

Workplace Policy Builder for HIV/AIDS



Facilitator's Guide

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A Constella Company
Enhancing Human Health

Acknowledgements

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Workplace Policy Builder for HIV/AIDS

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Whom is this guide for?

The Workplace Policy Builder for HIV/AIDS Facilitator's Guide is meant for facilitators of a participatory process to draft an HIV/AIDS policy for the workplace. It follows a well-established design approach presented in greater detail in the **Workplace Policy Builder (WPB)** software. The guide is intended to be used with the accompanying software but can also be used on its own when computer access is limited.

The facilitator of this process is often someone contracted from outside the organization, but he or she can also be a well-respected employee selected by co-workers and management. This facilitator will work closely with both senior management and workers to create a policy that reflects the organization's unique environment and circumstances.

Whether the organization is a business, nongovernmental organization, or a public sector institution, full participation of personnel can ensure that the process reflects the organization's vision and commitment, making it more likely that the policy will be sustained over time.

Designing a workplace policy for HIV/AIDS

An electric company in Mozambique asked for assistance from Futures Group to design a workplace policy on HIV/AIDS. Working with a local organization, Futures Group trained a facilitator to lead company workers through a workshop to design their policy. Other members of the organization provided key information about the impact of HIV/AIDS on the national and community level. Management and workers welcomed the resulting policy as a consensus document that reflected their potentially conflicting interests and concerns.

Workplace Policy Builder for HIV/AIDS

Introduction

Introduction



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Impact of HIV/AIDS on the workplace

HIV/AIDS is one of the greatest humanitarian crises of all time. In 2004, UNAIDS estimated that over 40 million people worldwide were living with the disease. Even in areas where prevalence is still relatively low, HIV infection rates are increasing.

The majority of people who contract the disease are in their most productive years (15–49). Because many company employees fall within this age range, the workplace is particularly affected by the disease. For regions heavily affected by HIV/AIDS, a downward spiral begins as greater numbers of people get sick and the well-being of communities declines (see Table 1).

This trend can greatly reduce business growth, undermining the ability of organizations to function efficiently. This, in turn, has a negative impact on the country's economic and social well-being, as national tax revenue and investments decrease, while the need to deliver key social services for people living with HIV/AIDS (PLHA) increases.

By implementing an HIV/AIDS workplace policy, companies have an opportunity to address the problem proactively and to better prepare for the future. Addressing HIV/AIDS in the workplace now will help strengthen national efforts to reduce the cost of HIV/AIDS to companies and society as a whole in the future.

Workplace response to HIV/AIDS

The potentially devastating impact of HIV/AIDS represents a challenge for every affected country, requiring vital resources and the engagement of both public and private sectors. The workplace is an essential element in addressing HIV/AIDS in both sectors because

- People everywhere spend much of their active time at the workplace.
- Workplaces are structured environments where information about HIV/AIDS prevention and treatment for PLHA can be readily provided.

- There is a social aspect to work and people want to see their friends and co-workers stay healthy.
- Workplaces have a vested interest in maintaining the health and productivity of their employees.
- Workplaces can become serious areas of conflict, especially when the environment is characterized by stigma and discrimination.

Table 1. Impact of HIV/AIDS on the community, organization, and country

Community	
<ul style="list-style-type: none"> • Loss of family income and household productivity • Increase in female-headed households • Early entry of children into active employment • Pressure on girls and women to resort to providing sexual favors to survive 	
Organization	
<i>Increased expenditures</i>	<i>Decreased revenues</i>
<ul style="list-style-type: none"> • Increased health care costs • Increased funeral costs • Increased costs of employee benefits • Increased cost of recruitment • Loss of labor to organizations with higher-quality labor practices • Increased cost of retraining 	<ul style="list-style-type: none"> • Increased absenteeism • Decreased productivity of workers • Decreased employee skill level • Weakened demand, investment discouraged, and enterprise development undermined
Country	
<ul style="list-style-type: none"> • Increased demand for public services (e.g., health care, orphan support, etc.) • Decreased individual and corporate tax base • Increased economic instability through reduced foreign and domestic investment • High unemployment rates • Outward and internal migration • Social disruption 	

Role of HIV/AIDS policy in the workplace

Because the HIV/AIDS epidemic can have a profound effect on an organization's ability to function successfully, written HIV/AIDS policies for the workplace are increasingly recognized as an important tool for doing business. HIV/AIDS policies for the workplace can help

- Protect employers and employees.
- Ensure that appropriate prevention and treatment services are available within the workplace.
- Protect workers against stigma and discrimination.

An HIV/AIDS workplace policy is a formal commitment of an organization to protect its workers. A fair HIV/AIDS policy is a cost-effective way to make a positive impact on a global problem one company at a time. An HIV/AIDS workplace policy is not just a set of statements; it provides the basis on which a company determines how it will respond to HIV/AIDS and contains specific characteristics of workplace policies as outlined by the International Labor Organization (ILO).

Developing an HIV/AIDS workplace policy

Implementing an HIV/AIDS workplace policy has proved to be an effective response to the epidemic as well as an opportunity for employers to contribute to the well-being of all workers and the success of their organization.

The **WPB** CD contains a software program to help organizations develop an HIV/AIDS policy for the workplace. The program provides a wide array of resources to facilitate the design process, including

- Sample HIV/AIDS workplace policies from around the world
- A literature database of the impact of HIV/AIDS
- National HIV/AIDS policies/legislation (workplace and other)
- International workplace standards
- Tools for assessing the impact of HIV/AIDS and the cost of proposed programs

HIV/AIDS basics

See the Information on HIV/AIDS section of the **WPB** CD (including the PowerPoint presentation *AIDS 101*) for a detailed explanation of how AIDS can affect the body.

The high cost of stigma

When companies and organizations do not act to prevent stigma, they can experience

- High employee turnover
- Reduced productivity (due to low morale)
- Increased legal costs (due to civil suits brought against the organization)
- Negative impact on reputation and loss of public confidence

Criteria for an effective HIV/AIDS workplace policy

According to the ILO publication *Action against AIDS in the Workplace*, an effective HIV/AIDS workplace policy

- Makes an explicit commitment to corporate action
- Ensures compliance with appropriate national laws
- Lays down a standard of behavior for all employees (both infected and noninfected)
- Gives guidance to supervisors and managers
- Helps employees living with HIV/AIDS understand what support and care they will receive, increasing the likelihood they will come forward for voluntary counseling and testing
- Incorporates prevention programs that help stop the spread of the virus
- Assists the company in planning for HIV/AIDS and managing its impact

Developing an HIV/AIDS workplace policy

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Common questions about HIV/AIDS workplace policies

Policy or program?

A workplace policy is one part of a comprehensive response to the epidemic. A company should include programs such as voluntary testing, education, and prevention efforts. By offering programs at the company, workers will be more likely to take advantage of them and either maintain their health or avoid becoming infected.

The difference between a policy and a program is that a policy sets the foundation for commitments and a program is an implementation of activities or ongoing efforts. A policy ensures consistency across actions and behaviors.

Some companies will already have programs in place before designing a policy; for others, a policy may be a first step of a larger response guiding the direction of future programs. For example, a company may at first only support antiretroviral treatment (ART) by maintaining a good referral system to accessible services but may eventually establish an ART program providing treatment on company premises.

Why have a special policy for HIV/AIDS? Why not have one policy for all chronic or terminal illnesses?

Issues surrounding the HIV/AIDS epidemic make having a specific HIV/AIDS policy for the workplace useful if not necessary. HIV/AIDS is a unique disease in many ways, including its tendency to evoke inconsistent and unfair practices as well as special legal protection or services. For example:

- HIV/AIDS is associated with a high level of stigma and discrimination.
- National laws may specifically address care and treatment of PLHA.
- There is no cure for the disease.
- HIV may remain latent and still be contagious for many years.
- Special treatment options are available that can allow PLHA to live relatively normal lives.
- HIV/AIDS is preventable.

Therefore, even if a company has a terminal illness policy, it is important for it to have a special policy on HIV/AIDS, too.

Responding to standards and current company reality

Throughout the **WPB** CD, references are made to various international standards, such as the codes of practice developed by the ILO (see Appendix 1) and the Southern African Development Community (SADC). Familiarize yourself with these important standards along with various national laws.

In addition to conforming to best practices, workplace policies should reflect the needs, concerns, and realities of the organization's management and staff. Full participation of personnel in the process is the best way to ensure that the policy reflects their vision and commitment and will be sustained over the long run.

The ILO

The ILO (International Labor Organization) is a specialized agency of the United Nations (U.N.) that promotes social justice and internationally recognized labor and human labor rights. It formulates international labor standards in the form of conventions and recommendations that declare international labor rights such as

- Freedom of association
- The right to organize
- Collective bargaining
- Abolition of forced labor
- Equality of opportunity and treatment

It also promotes the development of independent employers and worker organizations and provides them with training and advisory services. Within the U.N. system, the ILO operates via a unique three-part structure that allows workers, employers, and governments to participate as equal partners.

A good HIV/AIDS policy for the workplace

- Is designed by people who care about the company and its workers
- Is well informed
- Meets international/national legal and regulatory standards
- Is practical and affordable
- Has a system for monitoring and evaluation

Overview of the policy design process

The design process follows a cycle of activities, meetings, working groups, and workshops. (See Appendix 2 for a table on designing a workplace HIV/AIDS policy.) Figure 1 shows the steps in the policy design cycle. (Each step is discussed in more depth in the **WPB** CD.)

Step 1. Get to know WPB

Become familiar with **WPB** program content and the issues and process of an HIV/AIDS policy for the workplace. Facilitators should review any existing international standards as well as any relevant national policies or laws. This step is also described in the Overview and Instructions section of the **WPB** CD.

Step 2. Engage the company

You are now ready to engage the company. First, learn about the company culture and the environment in which the company operates. Next, meet with company management to cultivate their support, and let them know what the process entails and what you will need from them to succeed. Lastly, you will identify a team leader with whom you will partner throughout the policy development process.

Step 3. Meet with the team leader

Identify members of the policy design team and other internal and outside stakeholders that will be involved in the design process. This step is also described in the Team Development section of the **WPB** CD.

Figure 1

The HIV/AIDS Workplace Policy Design Process

PHASE: Preparation						PHASE: Design			
Steps									
1	Step One	2	Step Two	3	Step Three	4	Step Four	5	Step Five
Get to know WPB		Engage the company <ul style="list-style-type: none">• Assess organizational culture• Assess the environment• Meet with company management• Identify team leader		Meet with the team leader <ul style="list-style-type: none">• Define meeting objectives• Identify stakeholders• Plan the policy development workshop		Plan the policy design workshop <ul style="list-style-type: none">• Review tips for successful facilitation		Collect and organize the information <ul style="list-style-type: none">• Review existing policies and laws• Assess HIV/AIDS community resources• Assess impact of HIV/AIDS• Synthesize information	
Participants									
Facilitator		Facilitator and company management		Facilitator and team leader		Facilitator and team leader		Facilitator, team leader, and policy design team	

Step 4. Plan the policy design workshop

Prepare the workshop to design the workplace policy through group participation of company team members.

Step 5. Collect and organize the information

Collect and synthesize the information needed to assess the current context of the company in relation to HIV/AIDS:

- Assess the policy environment
- Assess the impact of HIV/AIDS on the organization
- Review existing HIV/AIDS resources available through the workplace and community
- Conduct or delegate a situational analysis (information synthesis)

Depending on the scope of the policy, this process can range from a simple task to a long and intensive one. You may choose to collect some information beforehand or hire someone else to do it. (This step is also described in the Information Collection and Synthesis section of the **WPB** CD.)

Step 6. Conduct the policy design workshop

Bring the team together to design and draft the policy. Typically, the design and drafting of the policy involves a three- to five-day workshop with members of the team. You may decide to do Step 7 in the same workshop.

PHASE: Review

6 Step Six	7 Step Seven	8 Step Eight	9 Step Nine
Conduct the policy design workshop <ul style="list-style-type: none">• Clarify roles• Collect information• Present the information• Establish principles, decide on scope of policy• Draft the policy• Set up a monitoring and evaluation system	Plan implementation, monitoring and evaluation <ul style="list-style-type: none">• Devise a system to measure policy impact• Select HIV/AIDS indicators• Conduct KAP surveys	Conduct internal and external policy reviews <ul style="list-style-type: none">• Internal review of policy by company management and key personnel• External review of policy by stakeholders who were not part of the policy design workshop	Launch the policy <ul style="list-style-type: none">• Reach every employee• Encourage feedback• Sustain the momentum
Facilitator, team leader, and policy design team	Facilitator, team leader, and policy design team	Management and any stakeholders not part of policy design team	Management and policy design team

Step 7. Plan implementation, monitoring, and evaluation

Devise systems to implement the policy and continuously monitor it to ensure it is having the desired effect on the workplace. (This step is also described in the Finalize section of the **WPB** CD.)

Step 8. Conduct internal and external policy reviews

Submit the policy draft to company management and human resources personnel for their final review and approval. The company may decide to circulate it for comment from stakeholders who did not participate in the design workshop as well as business groups or industry boards.

Step 9. Launch the policy

Launch the policy and introduce it to the company through a meeting or special event for the whole organization.

Up next....

Now you are ready to move on to Step 1 and learn more about **WPB**. If you are not using the **WPB** CD, skip to Step 2.

Workplace Policy Builder for HIV/AIDS

Step One

Step One
Get to know WPB



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Get to know WPB

This section outlines the resources available on the **WPB** CD and how to use them effectively. It assumes the reader will be using the **WPB** program to facilitate the group policy design.


WPB: What it is and how to use it

The **WPB** program was designed by experts who have created HIV/AIDS workplace policies and programs worldwide. It helps guide a company through the beginning stages of designing a workplace policy to the writing of a first draft. It provides

- A policy design process that complies with internationally recognized standards
- An easy-to-use, step-by-step format
- Informational materials and resources about HIV/AIDS as a disease and its impact on the workplace
- Examples of current workplace policies in different countries and industries
- Tools to help determine workplace policies best suited to different types of companies
- Tools to estimate the financial impact of HIV/AIDS on an organization
- Tools to estimate the cost of starting workplace programs

Software basics

For your reference, basic computer terms used throughout the **WPB** program and this guide are defined below.

Button: A button is an area of a screen that if clicked on will take you to another area of the software program. For example, clicking on the  button on the left side of the **WPB** program will move the program content forward by one page.

Click: In computer terminology the word click is shorthand for mouse click—the result of pressing the buttons on the device you use to move the cursor (see Cursor) around the computer screen (the mouse). Certain areas on the screen, such as buttons or links (see Link), allow you to access

Technical specifications for running the WPB CD

- Processor: Intel Pentium 233 MHz or faster
- Memory: 128 MB of RAM or greater
- Hard disk: 200 MB of available hard-disk space
- CD-ROM drive
- Display: Super VGA (800 × 600) or higher-resolution monitor (1024 × 768 recommended)
- Operating system: Microsoft Windows 95 or later
- Adobe Reader 5.0 or higher
- Internet Explorer 6.0 or higher
- Internet connection (useful for accessing external webpage links but not necessary)
- Microsoft PowerPoint and Microsoft Word (useful but not necessary)

related pages, pictures, or text. By putting the cursor over one of these areas and pressing the left button of the mouse, you activate the connection and automatically shift to the new content.

Cursor: The cursor is the small blinking line that can be moved around the page using the mouse or the keyboard arrow keys to indicate where the next user input will occur (e.g., typing in text).

Drop-down menu: A drop-down menu is a window (also known as a dialog box) that has a button with a downward pointing arrow. When you click on the button, a list of choices is displayed. Options from the list can be selected by clicking on them with the cursor.

Export: The export function is used to move content (text, image, database files) from one computer program to another. For example, when you export content from **WPB** to Microsoft Word, the text will be copied to a Word document that you can edit or save.

Link: A link is an electronic path from one item (a file, image, or page) to another. You access the link by clicking on it with the mouse. A link is usually displayed in underlined blue text, such as <http://www.futuresgroup.com/index.cfm>.

Pop-up box: A pop-up box is a text box or image that literally pops up on the computer screen to provide additional information or direction.

Scroll: The scroll function is used to view content on a computer screen that continues past what you can see on your monitor. To scroll vertically, place the cursor or arrow over the gray bar on the far right side of your screen, click on the bar without releasing the mouse button (i.e., hold the button down) and, at the same time, move the mouse up or down. To scroll horizontally follow the same procedure using the scroll bar at the bottom of your screen. This will move the content up or down or right or left as needed.

Installing WPB

Load the **WPB** program by inserting the CD in your computer drive, and follow the installation instructions that appear on your screen. After the program is installed, launch it from your start menu, and click on the **Enter** button on the opening image. You can also download **WPB** through the Internet by visiting the Futures Group Web site at www.futuresgroup.com. Click on **Quick Link to Free Software** and then **Workplace Policy Builder** and follow the instructions.

You will then see a screen that will ask whether you are creating a new document or continuing work on something you started earlier. After you choose the correct option, click **OK**. This will bring you to the welcome screen. Click on the forward arrow or the **Click here to enter Workplace Policy Builder** link to begin using the program.

Navigating WPB

WPB is easy to use, even for those who do not have experience working with computers. The screen capture image in Figure 2 (p. 18) shows the main features of the **WPB** program. (Reviewing the terms defined in the Software Basics section will help you navigate the program.)

The **Menu Bar** is where you can access

- **File** to open a new or existing document and save or close a document.
- **Tools** to go to tables, costing tools, and quick links to company policies. Complete checklists and a glossary of terms used in both the **WPB** and related Internet resources are also found here.
- **Options** to change the language of text.
- **Help** to find resources such as the **WPB** brochure, how to contact Futures Group with questions, a link to the **WPB** home page on the Internet, and the Adobe Web site for tools to assist you in downloading files.

Outline allows you to go directly to any page in the program. Section introductions are highlighted in gray and identified by step number. Click on any line to go to these.

Forward/Backward Buttons allow you to proceed page by page through the program.

Resource Buttons allow you to jump to **WPB** tools such as tables, examples of existing HIV/AIDS workplace and other related policies, national and international laws, complete checklists, Internet links to useful resources, and a glossary of HIV/AIDS-related terms. You will see that the **WPB** allows you to sort these by industry when you reach the Policy Design section.

Main Work Area displays the information that will lead you through the design process. All other buttons and links are meant to influence or change what you see in this area.

Scroll Bar allows you to view content that continues beyond your screen. (See Scroll in the Software Basics section.)

WPB features and resources

WPB has a number of special features that are useful for creating HIV/AIDS workplace policies. All of the features described next can be accessed through the resource buttons on the lower-left section of the screen. Although the use of these tools is not required to complete the policy design process, they have been included to help you organize your information, track progress through the process, and access helpful policy information and examples:

- **Tables** are included in the **WPB** program to help you organize the group design process. At certain points, **WPB** will direct you to list people who will do certain tasks or consult other parties involved who have important information. When you come to a table, you will see a link that says, for example, **Click here to insert names of team members**. When you click on the link, a table will pop up. Clicking on the boxes with text allows you to type in names or information.

Tables can be found within each section by clicking the **Tables** button on the lower left of the screen (or by choosing **Tools** on the menu bar). Tables can be printed when they are displayed on the screen by clicking the **Print Preview** button followed by the **Print** button. They can also be exported to MS Word by clicking the **Export to Word** button. (See Export in the Software Basics section.)

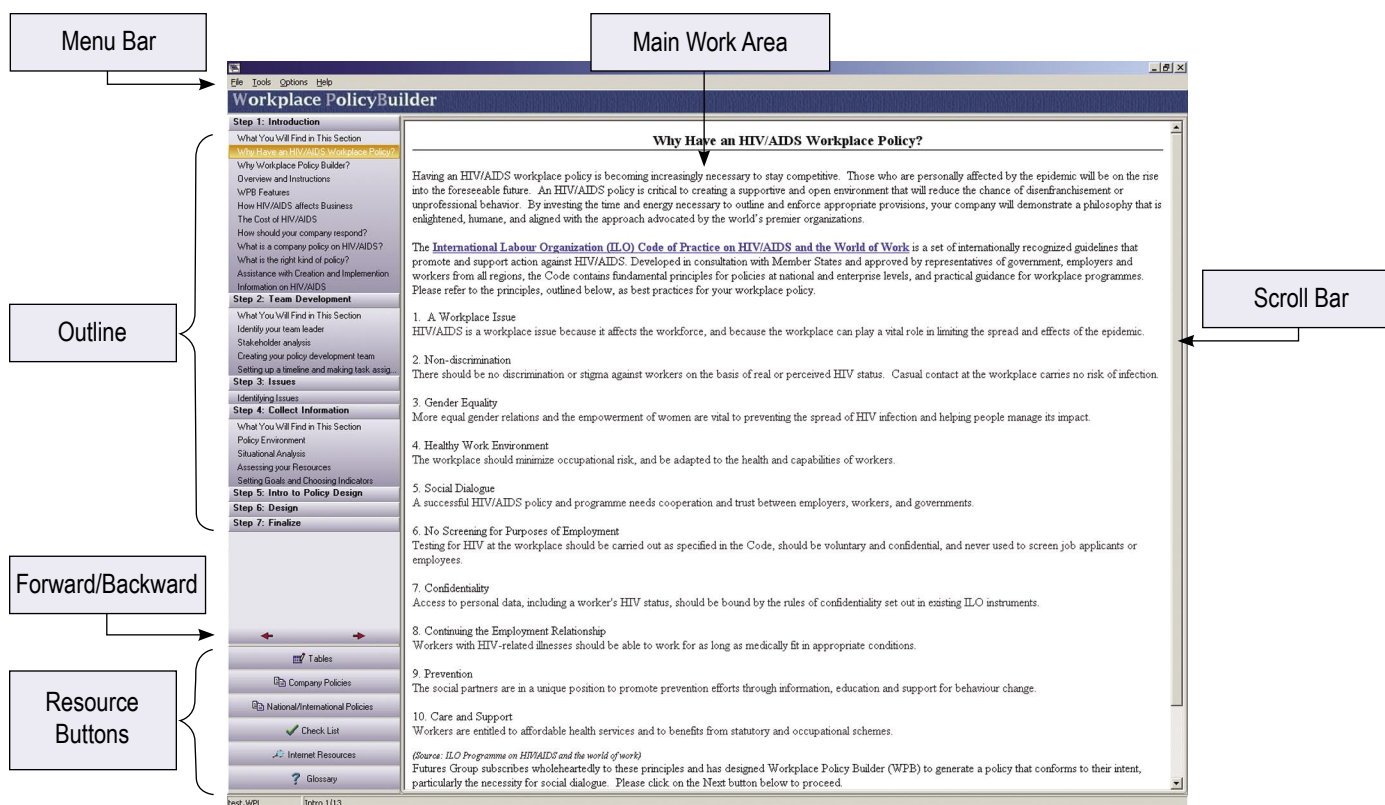
- **Sample company policies** are included to help you develop the content of a HIV/AIDS workplace policy. **WPB** currently includes workplace policies from more than 100 companies in 14 broad categories of industry. (See the Sample Policies section of the **WPB** CD.)
- **Descriptions of national and international policies** are included in **WPB** for quick user reference on international standards for HIV/AIDS policies. These include guidelines from the ILO (see The ILO on p. 7) and other recognized authorities. There is also a list of relevant national documents (including laws), which are broken down by country.
- **Checklists** have been included in **WPB** to help organize the group design process. The complete checklist from all sections can be found by clicking on the **Checklist** resource button or from **Tools** on the menu bar. Smaller, section-specific checklists will also pop up after a section is completed so users can make sure they are ready to proceed to the next step in the design process.
- **Internet resources** (external links) are included in **WPB** so that you can access online information about HIV/AIDS.
- A **glossary** is included in the **WPB** containing definitions of terms related to HIV/AIDS as both a disease and a policy issue to ensure the design team uses accurate, appropriate language throughout the design process and in the policy document.

Up next ...

The next section prepares you to meet with your client and create a plan to design the HIV/AIDS workplace policy.

Note: **WPB** is updated constantly to reflect the most relevant and recent information. However, it is likely that additional documents will be identified in your own policy design process. Please send any relevant documents to policyinfo@futuresgroup.com so that such documents can be added to future versions of **WPB**.

Figure 2. Navigating WPB

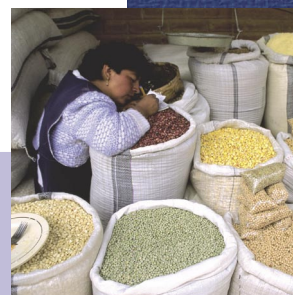


Workplace Policy Builder for HIV/AIDS

Step Two

Step Two

Engage the company



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Engage the company

This section contains tools and key considerations for effective communication with company management and workers. It provides guidance on how to

- Understand the context or “culture” of an organization.
- Understand the larger environment in which the company operates.
- Have a successful first meeting with company management.

Assess the organizational culture

The culture of an organization, the sector it works in, and the way governments have approached the HIV/AIDS epidemic should all be considered as you prepare to meet with company management.

No matter how many sessions you have conducted or interactions with business leaders you have had, it is always a good idea to review the basic principles of gaining your clients’ confidence. As an outsider working within the company’s specific culture, you will need to take every possible step to project an image of competence and professionalism. Here are some helpful tips to keep in mind:

- Businesses, particularly large enterprises, often require formal attire and behavior.
- The public sector environment can be quite formal (with formality often valued more than in the private sector).
- Project a respectful presence through your choice of words and body language.

Assess the environment

Once you learn that you will be working with a particular organization, you need to understand as much as you can about its operations to develop a realistic and effective policy. **Before** going into your first meeting with management you need to know the size, scope, and exact nature of the business plus as many of the following key factors as possible:

- **Policy and legislation.** Review any relevant legislation and policy, including labor and employment regulations, relevant HIV/AIDS strategies, legislation and policy, and international or regional agreements that the company is subject to. If there is a labor law in the country, it is important for you to understand this law and its implications for the company's HIV/AIDS workplace policy.
- **Political and economic situation.** Familiarize yourself with any current issues involving civil unrest, strikes, or worker relations that might affect the policymaking process. Be aware of recent history and events that affect the company.
- **Access to services.** Be aware of any voluntary counseling and testing (VCT) sites and government or private services to treat and care for those with HIV/AIDS. Is there a strong community prevention project? Are there any NGOs, church groups, or other private sector initiatives engaged in HIV/AIDS services?
- **Organizational structure.** Are decisions made by management alone or in collaboration with frontline workers? Who has the authority to make and enforce policy?
- **Organizational processes.** What are the systems for decisionmaking, supervision, and managing requests for employee sick leave and grievances? Is there one person at the top or a small number of supervisors with many lower level employees? What is the most realistic way to draft, to present, and to circulate the policy?
- **Demographics.** Know the facts to help you assess the risk and impact of HIV/AIDS in the workplace:
 - Size of workforce
 - Location of workplace
 - Gender breakdown (women may be at higher risk of contracting HIV/AIDS than men due to societal norms that create an imbalance of power in the workplace or at home)

- Type of occupations at the company
- Educational levels
- Mobility
- Age range

Knowing the demographic makeup of the organization will help you to understand the potential effects of HIV/AIDS on the company.

Meet with the company management

In your first meeting with company management, try to achieve the following objectives:

- Gain the support and confidence of management and develop a clear project mandate with staff.
- Ensure that there is a clear understanding by all parties of the level of effort that will be involved. (See Figure 2 or the table in Appendix 2 for an overview of the policy design process.)
- Obtain adequate support for a large-scale policy launch.
- Get copies of any previous surveys or research on staff by the company or outside contractors.
- Convey what you need:
 - A group of 6–12 staff members and workers with dedicated time to participate in the design process
 - A private and suitable space to conduct meetings and planning sessions
 - Access to key information about employees and the company
 - A computer capable of running the **WPB** software (See Technical Specifications on p. 9)
 - A team leader

Identify the team leader

The team leader is a representative from the company as well as your partner. He or she is vital to the group design process and will serve as your connection to workers, management, and the information you need to create a good policy. Establishing a good working relationship with the team leader is essential to facilitating this process. Although you will most

Occupations associated with high risk of HIV/AIDS

- Tourism
- Mining and other jobs requiring a worker to be away from their family for long periods of time
- Seasonal migratory employment such as agriculture and fishing
- Military and other armed services such as police
- Truck drivers and other industries with great mobility
- Health care services (due to occupational risk and mobility)

likely not have a say in selecting the team leader, convey to management in your first meeting that the team leader should be

- Capable
- Respected by both management and employees
- Willing and able to be involved in the policy from design to implementation
- Able to represent the perspectives of both management and workers

Tip: Prepare a folder for management

Include in the folder:

- A copy of the table in Appendix 2
- A copy of a sample workplace policy from a similar sector (adapted from **WPB**)
- A copy of the **WPB** CD

Up next ...

The next section contains information about working with your partner, the team leader.

Workplace Policy Builder for HIV/AIDS

Step Three

Step Three

Meet with the team leader



Futures
GROUP
A Constella Company

Photo: Z. Mikolajuk, IDRC

Meet with the team leader

This section provides guidance for your first meeting with the team leader and helps to prepare both of you for the group design phase of the policy development process.

Throughout the group design phase, the team leader is your partner and co-facilitator. He or she is your key resource for information concerning the workplace and organizational structure and has a stake in the success of the exercise.

The team leader also has a key role in the long-term success of the project. Your direct involvement with the company will most likely end after the workshop, so she will be responsible for managing the launch of the policy and evaluating its implementation in the workplace.

Define meeting objectives

Before your first meeting with the team leader, set out clear objectives about what you hope to accomplish. Use the meeting as an opportunity to

- Review material covered in the prior meeting with management.
- Ensure the team leader understands the policy design process.
- Review the team leader's scope of work.
- Plan the agenda for the workshop.
- Identify key stakeholders who will be involved in the group design process.

Identify stakeholders

You and the team leader need to identify the stakeholders that should be involved in drafting the policy. Some will be direct participants while some will only be consulted at certain times as resources. Those selected to work closely with you throughout the process will form the policy design team. All team members must be willing to commit themselves and have adequate time to dedicate to the process.

PLHA: Experts on living and working with the disease

Involving people living with HIV/AIDS (PLHA) in the policy process will add practical knowledge to the workplace policy. They are the real experts in knowing what they need to be able to continue to work, what programs will help them stay healthy, and what information is necessary to prevent further spread of the disease. Their presence can foster a supportive work environment and demonstrate to co-workers the vital role PLHA can play in fighting the epidemic. Their visibility and willingness to share information can also fight the stigma of the disease and serve as a model to infected workers fearful of coming forward. Keep in mind, however, that PLHA should not be forced to participate because many people do not feel comfortable discussing their HIV status.

Potential key stakeholders include

- Union representatives
- Management
- Senior representative of human relations/resources
- Supervisors
- Workers
- Families of workers
- Representatives of key government services
- Private sector or community service providers
- PLHA working with the company or living in the surrounding community
- Health care personnel such as company nurses or doctors

Plan the policy design workshop

The workshop initiates the design phase of the policymaking process. Discuss the following items with the team leader to plan for the workshop:

- Date, time, and length of the workshop
- Number of participants
- Location, ensuring there will be
 - Sufficient electricity
 - Adequate working space
 - Enough desks and chairs
 - Adequate light and ventilation
 - Easy accessibility for workshop participants
- Who will lead each section of the workshop
- Additional facilitators to assist in the small group work, if needed
- Arrangements for any outside presentations
- Anything else you think would add value to the experience

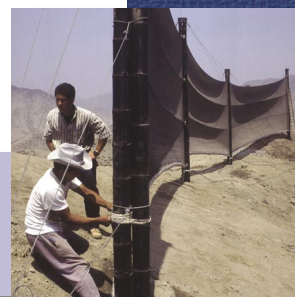
Up next ...

The next section will prepare you to conduct the workshop and produce an HIV/AIDS workplace policy. It notes key issues to keep in mind when you are working with a group, particularly as an outsider, and lists the specific skills that are needed to facilitate an effective HIV/AIDS policy workshop.

Workplace Policy Builder for HIV/AIDS

Step Four

Plan the policy design workshop



Plan the policy design workshop

This section outlines what you need to think about before and during the actual workshop facilitation.

A facilitator is a trainer who serves as a catalyst or makes things happen. As the facilitator, you will set the tone for every aspect of the process—from how professional, productive, and inclusive the workshop sessions are to the quality of the final product.

The successful facilitator should have good communication skills, vision, and the ability to lead company workers and management in the design of an effective response to the threat of HIV/AIDS in their workplace.

Qualities of a good facilitator

To be a successful facilitator, you must build the trust of company personnel in your skills, impartiality, and ability to handle confidential information. Gaining the confidence of both company management and workers is especially important when underlying tensions and or suspicions exist within the organization.

A good facilitator

- **Is a good communicator.** Adapt to listeners' language and style (if appropriate and consistent with the norms of the group).
- **Is a good listener.** Try to understand what someone is saying from his or her perspective. Clarify information you are receiving, so they know you are listening and remain confident that you understand their views.
- **Is conscious of what is happening in the group.** Body language can be a good way to gauge how the group is feeling at any given time. Warning signs include listeners who appear restlessness, have slouched posture, or avoid eye contact with you as you speak. If you see any or all of these behaviors, it may be time to take a break.

Guidelines for a facilitator

- Be early
- Be prepared
- Be flexible
- Make sure you know what the group expects of you
- Do not be too serious or too casual
- Be sensitive to issues of rivalry and confidentiality
- Try to anticipate problems and prepare to address them
- Listen! Remember that this is not your policy—it is the company's policy
- Do not abuse your leadership position
- Use your basic human skills, common sense, and desire for a good outcome to guide you through the session and any problems that may arise

- **Deals with boredom.** Remain aware of the group's energy level and set reasonable goals for the session. Your agenda should include timely breaks and remain flexible in case the pace is too fast or too slow to maintain interest. Regularly solicit feedback on how things are going, and keep the priorities of the session in mind. If there are time constraints, consult the group before you alter the agenda.
- **Tests assumptions.** Use your instincts to interact with the group, but do not assume that you know what they are thinking. For example, if you think that a group might be too tired to continue with a session, do not just break it up without consulting them; ask the group if they want to continue.
- **Guides the group with questions.** You will have to guide the group through difficult subject matter and help them understand what information should be included in the workplace policy. One of the best ways to achieve this is to ask appropriate questions to help the group organize their thoughts.

When using this technique, make sure that you do not assert too much influence on the process by

- Avoiding leading questions.
- Using positive phrasing.
- Preparing questions in advance, when possible, and evaluating them carefully to make sure they will elicit the type of answers you are looking for.
- **Clarifies what the session aims to accomplish and how it will be done.** If participants understand the objectives from the beginning, they will know what to expect and be ready to contribute. Following a well-prepared agenda and referring to it often will demonstrate that you have an end goal. Convey to participants that you will not waste their time, as this can cause resentment and negatively affect the process.

- **Is flexible.** Following the agenda is important; however, be ready to adjust it to meet unforeseen circumstances.
- **Makes sure he or she is understood.** Avoid using language that is too technical or complex, and do not assume that everyone understands your expressions or gestures. If you sense any confusion, try to explain things a different way or ask a question. Never single anyone out. To do otherwise may embarrass that person and cause him or her to withdraw.
- **Gives positive feedback.** Whenever possible, look for whatever is positive in a participant's contributions.

Tip: Giving positive feedback

Say:

- "You did this" not "You always/never do..."
- "You seem..." not "You are"
- "I am very busy doing..." not "Stop interrupting me"
- "Have you ever thought of" not "Do this"
- "You did this which caused me to..." not "You have problems with ..."

It is also helpful to pass out a list of terms that you will be using (see Appendix 3) and go over them at the beginning of the session. You should also try to gauge how well the group understands HIV/AIDS. **WPB** contains a PowerPoint presentation called *AIDS 101* that may be useful for groups that have little or no knowledge of the disease or require a refresher.

Keys to facilitating a policy design workshop

Although you may be very experienced as a leader of group meetings, facilitating a policy design workshop requires special consideration, preparation, and skill. Below is a list of the most important things to keep in mind.

- **Be prepared to address a diverse group of people including management, workers, and other stakeholders.** There may be a pronounced division between management and staff in the regular working environment. Be aware

of these boundaries, and look for ways to bring the group together, including

- Team-building exercises
- Seating arrangements
- Setting a positive mood

The team leader will be helpful in understanding group dynamics, so look to him or her to assist you.

- **Help the group perform more effectively by soliciting the potential of all members.** Encouraging everyone in the room to participate will help ensure that you develop the best policy for the organization. The group members are the only people who understand how the organization operates day to day. This insider perspective is exactly the information you need!
- **Always maintain a positive atmosphere.** Insist on keeping group dynamics respectful and professional. Any conflicts that may arise should be resolved quickly but not in a way that will embarrass anyone (which would not only affect that one person but could also result in losing the respect of other members).
- **Focus on how well people work together.** Build consensus and mediate differences to foster a sense of partnership in the process.
- **Make sure there is consensus about who is attending the workshop.** For example, in some cases, the presence of government officials can be beneficial because they can help ensure the policy is consistent with existing national laws. In other cases, government involvement may be seen as intrusive, inappropriate, or intimidating by other participants.
- **Manage conflict.** You will be confronting extremely sensitive issues throughout this process and should expect that conflict will arise. Do not look on disagreement as a bad thing. Instead, look to uncover the reasons behind the conflict. Group members may possibly have had a

particularly difficult experience because of HIV/AIDS or are uncomfortable being confronted with their own biases.

Below are some suggestions for basic actions you can take if disagreement in the group becomes disruptive:

- **Clear up any misunderstandings.** Use your position as an outside observer to see where there could be common ground. One technique is to ask each person to summarize what the other person's point of view is and why he or she feels that way. By seeing issues from another perspective, participants will be better able to understand where an agreement can be reached.
- **Reassert the end goal of the meeting.** If the conflict is stemming from a small issue, you may approach it by reminding participants of the reason why they are there and demonstrating how far the group has come toward completing their goal. This may be enough for the participants to gain perspective on the issue and return to the process.

If you feel the issue is critical to the success of the workshop and that it needs to be discussed at length, ask how the rest of the group feels about it. No matter how important this one issue may be, the ultimate goal is to produce a policy, so you must keep the group on track.

- **Build ownership.** Everyone who is at the workshop has something important to contribute. By creating a situation where people know that they are valued, participants will become invested in making sure that they design a good policy. Below are some ways to promote ownership:
 - **Ask participants to describe why an HIV/AIDS policy is important for the company.** Do not press for personal details, but encourage people to share reasons why they volunteered for the process or were chosen by management to help design the workplace policy.
 - **Reiterate the effects that HIV/AIDS has had on the world** (as outlined in the Introduction of this guide).

Potential sources of workplace conflict

- Management vs. workers
- Higher-level employees vs. lower-level employees
- Union representatives vs. management
- Men vs. women
- Seasonal vs. permanent employees

Creating a feeling of ownership

Ownership means that a person feels she has contributed to creating something. Encourage group members to carry the sense of ownership fostered in the policy design process back with them to their company. This exercise could have lasting positive effects on relations between workers and management and may convince both groups to become advocates for HIV/AIDS issues in the workplace.

Convey how important the HIV/AIDS workplace policy will be to keeping friends and employees healthy and treating them with the respect that they deserve.

- **Act as a peer, not a leader.** Show them through your words and actions that you are there to guide participants, not control them.
- **Convey that they are creating more than a piece of paper.** Emphasize that participants are initiating a process to address directly a major threat to their organization's ability to survive and be successful. Help them understand that they are taking an important first step toward a larger goal by designing the policy.
- **Be ready to handle sensitive information and issues.** Facing an illness like HIV/AIDS brings about thoughts of death and sickness that are sensitive and personal. As the facilitator of the policy design process, you must remain worthy of the trust placed in you to handle information and issues discretely and with care. You must also ensure that workshop participants conduct themselves professionally and are aware that they will have access to private information that must not be shared with anyone.

Your position gives you the chance to be a model of respect and responsibility by addressing upsetting issues with maturity and humanity. By being a positive example, you will help the team go back to their organization with an effective and compassionate policy for their workplace.

- **Help the team leader participate.** Share the information from this guide with the team leader so that he or she will be aware of the techniques you will be using and can employ them as well.

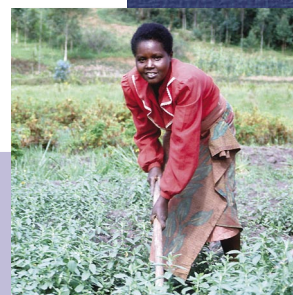
Up next ...

The next section outlines how to lead the group through its first major task: collecting the information that is critical for developing the best policy for their organization.

Workplace Policy Builder for HIV/AIDS

Step Five

Step Five **Collect and organize the information**



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Photo: E. Conway, IDRC

Collect and organize the information

This section will lead you and the team through the process of collecting the information necessary to make sure the final policy addresses the organization's unique circumstances.

Developing a workplace policy that will have a positive impact within the organization depends on a clear understanding of the country's national laws and policies. Be aware of how HIV/AIDS will affect the company, now and in the future.

A systematic approach to collecting the information needed for policy design should take include assessment of five key areas:

1. National and international laws and policies, as well as any existing company policies
2. Available services in the community
3. Actual and potential impact of HIV/AIDS on the company
4. Knowledge and attitudes of the workers toward HIV/AIDS
5. Issues that are faced by the organization in regard to HIV/AIDS

Not all companies will need to collect data on every area. For example, if management is already knowledgeable and convinced of the effect of HIV/AIDS on their organization, it may not be necessary to conduct an impact assessment. However, it is a good idea to review the company assessment as well as what it was based on to get an idea of how accurate their perceptions are.

In addition to preparing the team to write an informed workplace policy on HIV/AIDS, the exercise that follows will provide the framework for policy situational analysis, which is an important part of a workplace policy. It provides an overview of the company's unique situation and how it is threatened by HIV/AIDS. Specifics on how to write a situational analysis can be found later in this section. (See the section called Collect Information in the **WPB** CD for more details.)

Namibia: Legislation review

In Namibia, the AIDS Law Unit (a nonprofit nongovernmental legal assistance center) published a booklet, *HIV/AIDS in the Workplace*, which provides basic facts about HIV/AIDS in clear, simple language and reviews all laws protecting workers living with HIV/AIDS. Country legislation described in the booklet includes

- The Labour Act
- The National Code on HIV/AIDS in Employment and the Employees Compensation Act
- The Social Security Act
- Key parts of the national constitution

Review existing policies and laws

A key part of the data collection process involves reviewing existing international and national regulations and identifying any relevant company policies. The ILO *Code of Practice* is recognized as the highest standard and should serve as the outline for any workplace policy (see The ILO on p. 7.) In Southern Africa, SADC's recommendations for policies on HIV/AIDS should also be considered.

Even though international standards are relevant for all countries, national laws vary significantly. It is extremely important that the specific laws of the country be thoroughly reviewed and followed to avoid any negative consequences. This may include laws and policies governing

- Labor
- Social security practices
- Employee rights
- Antidiscrimination
- Gender and equality
- HIV/AIDS in general
- Human rights

In addition to the database of national laws and policies, the **WPB** CD contains contact information for a number of other sources that may be useful in identifying the impact of HIV/AIDS on a particular country and/or workplace, including organizations' human resources, policy, and public affairs staff. These sources include

- UNAIDS (www.unaids.org)
- National AIDS Councils (NACs) and local AIDS Control Units (ACUs)
- Ministries of Health and Labor
- HIV/AIDS Policy Compendium Database
- Local service providers
- Relevant unions or associations

Use this list as a starting point for research, but encourage the group to seek out and review any other useful sources and consult those who are knowledgeable about the relevant laws in their country.

Assess HIV/AIDS community resources

Community resources for people living with HIV/AIDS (PLHA) are important information for employees in need, especially when support services offered by the company are limited. Some organizations make a directory of important HIV/AIDS services in the area. This might include information on

- Free or low-cost HIV/AIDS care and treatment
- Home-based services
- VTC (voluntary testing and counseling) centers
- Prevention and education sites
- Distribution sites for condoms and other family planning tools
- Sexually transmitted disease (STD) treatment services
- Tuberculosis treatment services
- Free or low-cost primary care services
- Counseling and psychological services
- Social and other government services
- Child care services
- Legal services
- Advocacy and support groups for PLHA

Assess impact of HIV/AIDS

In addition to understanding national and international laws and policies, you must be aware of the general effects of HIV/AIDS nationally, in the local community, and in the particular sector the organization is working in. As explained in **WPB**, these effects could include

- **Gauge prevalence.** One of the most common questions that managers ask is, “How many of my workers are infected with HIV?” The simplest way to answer this question is to assume that the prevalence of HIV in the workforce is comparable to the prevalence in the community for workers in the same sector in the country where the business operates. Data from the UNAIDS Web site (www.unaids.org) provide national estimates of HIV prevalence.

Some companies seek out more specific data by performing unlinked, anonymous testing. While such testing may provide managers with more detailed information about

Lesotho: Where HIV/AIDS workplace policies are mandatory

In 2000, the government of Lesotho mandated that HIV/AIDS issues be addressed in the workplace, requiring organizations to create policies or programs that followed national standards.

HIV/AIDS/STI prevention and programs shall be implemented at the workplace. Employers will be required to provide HIV/AIDS/STI education to all their employees at their workplace.

—Excerpt from Section 4.8 of the Government of Lesotho Policy Framework on HIV/AIDS Control, Policy and Management

By 2004, most companies in Lesotho had not yet developed an HIV/AIDS policy. The government then mandated that any business that did not create its own HIV/AIDS policy for the workplace would have one imposed on it by the government.

the extent of the problem within their workforce, there are a number of reasons such testing is not recommended. For example, the tests:

- May not provide an accurate estimate of HIV prevalence because many workers may choose not to be tested.
- May introduce fear and suspicion in the workforce (especially if workers believe the information may be misused).
- Are extremely expensive.

Under no circumstance should companies conduct mandatory testing. This not only creates a destructive and suspicious environment but also is also illegal in many countries.

- **Survey individuals' knowledge, attitudes, and practices (KAP).** In designing their HIV/AIDS policy for the workplace, many businesses choose to collect data about the behaviors and attitudes of their workers through anonymous surveys. This sort of information can be useful in determining the extent and type of risks that employees engage in. Such surveys are also useful for assessing the attitudes of workers toward those infected with HIV/AIDS. The two most common types of surveys are the Knowledge, Attitudes, and Practices (KAP) survey and the Behavioral Sentinel Surveillance (BSS) survey. Managers may also wish to conduct focus group discussions or simply conduct informal interviews with a select number of employees.

Knowing workers' behaviors and attitudes before the policy is in place and determining whether they have changed over time forms the basis of a monitoring and evaluation plan. (See Step 7, Plan implementation, monitoring, and evaluation.)

- **Assess economic impact.** While many businesses recognize the need to have an HIV/AIDS policy and program, others do not. In an environment where there is skepticism about the need for the company to act, an economic impact assessment may help. Economic impact

assessments are designed to determine, either through quantitative modeling or descriptive analyses, the extent to which HIV/AIDS affects the operations of the business. One quantitative model, the AIDS Impact Model for Business (AIM-B) can be found in the **WPB** CD.

Where such modeling is not feasible, it still may be useful to identify any other economic impact studies that may have been conducted within the company's economic sector.

- **Assess employee issues.** A key piece of information to collect is the assessment of issues employees are most concerned about. Talk to employees representing an array of positions within the organization because concerns are likely to differ depending on the type of work. The concerns of a truck driver, for example, are likely to differ from the concerns of the owner, the company nurse, the human resources manager, and the union leader. Collecting a list of concerns can ensure a broad level of participation in the policy development process.

Synthesize the information (situational analysis)

After the necessary information has been collected, the team can complete its situational analysis, an assessment of the internal and external factors that contribute to the threat that HIV/AIDS poses to the organization. A well-researched situation analysis

- Sets the context for the policy.
- Helps gain support for the process.
- Demonstrates the need for specific programs.

See Appendix 4 for an example of a comprehensive survey tool for conducting a situation analysis (also known as a *baseline survey*).

A situation analysis may be incorporated in two different ways during this process:

1. The team can research and write a situational analysis after the information collection portion of the process.
2. If you are familiar with the country situation and

workplace issues, you may choose to present a situation analysis to the group at your first meeting. They can then use the information in your presentation as a starting point for introducing the policy. This is a good way to make the group aware of the effects of HIV/AIDS on the workplace and is also helpful if the time allotted for collecting information is extremely limited.

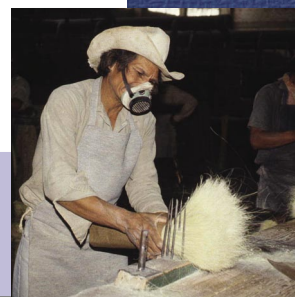
Up next ...

The next section guides you through the policy design workshop you will facilitate with the group. It gives a detailed overview of the process and specifics for each session, including goals and sample agendas.

Workplace Policy Builder for HIV/AIDS

Step Six

Step Six **Conduct the policy design workshop**



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GROUP
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Photo: D. Marchand, IDRC

Conduct the policy design workshop

This section builds on Steps 4 and 5 and provides guidance for the policy design workshop. The workshop typically lasts four to six days, although the time frame can vary according to the size of the group and the complexity of the policy being developed. Each workshop session described below usually takes three to four hours. Small group work can take a full day or more.

Workshop overview

Group members actually write the draft of the policy in the workshop. The policy is developed through a series of group exercises in which a number of specific sequential tasks need to be completed.

To illustrate how these tasks fit together, they are presented here as separate sessions. Each session builds on the previous one and should be conducted in sequence over several weeks or combined into one workshop, depending on the preferences of the organization.

Because of the considerable details and dynamics involved in conducting the sessions, it is very important to have carefully planned agendas for each one. (See Appendix 5 for a sample workshop agenda, which can be modified as needed.)

Each session and its main tasks are outlined below:

Session 1. Clarify the team's role and responsibilities and gain its commitment

Session 2. Collect and synthesize the information

Session 3. Present the information collected

Session 4. Establish the principles and priorities of the team and company and decide on the scope of the policy

Session 5. Draft the policy section by section in small groups

Session 6. Devise plans for implementing a monitoring and evaluation system and define the next steps

The following documents should be given to each participant at the beginning of the workshop:

- A copy of the ILO *Code of Practice* (Appendix 1) and any other regional codes such as those for SADC
- Sample text relating to the various steps of the policy design process (extracted from existing policies)
- Sample policies from workplaces in the same industry and geographic region (available on the **WPB** CD)
- Relevant national laws and policies such as labor codes, HIV/AIDS policy, and social security policies (see the **WPB** CD)
- Workshop agenda (see sample agenda in Appendix 5)

Tip: Hold a pre-workshop meeting

Pre-workshop meetings can be held to designate various team assignments, to discuss the process, and to identify who is responsible for individual tasks. For example, if an outside agency conducted a situational analysis or KAP study or completed a community resource assessment, arrangements would need to be made for this information to be presented in the workshop; this type of task can be completed in pre-workshop sessions.

Session 1. Clarify roles and responsibilities of team members and ensure their commitment

The specific tasks of this first session are

- Introduce the policy design process.
Explain what makes up a policy and why each session is necessary.
- Review team expectations for the workshop.
- Explain how to draft the policy.

This first session is critically important, providing the opportunity to

- Set the stage for maximum participation and collaboration.

- Gain the trust of the team.
- Build cohesion.
- Encourage constructive dialogue to deal with conflicting agendas and priorities.
- Foster enthusiasm to see the process through to a final draft and implementation.
- Demonstrate your ability to lead a team of diverse stakeholders impartially.
- Establish terms of reference, scope of work of the team, and guidelines for group process.
- Define the decisionmaking responsibilities of the team.
- Gain team commitment to drafting the policy.
- Review individual tasks and create a timeline.

Session 2. Collect information

[Note: This session may be omitted if information has been collected by an outside agency. It will still be important, however, for you and the team leader to review the information and be involved in its presentation to the team.]

The goals for Session 2 include assigning information collection tasks, as outlined in Step 5, and creating a plan to gather baseline data. Please be aware that the team must have clear assignments and sufficient time to collect information, so plan accordingly.

Please see Appendix 4 to view a sample survey tool. Note that the questions the team decides to ask should remain consistent in future surveys to make it easier to measure change over time. If new provisions or programs are included in later versions of the policy, baseline data should also be collected and appropriate questions added to future surveys.

Session 3. Present the information

The key information needed to design an effective policy includes

- Impact of HIV/AIDS in the country and in the company's work sector
- National and international laws that affect the company and its workers

Baseline data

Baseline data are collected at the start of the policy process and include information about the knowledge and attitudes of the workers. Having the information before drafting the policy is critical. Without this information, it will be difficult to know how the policy has influenced behavior over time.

Mozambique: Using external resources

In Mozambique, a policy team decided to ask members of the Ministry of Health to present background on the impact of HIV/AIDS in their country. They also asked a lawyer to review existing laws pertaining to HIV/AIDS in the workplace. This gave the team an opportunity to learn about the environment and prepare to frame their policy while also demonstrating to management that a plan to institute mandatory testing at the company was against national policies and laws.

Namibia: Surveys identify key problems

While designing their HIV/AIDS policy, the management of a grape farm in Namibia elected to contract a research group from the local university to carry out a survey of their workers' knowledge, attitudes, and practices. The survey revealed that employees were spending long periods of time away from work to get routine health care, including HIV/AIDS testing. Most of this time was spent traveling to the distant government health facility.

This discovery led a group of farmers to build a clinic nearby to serve all their workers. Maintaining and adding more staff to the clinic became part of their HIV/AIDS policy. After the clinic was running, employees spent less time away from work and were better able to maintain their health. The baseline survey and the clinic that resulted from it were instrumental in improving farm production.

- Results of any KAP surveys
- Overview of existing services in the surrounding community (known as community mapping)

Session 4. Establish company principles and decide on the scope of the policy

This session is meant to help the team define guiding principles and the scope of the policy. It is a forum for the team to discuss their concerns and values before they begin small-group work. The small-group setting allows for more detailed discussion concerning these issues and is where practical matters of policy implementation will occur.

The scope of the policy should be discussed and decided at this point. Policies vary from basic descriptions of the company approach to HIV/AIDS to comprehensive descriptions of current and future HIV/AIDS services. The scope that is appropriate for a particular company depends on a number of factors, including size, existing programs, and legal requirements. (See Appendix 7 for sample policies.)

Session 5. Draft the policy (via small work groups)

In this session, the team is separated into small work groups to write individual sections of the policy. Review sample policies to see how other companies have approached the different topics.

Appendix 6 contains sample workplace policy language to help guide the small working groups through the policy design process. Samples include text from a variety of workplace policies as well as the *ILO Code of Practice* organized by section.

Begin by dividing the team into small groups, either randomly or purposefully, ensuring adequate representation from management, workers from various job categories, and PLHA.

Have the groups select someone to take notes and someone to present the work to the larger group. These can be the same person or two different people.

Distribute the sample language to jump-start the writing process, emphasizing that the language should not be copied but should be used only as a guide.

Assign the groups specific topics one at a time. For example, if the team has been divided into three groups, assign each a different topic (Group 1: Confidentiality, Group 2: Mandatory Testing, and Group 3: Benefits).

Tip: Potentially difficult topics should be dealt with early

Controversial topics should be presented early in the small-group work, allowing adequate time to establish how the group will work together. Less time will be needed for noncontroversial subjects later on because groups will be familiar with how the work is approached, so there will be less need for discussion.

Work closely with the small groups at the beginning of each new drafting session to ensure that they understand the task and work well together. Allow them to work independently so that they can talk privately about issues important to them and the organization. Assure the team that all discussions will remain confidential and within the confines of the workshop.

After the first set of sections is drafted, have the groups come together again and present their work to each other for review and discussion. The rest of the team can then make suggestions and edit text before it is included in the final draft.

Repeat this process until all sections that the team has decided to include in their company's policy are drafted and presented.

You and the team leader need to ensure that there are no outstanding issues and that the policy addresses specific principles laid out in Session 4.

At the end of all the small-group sessions, you will take the text from each group and compile the entire policy. Do this in the evening after all the small-group work is completed.

Once the draft policy has been compiled, you will present it to the team for a final review.

Namibia: Assessing available resources

In Namibia, a company peer educator gave a presentation on the types of services commonly needed by PLHA. He then asked the team to fill in a map drawn on a flip chart locating these services. The map showed locations for government and private health services, ART sites, counseling facilities, testing sites, organizations serving PLHA, social security offices, and services that support orphans, provide home-based care, and free legal support. The team saw the facilities available in the community that could be used to supplement programs already offered at the company.

It also identified essential resources that were so far away from the community that accessing them imposed significant cost and hardship. These included a cemetery that was considered "local" but was inaccessible to most people. As a result, the company sought authorization to build a cemetery nearby and has provided the funds to build and maintain it.

Session 6. Set up a monitoring and evaluation system and define the next steps

Before ending the workshop, it is important to define the next steps in the policy process. The key tasks include the following:

- Setting a timeline for reviewing the policy and a target date for its completion, launch, and dissemination
- Establishing who will be responsible for presenting the draft to management and workers
- Establishing a clear mechanism for its review by the company management and workers
- Discussing who will be responsible for making changes in the draft as reviewers make comments
- Arranging a baseline survey if it has not been done

Turn now to Step 7 to learn how to create a monitoring and evaluation system. The last session of the workshop will involve helping the team to design such a system for their policy. Because this is a relatively involved process, it is presented as a separate section in this guide, but it must be completed with the whole group, preferably on the last day, after the final policy has been reviewed.

Up next ...

The next section outlines how to create and institute a system to monitor the effectiveness of the policy and how to use the information to improve the policy continuously.

Workplace Policy Builder for HIV/AIDS

Step Seven

Plan implementation, monitoring, and evaluation



Plan implementation, monitoring, and evaluation

This section demonstrates how to determine whether a policy is having the desired effect on the attitudes and behaviors of the workforce.

Devise a system to measure policy impact

The purpose of an HIV/AIDS policy is to ensure the well-being of workers and the sustainability of a company. Therefore, simply putting a policy in place is not enough. You must also implement a system to measure its impact.

The foundation of any evaluation plan is the effective use of indicators. Indicators are specific attitudes or behaviors that can be measured to monitor the effect of the policy. Examples of possible indicators include the following:

- Level of specific knowledge about how HIV/AIDS is transmitted
- Increase or decrease of risky behaviors
- Attendance at HIV/AIDS education seminars
- Use of company-supplied condoms

These attitudes and behaviors can serve as indicators because they are quantifiable (easily counted). For example, it is a simple matter to count attendants at HIV/AIDS support groups or the use of condoms provided by the company. These same indicators can be compared from year to year to measure the policy's effectiveness.

Measuring the impact of a policy accurately depends on understanding conditions before the policy is in place. The collection of this basic information is called a baseline data survey. You will use the information from this survey as a basis for evaluating the effect of the policy. To evaluate a policy accurately, you must have this information before the policy is implemented.

Ensuring sustainability through monitoring and evaluation

Because it takes time for programs to have an effect, it is likely that you will no longer be engaged with the company at this point, and the team leader will lead the evaluation. However, working with the team to develop a monitoring and evaluation plan will increase the likelihood that the company will assess and review their policy in the future.

Select HIV/AIDS indicators

Although specific indicators will be different for each company, they should always be directly related to the goals set out for the policy.

This is an example of a clear, measurable indicator:

- Percentage of workers who used condoms for every sexual encounter (with spouse or not with spouse) in the past six months.

These are examples of unclear indicators:

- Percentage of workers who use condoms. [*Does not specify whether they are used every time with every sexual partner.*]
- Percentage of workers who know HIV/AIDS can be spread by infected people. [*HIV/AIDS can only be spread through exposure to bodily fluids. It is extremely important that employees understand the specific ways the disease is transmitted so those that are infected will not be shunned and others will be better able to protect themselves.*]

In Appendix 8, you will find a list of sample goals and corresponding indicators.

While doing this exercise, encourage the group to scrutinize the indicators to see how they may be confusing to workers and other reviewers. Revise and edit as many times as necessary to make sure the indicators are clear.

Conduct KAP surveys

Baseline data usually include a survey of workers' KAP. Giving a KAP survey to company staff is the best way to understand what they know and think about HIV/AIDS. Appendix 4 is a sample questionnaire for a KAP study. All surveys should be conducted anonymously because you will get a greater response and more truthful feedback.

Surveys often help to identify specific issues or misperceptions that need to be addressed in the policy. For example, people with advanced degrees often assume they are less likely to be in danger of HIV/AIDS infection than those with less schooling. Armed with the knowledge that such uninformed attitudes are present, the team can incorporate targeted education programs and help to encourage workers at all levels to protect themselves.

By combining the personal information you receive from employee surveys with the statistics gathered about company programs, you will get a better picture of how the policy is helping to protect the workforce. You can also use this information to refine the policy continually and offer needed programs.

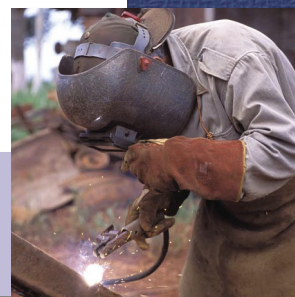
Up next ...

The next section demonstrates the importance of having the policy reviewed by additional stakeholders to ensure that all issues have been addressed and that the policy is feasible.

Workplace Policy Builder for HIV/AIDS

Step Eight

Conduct internal and external policy reviews



Conduct internal and external policy reviews

This step will help you establish procedures for further review of the policy.

Internal Review

The **WPB** program and the facilitator's guide have helped lead the group through the creation of the first draft of a policy, but the process does not end with this document. Take time to evaluate the policy draft carefully from a number of different viewpoints. Encourage the group to bring in people with fresh perspectives to assess the draft and ensure all relevant issues have been dealt with. Management will also play a key role at this point to address resource and cost issues. Review the questions below to see whether the policy is complete.

1. Has everything been addressed?

Does the policy cover all issues that were raised and directly address specific goals?

2. What will it cost?

Have costs for proposed programs and services been considered?

3. Can it be done?

Will products and services outlined in the policy be provided through company-based infrastructure and operations?

[Note: This question applies to all levels of the company, including managers and supervisors who may need to take on new responsibilities, e.g., logistics or oversight of drug procurement.]

- If the company provides the services, is adequate infrastructure in place?

AIDS Impact Model (AIM-B): A tool to analyze policy costs and feasibility

The AIDS Impact Model (AIM-B) costing tool can be found on the **WPB** CD. This tool covers other issues important to consider at this stage, such as

- How many employees will be covered by programs/services?
- What is the cost of these programs/services?
- Are these costs feasible in light of current/future resources?
- Does the policy promise to cover dependents? How is "dependents" defined?

- If not, how much will it cost to build new infrastructure or improve existing infrastructure?
- Does the company have people in place to provide the new services, and have they been properly trained?
- If not, how much will it cost to train them and where can they be trained?
- Does the company plan to hire outside services to manage any of the policy programs or services?
- If so, do these resources exist in the local community? For example:
 - Is there a local clinical facility that has the capacity and skill base to supply the services outlined in the policy?

4. What if the policy is not feasible?

If, through this review process, the group becomes aware that the proposed HIV/AIDS workplace policy cannot be fully executed, there are several alternatives to full implementation that can still meet the goals outlined in the policy.

For example, if VCT is supported in the policy, but it is not possible to perform testing at the company, try to identify potential resources in the local community. It is not necessary to provide every service at the organization. Providing informed referrals to employees who need services will help to ensure they get care and stay healthy. (See the Monitoring and Evaluation section of the **WPB** CD for research tools that can help determine which services are most important for the organization to provide on-site.)

Through surveys and feedback, the policy design team can better understand what employees really need and what the company can afford to provide. This will help improve internal (company) HIV/AIDS prevention efforts over time.

5. Does it fit?

Does the new HIV/AIDS workplace policy comply with existing policies and benefits?

Is the policy consistent with the national legislation, the international standards, and the company's legal framework that were researched during the information collection stage described in Step 5?

External Review

After the internal review is completed, many policy teams create an external review board to make sure the policy is acceptable to the broader community. This board may include legal experts, government officials, and organizations of PLHA, or anyone else who can contribute to the process.

Conducting a review among relevant business councils or labor unions can also be helpful in ensuring the company's policy is consistent with existing industry standards and best practices.

Up next ...

The next section discusses the importance of implementing the policy with enthusiasm and conviction. Tips are given to promote the policy and make sure it is taken seriously and becomes an important part of company culture.

Workplace Policy Builder for HIV/AIDS

Step Nine

Step Nine **Launch the policy**



Futures
GROUP
A Constella Company

Photo: D. Buckles, IDRC

Launch the policy

This section discusses the importance of making employees aware of the new policy and how to keep it a vital part of the company's ongoing HIV/AIDS response.

Reach every employee

Unless all company staff fully understand and support the new policy, management cannot expect there to be any major change in knowledge, attitudes, or practices. Encourage the policy design team to work with management to plan a policy launch that will engage every employee. This does not have to be an expensive or elaborate event; a mandatory meeting that explains the process, why it was done, and how things should change should be sufficient.

Encourage feedback

Have follow-up question and answer sessions or a comment box where employees can anonymously submit questions that they might be embarrassed to ask publicly. These questions can be addressed at future staff meetings.

Sustain the momentum

Work with the policy design team during the final session to devise systems to keep the momentum going and to ensure the company stays on track. Possible methods include

- Discussing results of grievances in company newsletters
- Scheduling quarterly meetings to discuss questions/comments about the policy and how it is working
- Administering an annual follow-up survey and sharing the results with the workforce
- Demonstrating that employees are being listened to by addressing their questions in a public or private forum
- Organizing lectures by community leaders on various aspects of HIV/AIDS
- Organizing volunteer events to support PLHA
- Conducting letter-writing campaigns to government to change harmful policies at community, national, and international levels

Keep the new policy visible in the workplace:

- Post it in break rooms and common areas.
- Distribute it to every employee electronically or in hard copy.
- Make copies available in central locations.
- Include it in information given to new hires.

- Encouraging employees to write about their experience with the HIV/AIDS workplace policy in local newspapers
- Sharing/exchanging lessons learned with other companies that are implementing workplace policies and programs

Conclusion

The launch of the HIV/AIDS workplace policy is an important final step in the policy design process. But it is just the first step for a company and workforce in confronting the HIV/AIDS epidemic. To complete your tasks as facilitator for the company's HIV/AIDS workplace policy, strongly encourage management to continue to draw on the policy design team and to create an ongoing HIV/AIDS committee. This dedicated and knowledgeable group can become the driving force that sustains an effective and vital response to the challenge of HIV/AIDS.

Employees will make their final judgments about management's dedication to the HIV/AIDS policy once time has passed and they see concrete results in the form of new services and fair decisions, in a workplace that honors the rights and dignity of all workers. In turn, management can look forward to a safer, more supportive, and equitable workplace and the renewed commitment of its workers to their own well-being and the success of the company.