on HIV/AIDS and will include other concerns beyond workplace safety, as well as updates. This communication process is used at Tusco, Inc. for all workplace issues, and employees expect and respect it.

The goals of the plan are to maintain employee safety, stay on top of employee health care costs, cultivate an informed workforce, and affirm leadership integrity.

The first session met with mixed reactions. Some employees were uncomfortable, and others didn't feel that HIV/AIDS was relevant to them. There are no known cases of HIV/AIDS in the community and some employees feel that it is not a local issue. Yet employees did listen and participate. Subsequent meetings will take place as planned, with the objective of making the subject of HIV/AIDS one that is discussed openly, realistically and responsibly.

----Policy----

Tusco, Inc. has adopted as its HIV/AIDS policy the Ten Principles For The Workplace developed by the Citizens Commission on AIDS for New York City and Northern New Jersey.

----Lessons Learned----

Prepare in advance, before there is a case of HIV/AIDS, so that when it occurs it can be dealt with smoothly and responsibly, with no surprises for the business, coworkers, the employee or the community. Become informed about HIV/AIDS as you would about any other business concern, learn what the relevant issues are, and find out what other businesses have done and why they have been successful.

Provide HIV/AIDS education and prevention information in the same way that other information is communicated, and do it over time.

Planning for the long term, going slowly, planting seeds, and regularly talking about HIV/AIDS is an effective approach for small businesses. Encourage employees to express their discomfort and resistance to dealing with HIV/AIDS and continue talking about it.

----Costs----

Although actual costs have not been tracked, Mike Lauber says that they have been minimal and "a few minutes of time has an infinite return on the investment."

DiAna Hair Ego & the South Carolina AIDS Education Network

DiAna Hair Ego is a one-person beauty salon in Columbia, South Carolina. The proprietor, DiAna DiAna, has been a cosmetologist for 27 years and has a large, local following. She is also the founder and President/Executive Director of the South Carolina AIDS Education Network, Inc., a nonprofit organization. The salon and the nonprofit organization are both run out of her home.

----History----

In 1986 DiAna DiAna read a women's magazine article about a lawyer who got AIDS from her boyfriend. She decided to learn as much as she could about AIDS and requested education and prevention information from many different sources. She found most of the information and materials "too white" for her predominantly Black clientele, so she put together flyers and handouts of her own to give to her customers and started talking with them about AIDS.

When she asked for information about AIDS at the Health Department, she found that people stared and made her feel uncomfortable. The same was true when she went to the local K-Mart store to buy condoms. She decided to purchase 5,000 condoms and offer them free to her customers. At first, they were reluctant to take them, but when she wrapped them attractively in packages of two, the condoms were taken by the hand-full.

DiAna DiAna became a volunteer at a local AIDS agency, did volunteer work with the Department of Public Health and Environmental Control and became a member of the Minority State AIDS Task Force. She eventually resigned from these activities because she did not feel that her work in the Black community was adequately supported and because she felt that she could accomplish more on her own.

DiAna DiAna formed the nonprofit organization, S.C. AIDS Education Network, as a base from which to expand her work in AIDS. The organization is entirely volunteer-based and has received no public funds. There is an active volunteer group which started with her customers and has expanded to include family and friends of customers and the larger community. Most of her work has been done without the cooperation or support of mainstream HIV/AIDS agencies and organizations.

----HIV/AIDS Program----

HIV/AIDS educational information and materials are distributed to customers of the beauty salon, including free condoms, wrapped in packages of two. HIV/AIDS prevention posters are displayed in the shop, and informal discussions about HIV/AIDS take place every day between the proprietor and customers.

DiAna DiAna has developed three-hour "Safer Sex Parties," modeled after Tupperware Parties, which she offers to customers and the community. She also hosts a "Safer Sex Game Show" with audience contestants. The materials she has developed include a "Safer Sex Get Acquainted Kit,"

a lunch box-sized container of safer sex materials and supplies, and "Perfect Match," a match book holding two condoms and lubricant.

The organization's other activities include HIV/AIDS education programs at Black colleges; a radio show called "AIDS Jam," produced with a Black radio station; and a six-hour "certification program" to train young people to be peer AIDS educators. The college-age young people are called "the S.C.A.E.N. Theatre Group," and have done programs for youth, mothers, churches, schools and the NAACP. The high school-age teens are called "AIDS Busters," and have done radio and TV spots. DiAna DiAna was the host of "Haircuts for AIDS," a fund raising event for an AIDS Hospice in Lexington, Kentucky, in which twenty-four hairdressers participated. She also sponsored a contest for teens to develop AIDS materials and wrote an advice column about AIDS for a local Black newspaper. Although no formal evaluations have been done, her programs have been well received by her customers and the public.

----Policy----

Neither DiAna Hair Ego nor the South Carolina AIDS Education Network have policies concerning HIV/AIDS.

----Lessons Learned----

For HIV/AIDS education and prevention to be effective it must be ethnically, culturally and linguistically appropriate.

It is important to experience what a particular activity is really like before instructing someone else to do it. DiAna DiAna experienced discomfort buying condoms and because of her own experience realized that many other women would probably feel uncomfortable as well. Even when free condoms were available at the salon, many women were uneasy about taking them unless they were wrapped attractively.

Many of DiAna DiAna's programs are peer AIDS education/prevention efforts involving women, young people and families. Peers have strong impact on one another and peer HIV/AIDS education and prevention programs are usually very effective.

HIV/AIDS education and prevention can be done in a context of fun as shown by the games and shows developed by DiAna DiAna. The "Safer Sex Game Show" or the "Safer Sex Party," modeled after a Tupperware Party, are variations on leisure activities in which millions of Americans already participate.

----Costs----

DiAna DiAna has not kept a record of what she has spent on her HIV/AIDS activities.

The Seafarers International Union

The Seafarers International Union, Atlantic, Gulf, Lakes and Inland Waters District, AFL-CIO, is a labor union whose members include unlicensed merchant mariners who ship on the deep seas, Great Lakes, and the inland waterways of the U.S. The Union headquarters is in Camp Springs, Maryland.

- Approximately 15,000 members
- Membership is mostly men with an increasing number of women entering the industry
- Members ship out of 20 port cities in the United States

----History----

The Harry Lundeberg School of Seamanship in Piney Point, Maryland is the largest school of its kind in the country, with a capacity for over 700 resident students. Individuals wishing to enter the industry may attend a 14 week training course at the school. Those already working in the industry may attend classes at the school, at no cost, to upgrade their job skills and to obtain a G.E.D. or an A.A. degree. HIV/AIDS education is mandatory for both new members and those enrolled in upgrading courses.

The first HIV/AIDS education program held at the school was an address by a speaker from the Navy. After this presentation, it was determined that HIV/AIDS education should be an ongoing program at the school. Dr. Elizabeth Reisman, R.N., D.N.Sc., a nurse affiliated with the Union since 1978 and a member of the St. Mary's County (Maryland) AIDS Task Force, began teaching a seminar on AIDS to student trainees at the school in April, 1987. Two months later she also included students taking upgrading courses in the program.

Approximately one year after the program began, it was recognized that to properly address the issues of HIV infection in a workforce which travels abroad and operates in a self-contained environment, a comprehensive program was necessary. The goal was to have input from all sectors of the industry. With ongoing support from Union President Mike Sacco and the SIU Executive Board, a preliminary program was designed to share with any interested maritime employer. Dr. Reisman, working with Deborah Kleinberg, SIU counsel, developed an outline which addressed the areas of education, employment practices, workplace health and safety, and health care cost containment.

----HIV/AIDS Program----

Between 1988 and 1990, a number of maritime employers and Union representatives worked in a labor/management coalition called SAFE, the Seafarers AIDS Forum for Education. The culmination of the coalition's work resulted in a published booklet of Advisory Proposals pertaining to HIV/AIDS in the maritime workplace.

The SIU's HIV/AIDS Education and Prevention program is conducted at the Harry Lundeberg School. The HIV/AIDS seminars are two hour presentations, including question and answer sessions, facilitated by Dr. Reisman. The training is regularly updated. Participants in each seminar receive an

information packet containing brochures, articles, AIDS hotline numbers, and an outline of the presentation. In addition to the seminars, other educational strategies are used to inform the school community and membership about AIDS. These strategies include showing a variety of AIDS videos on direct circuit television in the students' rooms at the school, devoting a section of the school library to AIDS materials, publishing several articles in the Union newspaper, and distributing AIDS brochures to Union Halls in each port. Free condoms are also made available.

Dr. Reisman is currently evaluating the HIV/AIDS education program and is assessing knowledge gained from the program. Although the evaluation has not been completed, the preliminary results are positive.

---Policy---

The committee, the Seafarers AIDS Forum for Education, has developed Advisory Proposals pertaining to HIV/AIDS in the maritime workplace. This committee will meet periodically to update and change the proposals as necessary.

----Lessons Learned----

Part of the success of SAFE's HIV/AIDS program can be traced to the productive working relationship between the Union and its contracted employers. The process of collaboration can take longer, but the end results are stronger. It takes patience, perseverance and vision to develop a successful HIV/AIDS program.

HIV/AIDS education and policy development needs to be supported by the high ranking individuals within an organization. That support comes from doing the necessary groundwork and developing a long-range strategy. It is important to identify, understand and articulate the impact HIV/AIDS can potentially have on the organization.

A team or committee approach is effective as it encourages divergent input, identifies effective strategies and facilitates the planning process. When involving others in the process, it is very important to acknowledge them for their contributions.

A resident AIDS Education Specialist can be less costly than bringing in outside experts and brings distinct advantages to an HIV/AIDS education program. He or she has a special commitment to everyone in the organization, is able to understand and work effectively with the specific needs and culture of the organization and industry, is accessible for informal discussions, and is available as a resource should a problem arise.

----Costs----

Total costs for the program have not been calculated.

Service Employees International Union (SEIU), AFL-CIO, CLC

The SEIU is the fourth largest labor organization in the AFL-CIO, primarily representing workers in the public sector and service industries such as health care, building services, and clerical settings.

- 950,000 members in the U.S. and Canada
- Over half of the membership are employed in the public sector by local, state and federal governments
- Over half of members are female
- One third of membership are minorities

---History---

The SEIU first became involved in AIDS-related activities in 1984 when fear of AIDS transmission first arose among its membership at San Francisco General Hospital. To assure that health care workers would be able to continue to provide compassionate care to their patients, it was critical that irrational fear be confronted with factual information, while at the same time assuring that adequate safety precautions be implemented.

The first step taken by SEIU's Health and Safety Department was to work with its San Francisco based Local 250 to reprint the local's "AIDS And The Health Care Worker" brochure (now in its sixth edition). The brochure, written by the Local 250's AIDS Education Committee, was the first such educational material produced for health care workers. Next, SEIU produced the first definitive resource guide for workers, The AIDS Book - Information for Workers (now in its fourth edition). In addition, in the early years of the epidemic, SEIU began to organize AIDS education seminars in workplaces throughout the U.S. and Canada, reaching thousands of health care workers.

The SEIU was awarded a four year, \$800,000 grant from the Robert Wood Johnson Foundation in 1989 to formalize and coordinate local SEIU AIDS responses across the country. The Robert Wood Johnson Foundation grant provides for a Project Director working as an Assistant Director within the Health and Safety Department in Washington, DC, as well as a staff person responsible for research, materials development and training, primarily in the South. In addition, the grant provides for Regional AIDS Educators in San Francisco, Chicago and Boston. The SEIU also receives grants from the U.S. Centers for Disease Control (CDC) and the States of New York and Michigan to fund additional regional staff who provide AIDS education services.

In 1990, SEIU received the federal government's highest award for AIDS service work on World AIDS Day from the U.S. Department of Health and Human Services.

---HIV/AIDS Program---

The SEIU AIDS Program is peer oriented, designed for members to work with other members. It includes monitoring infection control procedures in hospitals, responding to individual requests from union members to design and conduct specific AIDS training programs (ranging from lunch hour

meetings to two day intensive sessions), and encouraging hospital management coordination with the SEIU on AIDS concerns.

A significant benefit of the SEIU approach to HIV/AIDS has been the development of scientifically-based policies and member education programs that demonstrate genuine concern for all involved in the epidemic, including the health care worker, the patient and the public. The SEIU has developed materials that it distributes nationally to members. It is also actively involved in promoting AIDS awareness on the national and international level at conferences and meetings. Although no formal evaluations have been done, the SEIU AIDS programs have been very favorably received by members and employer groups across the country. The SEIU has been instrumental in setting standards of high quality patient care while at the same time protecting health care workers.

----Policy----

The SEIU strongly supports the Universal Precautions policy and guidelines developed by the Centers for Disease Control and provides training to its members on adherence to them. The SEIU is also working intensively to spur the introduction of currently available, safer medical devices that researchers claim could eliminate today 85-90% of all needlestick injuries in health care settings. The SEIU strongly discourages mandatory HIV testing of patients, clients, and health care workers.

----Lessons Learned----

Effective HIV/AIDS training needs priority, planning and adequate time. Short training sessions that are squeezed in as an afterthought do not work.

HIV/AIDS has caused significant changes in the health care workplace and it is essential to keep pace with those changes. Confronting HIV/AIDS has provided opportunities to address other important health issues such as infection control procedures or hepatitis B.

A unique and extremely effective feature of the SEIU HIV/AIDS programs is their peer orientation, designed for members to work with other members to address common concerns.

----Costs----

Other than the cost tracking required by its various grants, the SEIU has not calculated the actual costs of the HIV/AIDS Project. The initial responses from members across the country were all voluntary. The publications were funded by the Occupational Safety and Health Administration (OSHA). Office space, telephone and other costs were subsidized by the SEIU because its leadership and members considered HIV/AIDS to be an important issue.

Sun Life of Canada - U.S. headquarters

The U.S. headquarters of Sun Life of Canada is located in Wellesley, Massachusetts, a suburb of Boston. Business activities include life insurance and other products.

- 1,100 employees in Wellesley and Boston
- 300 employees in administration around the country
- Employees are white collar and a large percentage are clerical
- Most employees are young, between 17 and 36 years old

----History----

Sun Life of Canada has a history of social and community involvement. In 1988, the former Director of Public Relations and the Assistant VP for Human Resources formed an AIDS committee to stay up-to-date on this important current issue. The committee included an attorney, a physician, and the Project Manager, Chris McCue, from Public Relations.

The first step was to develop an AIDS policy. Using the policy as the starting point, an "AIDS Policy Introduction and Employee Education Action Plan" was drafted. The plan included the development of: 1) an AIDS Education Survey to assess existing knowledge of AIDS among employees, which provided valuable information for developing the training content and for evaluating the program's effectiveness later on (SEE APPENDIX); 2) a communication strategy including a statement of commitment from top management and articles on AIDS in the company newsletter; 3) a program plan for employee education specifying speakers, materials and costs; 4) a detailed program agenda; and 5) a step-by-step work plan including time table, tasks and assignments.

----HIV/AIDS Program----

Starting in March 1989 and continuing for three months Sun Life of Canada presented its entire AIDS program. Mandatory HIV/AIDS education, based on the company's AIDS policy, was provided to all employees. An "executive briefing" was provided to top management. All managers received three hours of HIV/AIDS training, and all other employees received one and one-half hour of training. The training sessions were facilitated by the AIDS Action Committee, a major community-based AIDS service agency. Two employees were trained as AIDS Trainers to conduct new employee AIDS education and provide management with periodic updates on relevant issues such as confidentiality.

On the whole, employees reacted positively to the program with comments like "I'm proud to work for a company like this." The AIDS Education Survey, used to assess existing knowledge of AIDS and as a pre- and post-test for evaluation of the program, revealed that there was improved understanding of AIDS as a result of the training. (SEE APPENDIX)

Promotional articles were published in the "Sun Observer," the company newsletter. United Press International picked up the story of the AIDS education program's success, and several articles about it appeared in various publications, including the San Francisco Examiner. The company developed an

it appeared in various publications, including the San Francisco Examiner. The company developed an HIV/AIDS software package designed around twenty questions for employees which was released in 1990 for use throughout the company. In 1990, they sponsored a Volunteer Fair introducing employees to volunteer opportunities in the community. The Volunteer Fair encouraged many of them to volunteer for community AIDS projects and there was an impressive turn out of employees at the annual AIDS Walk in Boston, a major AIDS fund raising event.

The company has received considerable favorable publicity for their AIDS programs and it has enhanced Sun Life of Canada's reputation in the U.S. as a progressive, responsible employer. In 1989, the New England Corporate Consortium for AIDS Education, at their annual conference, awarded Sun Life of Canada the Consortium's first award for excellence in AIDS education.

Beginning in early 1988, Chris McCue spent about 40% of her time as the Project Manager on developing and coordinating the AIDS programs with the committee. Although it now demands less of her time, her responsibilities still include coordinating ongoing follow up plans and updates of the company's HIV/AIDS programs.

----Policy----

Sun Life of Canada has a one page AIDS-specific policy stating its commitment to continue to employ and hire people with AIDS as long as they are able to perform their jobs. The policy includes confidentiality and a statement insuring that employees with AIDS will be treated in the same manner as employees with any other medical condition under the employee benefits program. The company has also adopted a list of "Workplace Principles" for HIV/AIDS.

----Lessons Learned----

The development of an HIV/AIDS program should not be rushed; adequate time must be allocated to do it right.

The committee approach, involving key players, is a very successful way to develop HIV/AIDS programs. Commitment and communication from senior management stressing the importance and value of the HIV/AIDS program sends a strong message throughout the organization. It facilitates acceptance among all employees and sets the tone for expected employee behavior regarding HIV/AIDS.

The pre-AIDS Education Survey was useful in assessing employee knowledge and understanding of HIV/AIDS and provided valuable information for developing the content of the program. It also became the evaluation measure showing the success of the program.

----Costs----

The cost of the program was about \$12,000, not including staff time.

Point Of Purchase Advertising Institute, Inc.

The Point Of Purchase Advertising Institute, Inc. (POPAl) is an international trade association located in Englewood, N.J. POPAl's membership is primarily made up small businesses, as well as America's major consumer product companies and multi-national corporations. 95% of the members are CEO's and decision makers.

- 14 employees
- 1,000 members
- white collar

----History----

POPAl's membership is primarily comprised of small businesses, and HIV/AIDS could have a devastating effect on member companies who are not prepared to deal with it. Many of POPAl's member companies include both white collar and blue collar employees in a manufacturing environment. In 1990, it became clear that POPAl members lacked the knowledge needed to effectively deal with HIV/AIDS.

John Kawula, the President of POPAl, believes that associations have the responsibility to be communication vehicles to members and he identified HIV/AIDS and its impact on business as a subject appropriate for communication to the association members. He viewed POPAl's challenge to be educating members about their legal obligations to employees concerning HIV/AIDS and about the need to develop HIV/AIDS education and prevention programs for employees.

----HIV/AIDS Program----

HIV/AIDS seminars were conducted for key POPAl headquarters employees. Ben Strohecker, the President of Harbor Sweets, in Salem, Massachusetts, was invited to address a manufacturing sub-group of POPAl members about employer obligations and responsibilities and developing an HIV/AIDS program.

POPAl's Marketplace 90 Committee, the group responsible for producing POPAl's annual trade show, placed a full page advertisement stressing the importance of business dealing with AIDS in "POPAl News," the official publication of the industry. The same trade show issue of "POPAl News" also featured an editorial on the importance of dealing with AIDS in the industry, as well as a feature article on AIDS in the manufacturing community and on the importance of AIDS education. The publication was distributed to the 7,000 attendees of the annual trade show as well as the 30,000 readers of "POPAl News."

A seminar entitled "AIDS: The Crisis of Corporate America" was conducted at the Marketplace '90 trade show in Chicago. This seminar was facilitated by the National Leadership Coalition on AIDS and other AIDS workplace experts.

POPAI is currently preparing an AIDS awareness publication specific to the point-of-purchase advertising and manufacturing industries for distribution to member companies. In addition, executive roundtable meetings are being planned in regions across the country for POPAI members to meet and discuss HIV/AIDS and to receive advice and education from HIV/AIDS experts.

POPAI's membership has been responsive to the HIV/AIDS programs and information provided, although there are some members who are wary of the subject. John Kawula believes that it is POPAI's responsibility to raise member decision makers' awareness of the importance of HIV/AIDS, and to do so requires ongoing communication and discussion as well as periodic programs.

----Policy----

POPAI has not developed an HIV/AIDS policy. The "Ten Principles for the Workplace," developed by the Citizens Commission on AIDS for New York City and Northern New Jersey, were featured in the trade show issue of "POPAI News" as the basis of an effective AIDS policy.

----Lessons Learned----

Because trade and professional associations are communication vehicles to their members, associations have the unique opportunity to play a leadership role in combatting the AIDS epidemic. There are over 4,000 associations in the United States and they are able to provide current, factual, relevant information and programs to assist their members in managing AIDS in the workplace in ways that are responsible, cost effective and humane.

POPAI recommends setting long range goals for dealing with HIV/AIDS and proceeding one step at a time, building the program slowly and methodically. Deal with resistance with patience and don't become frustrated by the slow process.

----Costs----

POPAI has not specifically identified the costs involved in producing its HIV/AIDS programs.

The Focus Project: Entertainment Industry Workplace AIDS and Drug Abuse Project

The Focus Project provides information, educational seminars and technical assistance for entertainment industry employers and unions in New York, Los Angeles and Las Vegas to assist them in developing policies and programs to deal with AIDS and drug abuse.

- 3 part time employees
- serving an industry of more than 230,000 workers in Los Angeles alone

---History---

The entertainment industry is geographically concentrated in several American cities and made up of very large, well known corporations as well as many smaller businesses and independent contractors. It is an industry with excesses of profit and loss and many changes brought about by mergers and acquisitions. While competitive and stressful, with high rates of substance abuse and other lifestyle-related disorders, it is also a tight-knit, "cottage" industry, dependent on team work and cooperative decision making. Its "we take care of our own" philosophy is exemplified in such institutions as the Motion Picture and Television Country Home, a hospital and retirement facility for members of the industry.

In 1987, in Los Angeles, a volunteer committee was formed by Thomas E. Backer, Ph.D., to look at what the entertainment industry could do for its workforce concerning AIDS. Backer is President of Human Interaction Research Institute, a nonprofit center for research on cutting-edge issues in health and human resources, and has extensive experience in AIDS in the workplace activities, as well as long-standing knowledge of the entertainment industry. The committee members are human resource professionals, labor union representatives, and executives from major movie studios, television networks, production companies, and creative, craft and technical unions.

The committee developed the following mission statement: "...to provide leadership and effective communication among organizations in the entertainment industry in developing humane, cost-effective policies and programs concerning AIDS -- for workers with AIDS or ARC (AIDS Related Complex), for their co-workers, and for education and prevention in the industry as a whole" and "...to provide information and access to technical assistance for those organizations needing it in developing or enhancing an AIDS policy or program."

In response to the industry needs identified by the committee, the Human Interaction Research Institute initiated the Focus Project in 1988 to provide planning, funding and implementation of various drug abuse and AIDS-related programs and services. The committee continues to provide leadership in identifying the needs of the industry. The Focus Project is funded by the National Institute of Drug Abuse (NIDA), through a contract with the Entertainment Industries Council, Inc.

----HIV/AIDS Program----

Since 1988, the Focus Project has provided AIDS education seminars for labor and management groups in the film, television, radio, recording and live theatre industries in Los Angeles, New York and Las Vegas. It has created publications for use by employees and unions in the development of AIDS and drug abuse policies and programs. The Focus project has also provided technical assistance to entertainment employers and labor unions.

The staff of the Focus Project are part-time and the committee members are all volunteers, but with leadership and commitment a great deal has been accomplished. The first entertainment industry conference on AIDS in 1988 was well attended and well publicized. A research study conducted to learn more about the incidence and impact of AIDS in the industry showed that fear and ignorance about AIDS was widespread. And, although large corporations in the industry were already dealing with AIDS, smaller employers needed simple, inexpensive methods tailored to their special needs. An information kit was developed to provide resources for smaller employers. Technical assistance consultation is provided and volunteer speakers are available to assist any company or union in the industry wishing to develop an AIDS program or policy. Other conferences have addressed issues such as culturally-sensitive educational programs, benefits and cost concerns, and legal issues.

The Focus Project keeps statistics on the numbers of people attending conferences as well as the number of requests for information. Participant feedback to the AIDS education and prevention programs has been very positive. The Focus Project has also received favorable coverage in the industry press.

----Policy----

The Focus Project recommends that employers use the Ten Principles for the Workplace developed by the Citizens Commission on AIDS for New York City and Northern New Jersey, and the AIDS specific policy developed by The Burbank Studios, which has been adopted by many organizations in the entertainment industry.

----Lessons Learned----

An industry-wide effort needs to be led by and for people who are in the industry. An effective approach involves credible people in the industry who are seen as leaders. A committee approach is recommended, but someone must take the lead and by example nurture others' commitment and participation. Visibility in and communication to the industry is necessary, and needs to be carefully planned and executed over time. It is best to work within the existing culture and style of the industry as that is what others understand. Encouraging the expression of divergent points-of-view and allowing time to resolve disagreements keeps everyone involved.

----Costs----

Funding for the Focus Project comes from a three year contract averaging \$60,000 per year.

Red Rock Mental Health Center

The Red Rock Mental Health Center is a nonprofit, comprehensive mental health organization located in Oklahoma City, Oklahoma. The Center has specialized programs for all ages, from pre-school children through the elderly, and services for all levels of mental health problems.

- Approximately 100 employees
- Majority professional, administrative, and white collar
- More than 50% of employees are female

----History----

The Red Rock Mental Health Center offers support services for individuals affected by or concerned about HIV infection, including people with HIV/AIDS, their families and loved ones. The Center employs a full time AIDS Educator/Counselor who is highly trained and skilled in the relevant aspects of HIV/AIDS. All employees of the Center have received HIV/AIDS training which is updated annually.

The purpose of the Center's AIDS Counseling program, as stated in its policy, is "to improve the quality of life of persons with AIDS or HIV infection." The program goals are "to provide supportive therapeutic services to HIV infected persons in order to enhance their social and emotional skills and growth, and thus enable them to reach their full potential." The AIDS Counseling Program was developed in direct response to a need in the community and has had considerable success. In counseling clients with HIV, however, it became clear to members of the Center's staff that a specific service was needed to help many of these people find work. People with HIV/AIDS were becoming unemployed for a variety of reasons, including discrimination, stress, and temporary emotional overload. Substance abuse, homelessness, and other serious factors were also seen to come into play. Many had the ability to continue working, but only in a less demanding capacity.

Jim Carter, a volunteer at the Center, and Joan Foreman, the AIDS Counselor/Educator, had discussed this problem at length and communicated their concern to agency management, who agreed that the need should be addressed. Being active and aggressive in finding grant opportunities, the Center identified and made immediate application to the Insurance Industry AIDS Initiative and the proposal was subsequently funded.

----HIV/AIDS Program----

The one year grant from the Insurance Industry AIDS Initiative was used to fund a special program called "Contact Services" to assist people with HIV/AIDS find work. Because the program meets an unfulfilled need, the Center is committed to continuing Contact Services beyond the one year grant period, and funding strategies have been implemented to insure the future of the program.

Jim Carter was hired as the Project Director for Contact Services and the program began in May, 1990. Activities include meeting with clients to assess barriers to employment and developing referral

sources to help eliminate them. The process often involves helping clients adjust to having HIV/AIDS and deal with their inability to function in their previous capacity. Other steps may include facilitating a client's entry into a drug treatment program, helping them develop a resume, contacting employers, counseling clients and employers, meeting and educating personnel directors about HIV/AIDS, promoting the program in the community and in the media, and coordinating the program with other community organizations. Jim Carter is Chair of both the Oklahoma City AIDS Task Force and the Oklahoma City AIDS Care Coordination Team, and a member of the Oklahoma City AIDS Coalition.

There are currently 35 people in the program and 13 successful placements have been made. A continuing challenge for the project is identifying employers willing to hire people with HIV/AIDS. Thus much of the work is outreach and education in the business community. Joan Foreman and Jim Carter have both been strong advocates for developing and sustaining job placement services for people with HIV/AIDS, and the Center itself has demonstrated a long-term commitment to HIV/AIDS. These factors combined have insured the success of this unique job placement program.

----Policy----

Red Rock Mental Health Center has an AIDS-specific policy which states the organization's position not to discriminate and its commitment to provide services to people with HIV/AIDS. In addition, the policy covers services to clients, confidentiality and privacy, staff education and training, and universal precautions.

----Lessons Learned----

Successful job placement for people with HIV/AIDS comes about through the development of a network system with other agencies dealing with HIV/AIDS and with groups of people in the community who are "AIDS friendly," as well as regular positive media coverage and ongoing employer education. At the same time, motivational assessment and effective job preparation counseling must be provided to clients. Program success is a long-term process, building over time from one successful placement to the next.

The benefits of Red Rock Mental Health Center's job placement program include helping people with HIV/AIDS regain control over their lives, educating employers about the disease, demonstrating that people with HIV/AIDS can be productive members of society, and ultimately reducing the cost to society for people who are not working.

----Costs----

The Insurance Industry AIDS Initiative grant was \$25,000. Red Rock Mental Health Center provides telephone, office space, supervision and benefits, which amount in value to nearly matching funds.

Department of Health and Human Services, Region VI

Dallas, Texas is the regional headquarters for the federal Department of Health and Human Services (HHS). The largest agency in HHS is the Social Security Administration (SSA), represented in each of the 10 regional headquarters.

- Approximately 1100 HHS employees in Dallas
- Mostly white collar
- Approximately 40% minority
- Majority of employees are female

----History----

Early in the epidemic, H. Leon Anderson, an SSA employee, became an active volunteer with community-based AIDS programs. Through his volunteer work he saw the urgent need to find ways to streamline or cut through the bureaucracy, particularly for people with AIDS needing Social Security assistance. In 1987, having been employed by SSA for 22 years, he requested more involvement in AIDS work from the SSA Regional Commissioner. At that time, SSA in Dallas decided it needed an AIDS Coordinator to address the particular disability needs of people with AIDS. Leon Anderson was given the job, with a free hand to structure and create a full time position as an HIV/AIDS coordinator/ombudsman.

HHS AIDS guidelines were distributed to the regional headquarters in 1988, setting forth the government's AIDS in the workplace policy and management responsibilities. Among them were "making AIDS information, education, and counseling available to all employees," and "providing training and guidance for managers and supervisors on AIDS in the workplace." Implementation was left to the individual regions.

Region VI in Dallas formed an AIDS Coordinating Committee in 1988 to develop AIDS programs. The Committee, chaired by Leon Anderson, is composed of a representative mix of people including top management, line employees, staff, minorities and women. It developed a strategy to design and produce a series of comprehensive AIDS training sessions as a way to help HHS employees in Dallas become more responsive to the needs of people with AIDS.

----HIV/AIDS Program----

Through the work of Region VI's AIDS Coordinating Committee, AIDS education and prevention seminars were conducted in 1988 for all managers and supervisors, followed in 1989 by a month-long series of AIDS training programs for employees. In 1990, AIDS educational activities for employees and management focused on the concerns of women, children and minorities.

The management, supervisor and employee programs during the first two years were mandatory. The sessions were designed to help participants understand and become more comfortable with HIV/AIDS, to train them about their responsibilities concerning AIDS, and to show them how to be more effective and responsive to the needs of people with AIDS. The training seminars were moderated by Leon

Anderson, using presentations from physicians, lawyers, and people with AIDS, educational videotapes, and a question and answer session. Feedback forms are handed out to participants and responses have been consistently positive. However, no formal evaluation has been done and the feedback information has not been summarized or reported.

The 1990 HIV/AIDS seminars focused on the concerns of women, children and minorities, and were very well received. In observance of World AIDS Day, during the week of December 3 to 7, 1990, panels from the Names Project's AIDS Memorial Quilt were displayed in the lobby of the Federal Building in Dallas, and the Names Project Videotape, "Common Threads", was continuously shown. This was seen as an effective way to promote HIV/AIDS awareness in the community, given the thousands of people who pass through the building in any given week.

Region VI began by meeting the minimum standards put forth by HHS in Washington, and with committed leadership has gone much further, becoming a workplace leader in HIV/AIDS education and prevention in Dallas. Leon Anderson's leadership, the AIDS Coordinating Committee's commitment, and the HHS Regional Director's support continue to positively impact the department's response to AIDS and people with AIDS in Dallas.

----Policy----

In March, 1986, the Secretary of Health and Human Services distributed a memo to all HHS employees in the United States, stating that AIDS is not casually transmitted in the workplace and that employees with AIDS are entitled to the same considerations and benefits as those with any other debilitating illness. It also encouraged those with concerns to seek counseling and requested all employees to perform their duties in an intelligent and responsible manner. In April 1988, a more detailed policy and specific guidelines were distributed, as described above.

----Lessons Learned----

It is essential to lay the groundwork to create effective HIV/AIDS training. By starting with support from the top and using a committee approach, the common resistance to confronting HIV/AIDS can be minimized. A program must start by building a solid foundation of basic knowledge about HIV/AIDS that everyone understands before going on. Seminars with a panel of credible experts, including people with AIDS, is an effective way to provide HIV/AIDS education. People with AIDS put a human face on the subject and make it immediate and real. Benefits of the Dallas program have included heightened sensitivity of employees to the needs of people with AIDS, increased awareness of volunteer opportunities in the community, and recognition of the impact of HIV/AIDS on minorities, women and children.

----Costs----

Costs of the HIV/AIDS programs have not been tracked. However, other than staff and employee time, the costs have been minimal.

East Bay Regional Park District

The East Bay Regional Park District is the park system for Alameda and Contra Costa Counties in northern California. Park activities include swimming, boating, wind surfing, hiking, fishing, horseback riding, and picnicing.

- Approximately 500 full time and 250 seasonal employees
- Employees range from fire and police personnel to white collar and blue collar staff, including gardeners and mechanics

---History---

Lucy Woolshlager, Aquatic Specialist and EMS (Emergency Medical Services) liaison with the East Bay Regional Park District, and Emily Jarosz, the former Assistant Personnel Director, were the District staff members who initially became concerned about HIV/AIDS and infection control. In the early 1980's, gloves and pocket masks were made available to District emergency medical personnel. But more was needed. In 1988, Woolshlager had attended an American Red Cross seminar on emergency response personnel and AIDS which greatly impressed her with the importance of training the District's personnel.

In 1988, with approval from their Board of Directors and support from senior management, they were instrumental in forming a committee to address the needs of the District concerning AIDS. The committee members represented key work areas in the District including park operations, the police union, the fire department, the local union, and the personnel, legal, and risk management departments. Input was sought from the Red Cross, San Francisco AIDS Foundation, AIDS Project East Bay and the Departments of Public Health of both counties. Elaine Askari, the Director of the Labor Occupational Health Project at the University of California at Berkeley provided staff and training assistance.

---HIV/AIDS Program---

The East Bay Regional Park District implemented an HIV/AIDS education and prevention program in 1989. The purpose of the program was basic HIV/AIDS education, prevention of exposure, and personal education and prevention covering individual sexual activity and family issues. It was designed to allay fears and to encourage employees to be aware of and take responsibility for potential job-related risks. The program was mandatory; every employee of the District, from the top to the bottom, participated.

Each year the East Bay Regional Park District conducts a district-wide training for all employees. In 1989 the subject was HIV/AIDS. The training was done in a lecture, discussion and question and answer format using videotapes, flip charts, and a packet of materials including brochures and flyers.

In addition to the usual variety of park maintenance and interpretive staff, the District has its own public safety personnel and other departments typical to a municipality. As a result of the diversity of their work activities, Park District employees face varying degrees of potential on-the-job exposure

to HIV/AIDS. Consequently, the HIV/AIDS prevention programs were tailored to meet the specific needs of each work setting. Training took place in four-hour and eight-hour sessions. Emergency service personnel receive periodic HIV/AIDS updates. New employees receive orientation during on-the-job safety meetings.

The District uses a standard pre-/post-program evaluation form for all of their annual training. The responses indicated that employees liked the format and the frankness of the presentations, and appreciate the District's attention to such an important subject. The practical effectiveness of the training shows in employees' use of correct infection control procedures, and their lack of problems with needle sticks from discarded needles found on Park land. The District attributes the wide acceptance of its hepatitis B immunization program to the success of the HIV/AIDS program.

Lucy Woolshlager and Emily Jarosz were the champions of the District's HIV/AIDS programs from the beginning and played key roles in the program's development and implementation. Woolshlager remains committed to keeping the District up-to-date on HIV/AIDS issues.

----Policy----

The East Bay Regional Park District implemented a Life-Threatening Illness policy and distributed a copy of it to all employees. In addition, the District produced "Legal Guidelines for Personnel Policies," and reproduced the relevant California Health and Safety Codes pertaining to HIV/AIDS. The guidelines and codes were provided to appropriate personnel. A formal Infection Control Policy was also developed and implemented.

----Lessons Learned----

To develop a successful HIV/AIDS education and prevention program a solid foundation must be created. It begins with the establishment of a committee of key players representing the various interests of the organization. Top management support is vital at an early stage.

Identify outside resources and use them where appropriate. Resources in the form of materials, organizations and individuals are widely available and can provide a wealth of information.

Leave room in the training process for give and take. For some people the subject may be upsetting and participants are rarely prepared in advance for the emotional impact they may experience. It may not be known that an employee has a friend, relative, or loved one who has HIV. Be sensitive to the possibility that there may be someone in the audience who has HIV. Be aware of and discourage homophobia.

----Costs----

The costs for the District's HIV/AIDS program were not calculated. The HIV/AIDS training was part of the District's normal training process.

The Saint Paul Foundation

The Saint Paul Foundation is a community foundation located in Saint Paul, Minnesota that seeks to meet the philanthropic needs of the local community.

- 26 employees
- Majority of employees are female

----History----

In 1987, the Saint Paul Foundation began to address HIV/AIDS through its grants to community AIDS organizations. The Foundation's President, Paul Verret, Vice President, Jean Hart, and Program Officer, Bob Tracy have been the principal champions of the Foundation's AIDS activities.

In 1987 and 1988, grants totaling \$10,000 were awarded to support the work of the East Metro AIDS Task Force. In 1989, grants totaling \$95,000 were made to the Minnesota AIDS Project, primarily to assist the organization to stabilize financially by establishing an operating reserve fund. The Foundation has also provided staff and financial management services to Art Over AIDS, a consortium of Twin Cities area artists, cultural organizations, and people with HIV involved with encouraging workplace and HIV education through the arts.

The Foundation has contributed significantly to the development and support of the Minnesota AIDS Funding Consortium (MAFC), a joint effort with the Minneapolis Foundation, including grants totaling \$100,000 to support MAFC's initial two years. The Foundation is continuing its support of MAFC through 1991 and 1992 with a commitment of \$50,000. In 1989 and 1990, MAFC made grants totaling \$1.2 million to support HIV prevention and care activities in the Twin Cities of Saint Paul and Minneapolis and in greater Minnesota. MAFC is currently focusing on developing the capacity of the HIV sector to respond to future demands that the epidemic will be placing on the community.

The Saint Paul Foundation's leadership role in addressing AIDS on both the community and state level has stemmed from many personal commitments made by Foundation staff members. Paul Verret participated in the 1987 Spring Hill AIDS Conference which succeeded in promoting interest about HIV/AIDS among community leaders throughout the state. Jean Hart represents the Foundation as a member of the Steering Committee for the National Community AIDS Partnership. Bob Tracy is a member of the Minnesota Department of Health HIV Task Force. Donna Sherlock, a Program Officer, has been a member of the East Metro AIDS Task Force since its inception in 1987.

----HIV/AIDS Program----

Since March 1988, the Foundation has held four workplace training and education events for staff and management. Three of these sessions were for general staff and one involved training for managers. In September 1989, the Foundation held a workshop for its 1888-89 grantees, to help nonprofit community

organizations deal with employees and clients with HIV/AIDS. The workshop was also designed to provide agency executives and board members with tools to manage HIV/AIDS in the workplace.

Participants gave the workshop high ratings in the evaluation at the end of the program. Six months later a follow up survey also indicated that the workshop was worthwhile. A second workshop, based on the positive reception to the first, is now scheduled for 1991.

Members of the Foundation staff have been personally touched by AIDS and have co-workers with HIV/AIDS, and they have responded with compassion and support. A combination of the Foundation's policy and workplace education, along with grantmaking, and leadership by program staff have helped to create an environment where people with HIV/AIDS have felt understood and supported. The Saint Paul Foundation is continuing to demonstrate its commitment to leadership in the AIDS epidemic.

----Policy----

In August 1988, the Saint Paul Foundation implemented a policy that included provisions for addressing HIV/AIDS in the workplace.

----Lessons Learned----

Meeting the needs of the community in the face of the AIDS epidemic is directly in keeping with the purpose of the Saint Paul Foundation. The approach has been broad-based and substantially affects many sectors of the community. Commitment was backed with action ranging from financial contributions, to personal involvement and leadership, to staff and community education and prevention programs.

Aside from the technical lessons learned about HIV/AIDS and the epidemic, the Foundation believes that there are important personal lessons one individual learns from another in the process, including awareness of and sensitivity to individual differences and interests.

----Costs----

The HIV/AIDS workshops provided to grantees cost approximately \$6,000. Grants awarded to fund HIV/AIDS activities are part of the Foundation's philanthropic purpose and long range plans. Cost of the commitment of personal time has not been assessed, but staff members consider it to be far outweighed by value to the community and personal satisfaction.

New York Public Library

The New York Public Library is the largest city public library in the United States with 82 branches in New York City, the Bronx and Staten Island.

- 3,000 employees
- 60% of employees are women
- A mix of white collar and blue collar

----History----

By the mid-1980's, New York City had been hard hit by AIDS. By this time, few people in New York were unaware of AIDS, but fear and misunderstanding were common. As a major source of information to the people of New York, the library had been distributing HIV/AIDS educational materials and programs developed by the Gay Men's Health Crisis (GMHC), New York City's largest AIDS service agency and a major AIDS education resource, since early in the epidemic.

In 1987, the library's Benefits Administrator, Penny Donius, became concerned that employees would not have adequate insurance coverage if they were to contract AIDS. She went to her manager, who was immediately supportive and responsive, and the employee benefit package was reviewed in line with the potential needs of employees with HIV/AIDS. As a result, a long term disability plan and case management were added to the employee benefits package.

This process stimulated a broader look at the library's needs relative to AIDS, and an overall strategy began to take shape to address those needs.

----HIV/AIDS Program----

In August, 1987, the President of the New York Public Library sent a letter to all employees stating the organization's position on HIV/AIDS. The letter expressed a commitment to provide a safe work environment, reminded employees that discrimination against anyone with a life-threatening illness was prohibited, and stated that HIV is not casually transmitted under normal working conditions. It also urged employees to complete and return the AIDS questionnaire on HIV/AIDS, developed by the Human Resources Department, that would be in the following week's staff newsletter, and referred employees to the Human Resources and Benefits departments for further information. (SEE APPENDIX)

Based on the results of the questionnaire, a comprehensive HIV/AIDS education program was developed by Penny Donius with the help of the GMHC. GMHC trainers conducted a special training session for managers, and all employees were provided with a series of HIV/AIDS training meetings. The employee training, which was not mandatory, involved the use of case studies to stimulate group interaction and discussion. Specific handouts on HIV/AIDS were identified from among the plentiful written materials at the Library and were distributed to employees at the training sessions. A¹¹

training was done in English, but materials in other languages were made available to employees. A representative group of 12 employees were specially trained to be AIDS Trainers to stay up-to-date on the subject and to be used by other employees as AIDS resource people throughout the library. All new employees are trained in small groups. The Benefits Department remains the contact point for AIDS concerns, providing information kits, materials, and videotapes.

At the same time, "Guidelines for Addressing Life-Threatening Illness in the Workplace" were developed, as well as "Managing in the AIDS Environment," a memo providing specific recommendations to managers. Managers were encouraged to bring up the subject of AIDS at staff meetings and a "Suggested Format for a Staff Meeting to Discuss AIDS in the Workplace" was developed. (SEE APPENDIX)

Although the training sessions were not formally evaluated, participant feedback indicated that management training was received very positively. While there was some initial resistance by employees to the training, responses became very positive over time.

----Policy----

The New York Public Library issued "Guidelines for Addressing Life-Threatening Illness in the Workplace" to all employees as part of its overall AIDS strategy.

----Lessons Learned----

Communication from top management sets the tone for an HIV/AIDS program and ensures its long range success. In addition to a basic understanding of HIV/AIDS, managers need specific training to successfully manage the impact of AIDS in a work group. Encouraging discussions about AIDS in staff meetings brings the subject out of the shadows and encourages discussion that is accurate, thoughtful and responsible. The Library's "Suggested Format for a Staff Meeting to Discuss AIDS in the Workplace" was particularly useful for that purpose. (SEE APPENDIX)

Case studies are an effective way to encourage people to talk about what can be a difficult and depressing subject. An HIV/AIDS training session must start with the basics so that everyone has a shared understanding of the subject.

Since education and prevention were the two goals of the New York City Public Library's HIV/AIDS program, a measure of its success was an employee who called to ask how to go about being tested for the virus. Employees with HIV/AIDS are accepted by coworkers and can be open about their condition without fear of a negative response.

----Costs----

The costs of the New York City Public Library's HIV/AIDS programs have not been tracked.

RESOURCES AVAILABLE TO EMPLOYERS:

Community AIDS Organizations:

AIDS Response Knoxville is one of many community AIDS organizations throughout the U.S. that assists local employers with AIDS education programs. The volunteers who staff the phones at AIDS Response Knoxville are instructed to direct workplace inquiries immediately to the education department. A needs assessment is done on the telephone and ARK can: 1) respond to an immediate crisis within 24 hours by arriving on site with a portable VCR and TV unit, brochures and other handout material to facilitate a workplace-focused AIDS training session to avoid further work disruption; 2) schedule meetings with a company to plan a more comprehensive program; 3) provide a series of programs assisting with such issues as HIV/AIDS policy development/management and employee education; and 4) make referrals to specific community specialists, doctors and nurses, etc. (CONTACT: Laurie Forsythe, Education Director; North Central St., Knoxville, TN 37917; 615-523-2437)

The American Red Cross:

In many communities across the U.S., local chapters of the American Red Cross provide workplace resources/programs on HIV/AIDS which originate from the National Headquarters in Washington, D.C. **The American Red Cross of the Massachusetts Bay** offers an excellent example of an AIDS-in-the-workplace program available to employers. A caller to their chapter is referred to a highly qualified person who immediately determines whether the situation is a crisis. If so, the Red Cross can respond as quickly as the same day--or at least within 24 hours of the initial call. If it is not a crisis, the Red Cross can set up a one-hour free consultation to determine what action is needed to address the situation. Discussion revolves around how to implement a program, why AIDS education is important, a description of the Red Cross' program, and examples of AIDS policies and legal resources. In this consultation they can begin to develop anything from a basic education program to a comprehensive, long-term strategy for dealing with AIDS, using tried and true examples from other companies. The standard Red Cross program has 1) a 3-hour management training session that includes information on legal issues; and 2) 1 1/2 hour sessions each for managers, supervisors, and employees in groups of no more than 30. If the company is not ready for a such a meeting--there is not enough management support, for instance--the Red Cross can help the to identify potential stumbling blocks within their organization to having an AIDS program, and can send a 12-minute videotape and written materials to assist in encouraging management to get involved. (CONTACT: Heidi K. Kaplan, Director of HIV/AIDS Education; 99 Brookline Avenue, Boston, MA 02215; 617-262-1234, ext. 225)

Health Departments:

Like many local health departments, the **Fulton County Health Department** in Atlanta, Georgia, has an HIV Prevention Program that provides local education and training services on the HIV epidemic aimed at reducing the spread of the virus. One aspect of the services offered by the program focuses on workplace education and training designed to respond to the growing demand among businesses to inform employees, and to manage AIDS and HIV disease in the workplace. A caller to the Fulton County HIV Prevention Program can expect to be offered a range of service options from the well-trained staff of two educators. Options include: 1) a variety of brochures targeted for specific audiences; 2) slide lectures and video programs designed to inform and educate audiences on a variety of related issues; 3) technical assistance in developing a workplace policy; 4) values clarification group exercises; 5) specialized group health care worker training, including infection control procedures and HIV pre- and post-test counselor training; 6) individualized training for nurses, using an interactive videodisc on "Prevention of Occupational Exposure to the AIDS Virus"; and 7) assistance in identifying resources and referral to other HIV services and substance abuse treatment. (CONTACT: James Freeman, Program Administrator for HIV Services; 99 Butler Street, S.E., Atlanta, Georgia 30303; 404-730-1586)

National Information Sources:

The National AIDS Information Clearinghouse (NAIC) provides information and materials for employers on national, state, and local resources related to HIV/AIDS in the workplace. Its reference specialists can assist employers in identifying appropriate materials, resources, and programs for its employees. A variety of educational materials (posters, brochures, guidelines, and videos) suitable for the workplace are available, mostly free of charge. The Clearinghouse can also provide information on other organizations who provide workplace programs in local communities. The Clearinghouse services are available from Monday through Friday, 9:00 a.m. to 7:00 p.m. (1-800-458-5231; 1-800-243-7012 TTY/TDD service for the hearing impaired)

The National Leadership Coalition on AIDS focuses on the impact of AIDS on the business and labor communities. It is a membership organization serving business, labor and volunteer groups in the vanguard of establishing sound policies, ongoing education, and civic support and leadership. The Leadership Coalition is directing a five-year Centers for Disease Control grant designed to increase AIDS awareness and activities in minority and small businesses. (1730 M Street, N.W., Suite 905, Washington, D.C. 20036; 202-429-0930)

Contacts at Profiled Organizations:

Harco Drug, Inc.: Wyatt Williams, Director of Pharmacy Affairs; 3925 Rice Mine Road, N.E., Tuscaloosa, AL 35406; (205) 345-2400.

Tusco, Inc.: Michael Lauber, President; Box 175, Gnadenhutten, OH 44629; (614) 254-4343.

DiAna Hair Ego & the South Carolina AIDS Education Network: DiAna DiAna, President/Executive Director; 2768 Decker Blvd., Suite 98, Columbia, SC 29206; (803) 736-1171.

The Seafarers International Union: Dr. Elizabeth C. Reisman, Coordinator, Seafarers AIDS Forum for Education, P.O. Box 75, Piney Point, MD 20674; (301) 994-0010.

Service Employees International Union: Jamie Cohen, Assistant Director for Health and Safety; 1313 L Street, N.W., Washington, D.C. 20005; (202) 898-3434.

Sun Life of Canada: Chris McCue, Public Relations; One Sun Life Executive Park, Wellesley Hills, MA 02181; (800) 432-1102 ext. 7294.

Point of Purchase Advertising Institute, Inc.: John M. Kawula, President; 66 N. Van Brunt Street, Englewood, NJ 07631; (201) 894-8899.

The Focus Project: Entertainment Industry Workplace AIDS and Drug Abuse Project: Thomas E. Backer, Ph.D., President, Human Interaction Research Institute, 1849 Sawtelle Boulevard, Suite 102, Los Angeles, CA 90025; (213) 479-3028.

Red Rock Mental Health Center: Jim Carter, Project Director, Contact Services; 4400 North Lincoln Blvd., Oklahoma City, OK 73105; (405) 425-0381.

Department of Health & Human Services, Region VI: H. Leon Anderson, Regional AIDS Coordinator; Social Security Administration, Suite 1535, 1200 Main Tower Building, Dallas, TX 75202; (214) 767-4281.

East Bay Regional Park District: Lucy Woolshlager; 11500 Skyline Blvd., Oakland, CA 94619; (415) 531-9300, ext. 2547.

The Saint Paul Foundation: Jean E. Hart, Vice President; 1120 Norwest Center, St. Paul, MN 55101-1797; (612) 224-5463.

New York Public Library: Penny Donius, Benefits Administrator; #8 West 40th Street, New York, NY 10018-3902; (212) 704-8666.

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NATIONAL LEADERSHIP COALITION ON AIDS STAFF

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APPENDIX

Sample Policy: Ten Principles for the Workplace

- 1** People with AIDS or HIV (Human Immunodeficiency Virus) infection are entitled to the same rights and opportunities as people with other serious or life threatening illnesses.
- 2** Employment policies must, at a minimum, comply with federal, state, and local laws and regulations.
- 3** Employment policies should be based on the scientific and epidemiological evidence that people with AIDS or HIV infection do not pose a risk of transmission of the virus to coworkers through ordinary workplace contact.
- 4** The highest levels of management and union leadership should unequivocally endorse nondiscriminatory employment policies and educational programs about AIDS.
- 5** Employers and unions should communicate their support of these policies to workers in simple, clear and unambiguous terms.
- 6** Employers should provide employees with sensitive, accurate, and up-to-date education about risk reduction in their personal lives.
- 7** Employers have a duty to protect the confidentiality of employees' medical information.
- 8** To prevent work disruption and rejection by coworkers of an employee with AIDS or HIV infection, employers and unions should undertake education for all employees before such an incident occurs and as needed thereafter.
- 9** Employers should not require HIV screening as part of pre-employment or general workplace physical examinations.
- 10** In those special occupational settings where there may be a potential risk of exposure to HIV (for example, in health care, where workers may be exposed to blood or blood products), employers should provide specific, ongoing education and training, as well as the necessary equipment, to reinforce appropriate infection control procedures and ensure that they are implemented.

If your organization wishes to endorse
the Ten Principles, write to:

Developed by
The Citizens Commission on AIDS
of New York City and Northern New Jersey

The National Leadership Coalition on AIDS
1730 M Street, NW, Suite 905
Washington, D.C. 20036

Example of Support and Communication From the Top-- (Letter from the President of the New York Public Library to All Staff)

The New York Public Library

Fifth Avenue and 42nd Street, New York, New York 10018

President and Chief Executive Officer

August 5, 1987

Dear Staff Member:

Over the past months intense media attention and public concern have made everyone increasingly aware of the impact of AIDS (Acquired Immune Deficiency Syndrome) on our lives. The dimensions of human and personal tragedy of this epidemic have touched us all. In light of this, I feel it is important that the Library, both as a major employer and as a source of information to the New York population, review with our staff this issue, in particular, and our guidelines generally on life-threatening illnesses.

The two underlying objectives of the Library as a concerned employer in addressing the issue are to ensure a safe healthy environment for all our staff and patrons, and to prohibit all forms of arbitrary discrimination against anyone of our colleagues who may be suffering from a life-threatening illness. Based upon current medical research persons with AIDS do not present a health risk to others in the work place under normal working conditions. As long as staff members suffering from life-threatening illnesses continue to meet acceptable performance standards and medical evidence indicates that their condition is not a threat to themselves or others, managers should ensure that they continue to be treated in the same manner as other staff.

As a major source of information to the people of New York City, the Library has a special obligation. One third of all AIDS cases in the United States have been diagnosed here. It is therefore critically important that we make available accurate and up-to-date information about the disease, its medical advances and its prevention. With this in mind, the Library has helped to spearhead the distribution of material on AIDS, and extensive information is available to the public in all of our branches and in the Economic and Public Affairs Division of the Central Research Library. The enclosed brochure is a synopsis of AIDS information developed for distribution in the workplace.

....

So that the Library can respond to the needs and concerns of our staff regarding AIDS, we have developed a questionnaire to be published in Staff News next week. From your input on this, we will be better able to determine the focus of further updates. In addition, the Human Resources Department has already prepared a resource and referral guide for staff members. This will be distributed to all units and is available directly from the Benefits Office, whose staff members can also give consultation on how best to manage health, leave and other benefit matters.

Knowledge of the disease and practices that will prevent its transmission is the only known way, at present, of stemming this epidemic. Each one of us therefore has a particular responsibility to educate ourselves, our families, our friends and the public we serve about AIDS, so that we may do our part to combat this deadly disease.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Vartan Gregorian', with a stylized, flowing script.

Vartan Gregorian

Guidelines for a Staff Meeting Discussion -- New York Public Library

Suggested Format for a Staff Meeting to Discuss AIDS in the Workplace

- 1) Dr. Gregorian set the tone for the Library when he sent a letter to staff members concerning the Library's policy on AIDS. Review this with staff.
- 2) Show the "AIDS in the Workplace" video. The video clearly shows that AIDS is not transmitted in the work environment.
- 3) Initiate a discussion about the video tape. Be sure to listen for responses. The following are suggested questions to ask to initiate the discussion:
 - * What are your concerns about AIDS in the Workplace.
 - * After seeing the tape, how would you feel about working with a colleague with AIDS.
 - * How would you feel if you had AIDS and staff members were afraid to work with you?
 - * What other AIDS information would you like for you and your family.
- 4) To wrap up your discussion emphasize the following points:
 - * The Library is a safe, healthy environment for our staff and patrons.
 - * HRD has access to resources and referrals for those in need.
 - * Discrimination will not be tolerated at the Library.
 - * Information will be distributed on a regular basis.

NOTE:

Call Chris Fee in the Benefits Office 704-8667 for support materials.

- * Information kits for supervisors.
- * The video (1/2" VHS) may be reserved.
- * A VCR is available for use at 8 West 40th Street 3rd floor.

AIDS Education Survey Pre-/Post-Test -- Sun Life of Canada

AIDS EDUCATION SURVEY

Please help us determine the general level of knowledge employees have about AIDS by completing this survey. Your answers -- which will be kept confidential -- will provide us with a benchmark by which we can gauge the effectiveness of our employee education sessions.

How likely do you think it is that a person will get the AIDS virus from the following? (Check one column)

- | | Very
Likely | Somewhat
Likely | Don't
Know | Somewhat
Unlikely | Very
Unlikely |
|---|----------------|--------------------|---------------|----------------------|------------------|
| 1. Having sex with a person who has AIDS | | | | | |
| 2. Sharing needles for drug use with someone who has AIDS | | | | | |
| 3. Receiving a blood transfusion | | | | | |
| 4. Sharing eating utensils with someone who has AIDS | | | | | |
| 5. Being coughed or sneezed on by someone who has AIDS | | | | | |
| 6. Mosquitoes or other insects | | | | | |
| 7. Eating in a cafeteria where the cook has AIDS | | | | | |
| 8. Using public toilets | | | | | |
| 9. Donating blood | | | | | |
| 10. Working near someone with AIDS | | | | | |
| 11. Shaking hands with someone with AIDS | | | | | |

With the following questions, fill in the blank with a T for true, an F for false. If you don't know the answer, leave the space blank.

12. The virus that causes AIDS has been transmitted through saliva. _____
13. AIDS is an easily transmitted disease. _____

Based on a survey designed by Richard Williams, Ph.D., Polaroid Corporation

14. The symptoms of AIDS are general and similar to the symptoms of other diseases. _____

15. Women have greater natural immunity to AIDS than men. _____

16. Women can give AIDS to men. _____

17. A spermicide gel, used with a condom, adds protection against AIDS. _____

18. You can get AIDS through sex even if you only have one partner. _____

19. A person who has the AIDS virus can look and feel well and healthy. _____

20. A person who is infected with AIDS, but shows no symptoms, can still infect others. _____

21. The AIDS virus easily dies when exposed to air, heat, sunlight, and soap and water. _____

22. You are (check one):

Age 17-21	_____	22-26	_____
27-31	_____	32-36	_____
37-41	_____	42-46	_____
47-51	_____	over 51	_____

23. Do you manage employees Y _____ N _____

If yes, please answer the following questions:

24. How much would you say you know about employees' legal rights?

A lot _____ Some _____
Very Little _____ Nothing _____

25. How concerned do you think your employees are about AIDS in the workplace? (check one)

Very concerned _____ Fairly concerned _____
Not too concerned _____ Not concerned at all _____

26. How do you think most of your employees would feel working alongside an employee who has AIDS?

Would not care _____ Would care, but not resist it _____
Would care, and resist it _____ Would refuse to work with that person _____

PLEASE MAIL THE SURVEY BY MARCH 10 TO: Human Resources, SC 3025

AIDS Education Program Survey Results -- Sun Life of Canada

PRE VS. POST AIDS EDUCATION

