

Facilitator's Guide: weSupport Tracking for iPhone/iPod Touch

STAR
SUPPORT. TRANSFORM. ACHIEVE. RESULTS.



Health Care & Office

Table of Contents

What You'll Need, What You'll Receive	3
Schedule of weSupport Tracking Events for Supervisors	4
Background for the STAR Coordinators	5
Setting Up weSupport Tracking (Device and Data Management)	6
1. Downloading and Installing weSupport	
2. Retrieving Devices	
3. Uploading Data	
4. Preparing Feedback	
Implementing weSupport Behavior Tracking (Trial 1)	10
Trial 1 Steps	10
1. Set up a New User	
2. Introduce weSupport Tracking	
3. Set Focus Behaviors and Goals	
4. Show iPod Features	
5. Demonstrate weSupport App	
6. Customize Reminder Alarms	
7. Provide Supplies	
8. Exit Survey, Encouragement, and Follow-up	
Group Feedback in the Manager Only Session.....	16
1. Retrieve devices and upload data	
2. Update iPod Log sheet	
3. Prepare Group Feedback	
4. Facilitate Feedback Presentation in Manager-Only Session	
Implementing weSupport Behavior Tracking (Trial 2)	17
Preparation.....	17
1. Prepare and Print Feedback for each Supervisor	
Trial 2 Steps	17
1. Set up a New User, Select Trial 2	
2. Introduce Trial 2	
3. Review Individual Feedback	
4. Ask for examples of each behavior category from Trial 1	
5. Set Trial 2 Focus Behaviors and Goals (Using Trial 1 Results)	
6. iPod Features and Supplies	
7. Briefly Review weSupport Tabs	

- 8. Customize Reminder Alarms
- 9. Exit Survey 2, Encouragement, and Follow-up

Group and Individual Feedback (Trial 2)19

- 1. Retrieve devices, upload data
- 2. Prepare group and individual feedback
- 3. Deliver Trial 2 feedback

weSupport Group Feedback Script for the Manager Only Session.....24

weSupport Tracking, Behavior Overview25

What You'll Need, What You'll Receive

To implement weSupport Tracking on iPods/iPhones, there are a few things you'll need:

- ✓ A computer with Microsoft Word, Excel, and PowerPoint (or compatible applications)
- ✓ iPhones or iPod Touch devices (supervisors can use their personal device if they own one)
 - We also recommend using screen protectors and protective cases for all devices, and have learned that some supervisors prefer to use belt clips. USB wall chargers may be necessary for supervisors who do not frequently use a computer.
- ✓ Your own iPhone/iPod Touch
- ✓ WiFi access

You'll also receive several things that you'll use to implement weSupport Tracking, *all of which are referenced in this Facilitator's Guide and included in this Zipped download:*

- ✓ A link to download the weSupport Tracking app and an administrator's password for the app
- ✓ A document of weSupport Tracking behaviors for supervisors (also included at the end of this document)
- ✓ Excel templates to prepare group and individual feedback for both tracking trials (iPod weSupport Tracking Feedback Template Trial1.xlsx and iPod weSupport Tracking Feedback Template Trial2.xlsx)
- ✓ PowerPoint templates to prepare group and individual feedback for both trials

Schedule of STAR weSupport Tracking Events

STAR Workplace Events in Sequence: **weSupport Tracking Events in Bold**

1. STAR Announcement
2. Leadership Education Session
 - a. weSupport Training & **weSupport Tracking (Trial 1)**
3. Sludge Session
4. **STAR Facilitators Collect Trial 1 iPods, Upload Data, and Prepare Feedback**
5. Manager-Only Session and Culture Clinic
 - a. **Trial 1 weSupport Tracking Group Feedback**
6. **weSupport Tracking (Trial 2)**
 - a. **Individual Feedback from Trial 1 used to set goals for Trial 2**
7. **STAR Facilitators Collect Trial 2 iPods, Upload Data, and Prepare Feedback**
8. Forums
 - a. **weSupport Group and Individual Feedback (Trial 2) provided to supervisors**

See also the [STAR:Office Calendar and Executive Summary](#) or the [STAR:Health Care Calendar and Executive Summary](#) for an overview of the entire STAR intervention.

Background for the STAR Facilitators

The weSupport Tracking Activity is a critical aspect of the STAR intervention. STAR is designed to reduce work-family conflict by (1) increasing supervisor support for workers' family and personal lives, and (2) increasing workers' control over work time.

weSupport Tracking is the primary method in the intervention for motivating supervisors to increase family supportive supervisory behaviors. The activity is implemented with “weSupport” software on iPod Touch devices and will last 14 days for each participant during each trial (minimum of 10 days).

Every supervisor will complete 2 separate two-week trials. In STAR, Trial 1 is implemented with computer-based training after the Leadership Education or Steering Team #1 sessions. Trial 2 begins after the Manager Only or or Steering Team #2 sessions (see the [STAR:Office](#) or [STAR HealthCare](#) calendar of events). The iPods are manually programmed, using the “Clock” application, to provide two daily reminder alarms for supervisors to complete weSupport Tracking. At the end of a 14-day Support Tracking trial, the iPod will ask the user to complete a short exit survey, and STAR Facilitators will then retrieve the devices and upload data to a server using a WiFi hotspot.

Purpose of weSupport Tracking

The weSupport Tracking activity was designed to: (1) encourage transfer of knowledge learned in the Supervisory Support Computer-based Training to the actual work environment; and (2) motivate supervisors to increase their supportive supervisory behaviors. In sum, the activity is designed to motivate and change behavior.

STAR Facilitator Responsibilities

The STAR Facilitator's administers the Support Behavior Tracking with high implementation integrity. By following this guide closely, your organization will see consistent implementation across sites and the most behavior change.

What Aspects of the Activity are Critical for Encouraging Behavior Change?

1. Participatory goal setting: The individual should have choice and input in the goal setting process, and set goals they feel are both challenging and attainable
2. Exposure to feedback: Research and theory suggests that it is critical for individuals to see repeated feedback about the *gap* between their current behavior and their desired goal state. Exposure to this feedback is best when compliance is high. It is *normal* for some participants completing self-monitoring activities to feel a little uncomfortable or self-conscious—it requires effort to set goals, self-monitor behavior, and make behavioral changes!
3. High levels of engagement: Your supervisors will be more engaged if:
 - a. The individual understands and values the behaviors they are self-monitoring, and knows where to review them within the weSupport iPod program. The

weSupport Training should help enhance the value of the target behaviors for supervisors.

- b. The individual feels s/he has been offered *choice* in which behavior areas s/he want to focus on, how alarms are set, and how they will carry the device; and that s/he *participates* in setting goals for each category of supportive supervisory behavior.
- c. The individual is comfortable with the technology and how it works, and knows who to call or e-mail if there are problems.
- d. Make this an interesting and enjoyable activity. ***If a supervisor seems uncomfortable or resistant, the STAR facilitator needs to ask questions and try to resolve participant concerns before the supervisor leaves the meeting.***

Setting Up weSupport Tracking (Device and Data Management)

1. Downloading and Installing weSupport Tracking

weSupport Tracking is compatible with both the iPhone and the iPod Touch. You will be provided a URL where you will be able to either:

- 1) Download the weSupport app to your computer and deploy to multiple devices via iTunes, or
- 2) Using iPhone/iPod Touch App Store, download the weSupport app directly to devices (this option is necessary if a supervisor is using his/her own device).



Frequently check the URL for version updates and make sure each device is using the most recent version of weSupport Tracking.

2. Retrieving Devices

Retrieving

Pick up the iPods from supervisors in person

- Ask about their supportive behavior tracking experience.
- Thank them again for participating.
- Share the date for when feedback will be shared (Manager Only or Steering Team #2 session for Trial 1, near dates of Forums for Trial 2).
- Confirm the date for the Trial 2 Meeting if applicable.

3. Uploading Data

Connect to the Internet

- After finding a location with Wi-Fi access, go to the iPod's General Settings icon (grey icon with gears). Then tap Wi-Fi, which should be at the top of the settings list, and join the network available to you.

- Open Safari (the iPod's internet browser) to make sure you are connected to the internet, and agree to the Wi-Fi terms and conditions of use if there are any (data will not upload if you there are conditions of use and you haven't agreed to them).

Enter Administrative Settings and Upload Data

- Once you confirm your internet connection, open weSupport, go to the Settings tab, and tap the screen six times to reveal the password box. Enter the password that was provided to you.
- Tap the "Upload" button. You should receive a message that data were successfully uploaded.
 - If you don't receive a message that data were successfully uploaded, you should double check your internet connection or seek out another Wi-Fi hotspot to make another attempt. DO NOT "reset database" for any devices until you have confirmed that all data are uploaded to the data server.
- Confirm upload for a Trial on the data server.
 - When finished uploading data for all devices for a Trial at a worksite, go to the data server to confirm all of your participants' data are there. Go to the URL that was provided to you and enter the password you were given. You should see the device numbers and dates for your uploads. Click on the checkboxes next to your recent uploads and then click 'Process Checked.' You should be able to view a summary, daily summary, or detail report for your recent users. Explore the data to confirm that all data are uploaded.
- If data have been successfully uploaded for a Trial, you should enter the iPod's administrative settings and tap the button "Reset Database".
- Your data are now ready to be analyzed and prepared for feedback.

4. Preparing Feedback

Copy and Paste Data from the Data Server to Excel

- To prepare group and individual feedback, login to the data server following the steps outlined above (see Uploading Data above). Once you select the correct data files and click 'Process Checked', use your mouse to highlight all the data underneath the category headings. Click 'Edit' in your Internet browser's file menu and select 'Copy'.
- Paste the data into the Trial 1 tab on the Excel file [iPod weSupport Tracking Feedback Template Trial1.xlsx] that was provided for you. The graphs will now auto-populate. You will likely need to edit the scales on the axes of each graph to make them appear representative for each user (e.g., a supervisor with a goal of 40 behaviors should not have an axis that extends to 200 behaviors). Double-click on an axis to edit the scale.

Copy and Paste Graphs from Excel to PowerPoint

- After personalizing the graphs, open the PowerPoint file [STAR weSupport Feedback Template Trial1.pptx] that was provided for you. You can now copy and paste graphs from Excel into the PowerPoint file. You should prepare a two-page handout of group feedback (one page for Family and Personal Support and one for Performance Support), and a two-page handout of individual feedback for each supervisor.

Customize Feedback

- There are several text-box templates provided in the PowerPoint file, which you should customize for each group and each supervisor based on their results. The text for individual and group feedback should 1) reinforce effort, 2) reinforce achievement, and 3) point out opportunities for improvement. See customized examples of Trial 1 feedback on the following pages.

Prepare Group Feedback and Guide for the STAR Facilitator

- Prepare one copy of the group feedback handout [STAR weSupport Group Feedback Handout Trial1.pptx] for each supervisor. Copy and paste group graphs from the Excel file into the template and customize the text and data.
- You will also need to insert group level data into the Group Feedback Guide (on page 24) and give the completed document to the STAR Facilitator to present at the Manager Only Session (Trial 1) and the Forums (Trial 2).

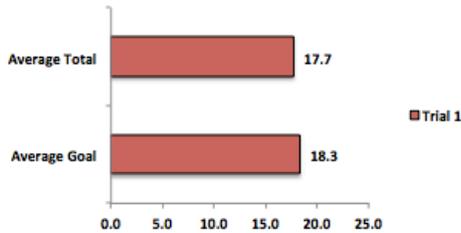
Two-page group feedback handout example for Trial 1.



Group Results: weSupport Tracking Trial 1

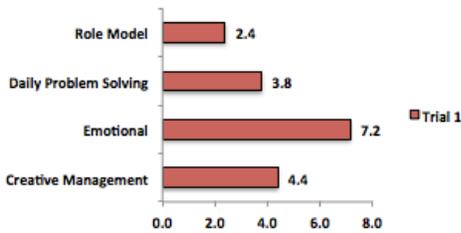


Group Goal Success: Family and Personal Support



Thank you for your effort!
 As a group, you recorded a total of 501 supportive behaviors on your iPods over the two-week period! This excellent effort shows that you really care about the people you lead.

Family and Personal Support: Group Averages



Family and Personal Support Highlights:

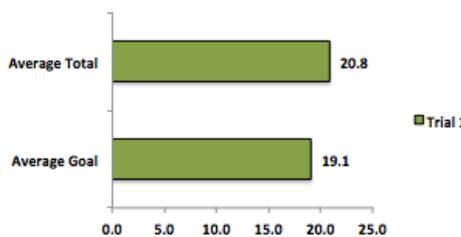
- In the area of Family and Personal Support, the group average total was 17.7 supportive behaviors. This is great, although it was just shy of the average goal of 18.3.
- The group did a good job of providing Emotional support, while Role Model support had the most room for improvement.



Group Results: weSupport Tracking Trial 1



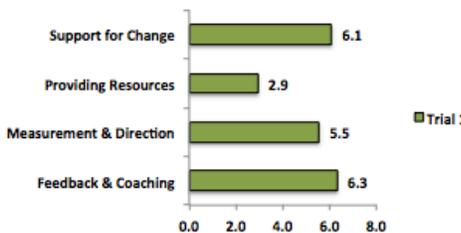
Group Goal Success: Performance Support



Performance Support Highlights:

- In the area of Performance Support, the group average total was 20.8, which exceeded the group average goal of 19.1. Nice job!
- The group did a good job providing Support for Change and Feedback & Coaching, while Providing Resources had the greatest room for improvement.

Performance Support: Group Averages



In general, the group provided slightly higher levels of Performance Support than Family and Personal Support during Trial 1. We encourage you to strive for balance in the amount of support you provide for employees' personal lives and work performance during Trial 2!

Thanks again for taking the time to participate in weSupport Tracking!
 Your STAR coordinator will be scheduling meetings shortly to provide individual results and start Trial 2.

Two page individual feedback handout for Trial 1. Individual feedback will inform goal setting for Trial 2. Text included with graphs is meant to (1) reinforce effort, (2) reinforce achievement, and (3) point out opportunities for improvement.

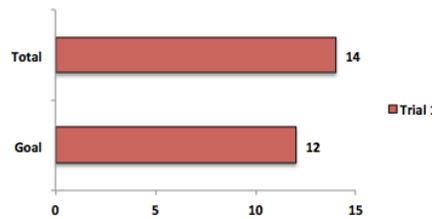


**Individual weSupport Tracking Results: Supervisor X
Trial 1**

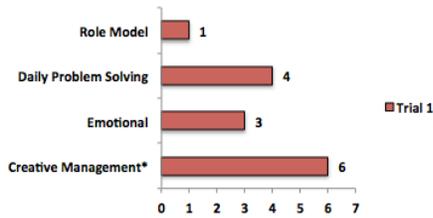


Thank you for your effort!
You recorded a total of 27 supportive behaviors on your iPod during Trial 1 of weSupport Tracking. Thank you for the time you spent evaluating, tracking, and working to increase the support you provide to the people you lead.

Family and Personal Support: Supervisor X



Family and Personal Support: Supervisor X



Family and Personal Support: In this area you provided excellent levels of Creative Management. This will help reduce work-family conflict at Company Name, which will also reduce turnover and absenteeism. In the future, you may want to consider whether your employees would benefit from more Role Model support.

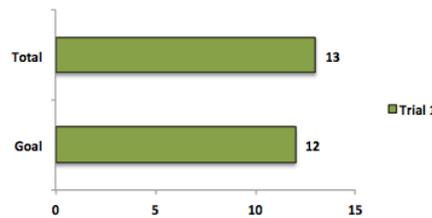


**Individual weSupport Tracking Results: Supervisor X
Trial 1**

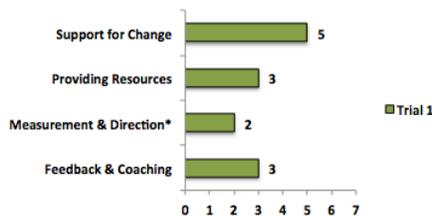


Performance Support:
In this area you excel at providing Support for Change. This will help increase employee job satisfaction at Company Name. In the future, you may want to consider whether your employees would benefit from more Measurement & Direction.

Performance Support: Supervisor X



Performance Support: Supervisor X



Overall you invested similar effort in providing and tracking Performance Support and Family and Personal Support during Trial 1. We encourage you to maintain this balance, and encourage all supervisors to strive to increase the overall levels of support they provide for employees during Trial 2.

Thanks again for participating in STAR weSupport Tracking!

Implementing weSupport Behavior Tracking (Trial 1)

Materials Needed for Each Meeting:

- ✓ Your own iPod Touch for demonstrating how the software works
- ✓ iPod Touch for the participant
- ✓ USB cord
- ✓ “weSupport Tracking Handout” of instructions and example behaviors (on page 25)

Optional Materials:

- ✓ Protective case for iPod
- ✓ Outlet USB charger (if participant does not frequently use a computer)
- ✓ Belt clip (if participant prefers one)
- ✓ Paper for iPod log notes (tracking distribution and return of devices)

Trial 1 Introduction

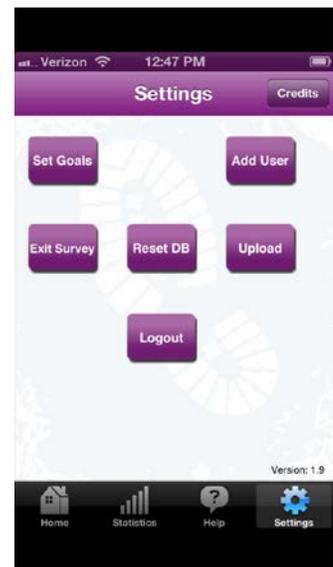
1. Set up a New User

After the participant completes the computer based weSupport Training, the STAR coordinator should set-up a new user in the supervisor’s iPod Touch by asking the supervisor for the necessary information.

Access Administrative Settings: Go to the Settings Tab and tap a gray area of the screen 6 times to reveal the password box. Enter the password you were provided. Tap “Add User.”

Use Supervisor’s answers to input the following:

- ID: Can be the person’s name or random study ID number. (*Note: There should be one ID number used for both the weSupport Training and Tracking*).
- Record the supervisor’s worksite location.
- Record age of the participant in years.
- Record number of years (in increments of .5 years) that the supervisor has worked in their current position at their current company.
- On the “# of Reports” line, record the number of direct reports for the supervisor – typically these would be people the supervisor evaluates and conducts annual performance reviews with.



Note: If the person does not have any official direct reports, have them estimate the number of people they typically provide support or help for during an average week.

- Record the Trial number for the weSupport Tracking (1 or 2).
- Select a sex.
- Tap survey and set to “Test Survey 1”, tap done.
- Tap Industry and set START or STAR
- Tap “Add New User”.
- The screen for selecting “Focus Behaviors” will now appear (this screen will be followed by the Goal Setting Screen). Set the iPod device aside until participant is done with weSupport Training.



2. Introduce Supportive Behavior Tracking (2 Trials) and the Handout

READ-MEMORIZE:

Now that you have completed training about the importance of supervisor support for employee health and productivity, I'll help you begin your first trial of weSupport Tracking, which will last for two weeks. The second trial will occur about a month after you finish this one. This activity involves using an iPod Touch to set goals and track your supportive supervisory behaviors for two weeks. Everyone who participates will receive group and individual feedback. The purpose of doing this is to help you reflect on and increase support for employees' family lives and productivity. To get you started, I'll review the behaviors you'll be tracking, help you set goals, and show you how to use the iPod. This handout will help you review definitions and examples of the types of supportive behaviors you will be tracking. This same information is also available on the iPod.

Show Handout: put the handout where both you and the supervisor can see it.

In the weSupport Training you learned about four types of Family and Personal Support: Emotional, Problem Solving, Role Model, and Creative Management (point to the handout as you name these). There are also four types of Performance Support: Measurement and Direction, Feedback and Coaching, Providing Resources, and Support for Change (point to the handout as you name these). The handout provides a conceptual definition of each of these types of support, along with a specific example behavior. There are more example behaviors on the iPod.

Ask? Do you have any questions about any of the behaviors you will be tracking?

Answer questions as needed before proceeding, using the Handout to clarify types of behavior.

3. Set Focus Behaviors and Goals

READ/MEMORIZE:

*Now I am going to help you set goals in each area of support: (1) Family & Personal Support, and (2) Performance Support. First I'd like you to **pick a specific focus behavior** in each area that you are most interested in working on or improving during the next two weeks. You will be tracking behaviors in all eight categories, and a focus behavior is a category that you might want to put a little extra effort into tracking.*

Use Handout to Help them Pick Focus Behaviors: Read through the choices and review definitions while helping them select a focus behavior in each area, and then hit done to proceed to goal setting.

READ/MEMORIZE:

Now I'd like to help you set goals for the total amount of support you would like to provide in each area over the next two weeks. Your goals should be challenging, but also attainable. This isn't meant to be a competition to interact with employees so much that it feels unnatural. Instead, the goals should help you strive to provide the level and quality of support that will actually benefit employee health and productivity. If you are not sure about how to set a goal for the number of supportive behaviors you would like to provide in each area, we recommend a minimum goal to provide one supportive behavior per direct report per week. This means your suggested minimum two-week goal in each area would be your number of direct reports times two. If your initial goals turn out to be too hard or too easy, you can change them once during the activity.

If you regularly provide support for other staff, in addition to those who directly report to you, you should increase your goal to a level that would include those staff and challenge you. For those without direct reports: For a minimum goal, try to estimate the amount of support you normally provide each week, and then multiply that by two.

Things you do through e-mail, IM, or over the phone all count. If you send one e-mail to lots of people, just count it as one supportive behavior.

Help the Supervisor Set Challenging AND Attainable Goals in Each Area

Ask:

How many Family & Personal supportive behaviors would you like provide over the next two weeks?

How many Performance supportive behaviors would you like to provide over the next two weeks?

- Goal setting screen appears after new user has been added.
- Tap on box next to the type of behavior and the keypad will appear.
- Enter a two-week goal for Family & Personal Support.
- Enter a two-week goal for Performance Support.

Ask:

How do you feel about these goals? Do you feel they will challenge you to do new things and stretch yourself?

Adjust goals as needed until the person feels they are challenging yet attainable.

Tap “Save Goals” button and set the participant’s iPod aside.

4. Show iPod Features

Ask:

Have you used an iPod Touch before?

If yes, run through the following steps quickly. Move slower and check for comfort with people who are unfamiliar.

Show:

Using YOUR iPod (*using the participant’s iPod will record unwanted data*), show them the basic functional features and let them hold it and tap around.

- Sleep/wake button (at top) and menu button (round at bottom middle)
- Sliding to unlock after turning on the power
- Volume buttons

5. Demonstrate weSupport app

Show the participant how to tap the weSupport icon and proceed...

READ-MEMORIZE:

Now that you have set your goals and know how the iPod works, I’ll show you how to count supportive behaviors. There is a menu with 4 items along the bottom of the screen in weSupport.

Show: Point to Tabs and tap the home tab.

On the “Home” Tab you will see two behavior categories with goal bars. One is to track your Family & Personal Support, and one is to track your Performance Support. In order to add specific behaviors in each of the two categories, tap on the word or arrow



(either Family & Personal support or Performance support).

Remember, support can be provided by e-mail, IM, the phone, or in person.

Show the counting pathway using Family and Personal Support. Have the participant hold YOUR iPod and point and direct them to do the following:

- Tap the Family & Personal Support category to access the counting screen.
- Tap a label for a specific type of behavior to review example behaviors – point out that their focus behaviors will be highlighted in bold.
- Tap red boxes to add behaviors.
- Show how to subtract behaviors if they add too many.
- Hit “Submit” to enter data, and view graph that grows towards goal.
- Tap “Done.” Point out that their goal progress is also updated on the home screen.

Show Statistics, Help, and Settings Tabs

Show the supervisor how to use all the tabs. Let them hold YOUR iPod and direct them through the app as you explain.

Show Statistics Tab:

- Tap statistics tab and a type of support to display statistics.
- Have them scroll while you point to:
 - Totals, week history, Stats for specific behaviors.
- Have them tap “View Chart” in upper right hand corner.

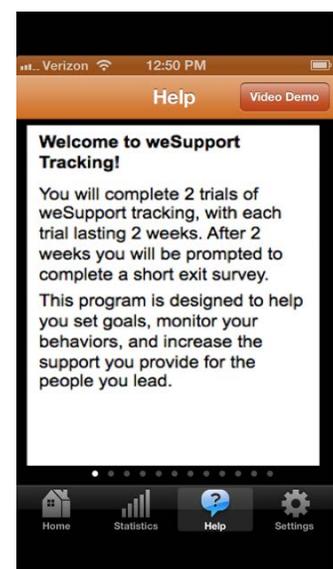
Show Help Tab:

- Have them flip through definitions and examples.
- Point out button for video of how to use weSupport.

Settings Tab:

- Have them tap the Settings Tab to show where to change goals, which they can only do once. They must change both goals at the same time.

Allow the supervisor to press buttons on the screen and see how the interface works for a few moments using your device. Then take your device back.



7. Customize Reminder Alarms

READ-MEMORIZE:

You should carry the iPod and record behaviors as they occur, but it is also programmed to remind you to record behaviors twice each day at 11am and 4pm. The iPod will make a musical sound and display a reminder text box. You can touch “snooze” and it will repeat 10 minutes later, or you can slide the lock bar and it will turn the alarm off.

At a minimum, you should make an entry once after each alarm. You should do this even if you have 0 new behaviors to enter (just open counting screen and submit all 0's). This is OK – every day presents different levels of opportunities to support employees, so you may submit 0's on some days.

Ask:

Are 11am and 4pm OK, or would you like reminders at different times?

- Set two alarms according to their preference (in general, one should be morning and one should occur in the afternoon).
 - Go to clock application on the main iPod screen and then to the alarm icon at the bottom of the clock menu.
 - The alarm should already be set to repeat on everyday and say “Every day” below it (see picture above). If adjustments need to be made according to the days and hours the person works, tap edit, select the alarm which you would like to edit, and change the repeat setting to only the days the participant is at work by tapping on repeat and then selecting specific days.
 - To edit time, tap edit in the upper left of the screen, then tap on the time that you wish to change. Use the scrolling times to set a new alarm.



8. Provide Supplies

Hand the participant their device and a charging cord.

Show/tell the supervisor:

- Where the USB cord plugs in.
- Charging – tell them to charge it at the end of each day by USB in a computer or wall charger. Tell them NOT to sync with iTunes if computer asks.

Ask:

Do you need a wall charger? Would you like a belt clip?

Stack the requested supplies next to the participant's iPod so they are ready to go.

9. Exit Survey, Encouragement, and Follow-up

Getting Help During weSupport Tracking

- Leave a business card or your contact information with the supervisor for help or troubleshooting during weSupport Tracking.

Questions, Encouragement, and Communicating Follow-up!

Ask:

Do you have any questions about the weSupport Tracking activity or how the iPod works?

Be sensitive to people who seem uncomfortable or confused by the technology. Provide extra coaching and encouragement as needed.

Exit Survey, Encouragement, and Follow-up

- *Countdown:* Show countdown on Home Tab that shows days left to achieve goals.
- *Exit Survey:* Show them the exit survey button on the Settings Tab. Ask them to complete the exit survey at the end of fourteen days. Show them the countdown on the Home Tab and let them know they will get an exit survey reminder on the 14th day of the activity.
- *Arrange iPod pick-up:* Arrange a call or email to get the iPod back and conclude the trial (share when, where, how).
- *Feedback:* Tell them there will be anonymous group feedback for all supervisors at their site, and confidential individual feedback based on their results. Group feedback will be given at the "Manager Only" (STAR) session. Individual feedback will be given at the onset of Trial 2.

- Trial 2:

Remind them of Trial 2, Saying:

Later in the STAR process after the "Manager Only" (STAR) Session, you will complete Trial 2 of weSupport Tracking. This will give you an opportunity to see how you have grown as a supervisor during the STAR program.

- Encouragement:

After wrapping up any discussion, Say:

Thanks so much for participating and for giving this activity your very best effort! I will see you again in a few weeks.

Group Feedback in the Manager Only Session

1. Retrieve devices (after Trial 1) and upload data (see Setting Up weSupport Tracking)
2. Prepare Group Feedback chart and written summary for the STAR Facilitator and STAR Coordinator using templates from the website.
3. Facilitate Feedback Presentation by the STAR Facilitator in Manager Only Session

At the Manager Only Session, the STAR Facilitator will share high level group feedback on (1) total behavior count submissions made and (2) total supportive behaviors made. You will prepare and provide them with group feedback handouts, which they will then distribute to supervisors. Before the session, the STAR Coordinator's job is to provide the STAR Facilitator with the customized Group Feedback Guide Word doc [weSupport Tracking Group Feedback Guide.docx] and a copy of the two-page group feedback handout for each supervisor [STAR weSupport Group Feedback Handout Trial 1.pptx].

What the STAR Facilitator is being asked to say when they share the data:

Say: *We have the group feedback ready for you from the weSupport Tracking activity. Overall you made ___ submissions on the iPods and recorded _____ supportive behaviors. Thank you all for your effort and hard work supporting your people! We have more group results for you as well (hand out group graphs). You will get individual results when you meet with your STAR Coordinator to complete your second trial of Support Tracking.*

Implementing weSupport Behavior Tracking (Trial 2)

Preparation

Prepare and print individual feedback for each supervisor using the Excel and PowerPoint templates from the STAR website (see Preparing Feedback).

Trial 2 Introduction

1. Set up a new user, select Trial 2

Before the supervisor arrives at the appointment, use their original information to input all the user information as you did with Trial 1 (visible on the data spreadsheet). However, you MUST select “Trial 2” in the user settings to prevent data analysis errors. Please don’t leave any areas blank in the user setup. Set the iPod aside until you are ready to select focus behaviors.

2. Introduce Trial 2

Say: *Thank you for meeting to begin Trial 2 of weSupport Tracking. The purpose of repeating this exercise is for you to reflect on the level of support you provided during Trial 1 and strive to continue improving the level and quality of support you provide as a supervisor/manager. So first I would like to review your individual results from Trial 1.*

3. Review individual feedback

The first goal of feedback is to reinforce effort and achievement, and point out opportunities for improvement. The second goal of feedback is to use Trial 1 results as a benchmark for setting new more challenging goals (you will set goals at least 10% higher than Trial 1 levels). As with Group Feedback, you should provide an individual visual graph with bullets pointing out (1) effort, (2) achievements, and (3) opportunities for improvement.

Reinforce Effort: Display the Feedback Chart and Reinforce Effort Expended

Show the individual feedback chart (see example on prior page).

Say: *This was an effortful task that really showed how much you care about the people you lead! It is a lot of work to track behaviors and stretch yourself to enhance your supportive supervision. You made a total of (insert number) individual behavior count submissions over the two-week period. If their participation was good, conclude with praise: Well done!*

Reinforce Family and Personal Support Achievement; Point to Opportunities for Improvement

Say: *In the area of Family and Personal Support, your goal was (insert value) while your total was (insert value). (If they exceeded their goal, say: This is really great!) You did an outstanding job providing (insert top sub-category) support with a total of (insert amount) in the two-week period. In the future, it looks like you could focus on increasing (insert lowest sub-category) support.*

Reinforce Performance Support Achievement; Point to Opportunities for Improvement

Say: *In the area of Performance Support, your goal was (insert value) while your total was (insert value). (If they exceeded their goal, say: This is really great!) You did an outstanding job providing (insert top sub-category) support with a total of (insert amount) in the two-week period. In the future, it looks like you could focus on increasing (insert lowest sub-category) support.*

Compare/Contrast Family and Personal Support with Performance Support, Setup Trial 2

Say: *It looks like you were better at providing (name the area) support more than (name the area) support. This is an excellent strength, but shows that you could work to provide more (name the area) support.*

Give the supervisor the individual feedback chart

4. Ask for examples of each behavior category from Trial 1

The purpose of asking for examples of their behavior is to check for understanding of the behaviors they are tracking.

Say: *Before I help you set new goals for Trial 2 of weSupport Tracking, I'd like to ask you about the types of supportive behaviors you tracked during your first trial with the iPod.*

Family and Personal Support

Ask: *Can you tell me an example of something you did in each area of Family & Personal Support?*

- *Emotional Support?*
- *Daily Problem Solving?*
- *Creative Management?*
- *Role Model?*

Performance Support

Ask: *Can you tell me an example of something you did in each area of Performance Support?*

- *Providing Resources?*
- *Measurement & Direction?*
- *Feedback & Coaching?*
- *Support for Change?*

5. Set Trial 2 Focus Behaviors and Goals (Using Trial 1 Results)

Open the Settings Screen to the focus behavior screen.

Selecting Focus Behaviors

Say: *Like you did with Trial 1, you should select a focus behavior in each area of support. This should be a behavior area that you are really interested in working on during the next two weeks.*

Read through the list of behaviors in each area and review definitions as needed while the person selects his or her focus behavior in each area.

Goal Setting

In Trial 2 you should set a goal that challenges you to improve upon your Trial 1 performance and work on areas that are important to you. As with Trial 1, you will be able to change your goals once during the exercise if you find them to be too low or too high. The suggested minimum goal in each area is your Trial 1 total + 10%.

Family and Personal Support Goal

Say: *In Trial 1 your total for Family and Personal Support was (say value). For Trial 2 we recommend setting a goal that is at least 10% higher than the Trial 1 level, which would be your total of (say value) plus (say 10% value). What goal would you like to choose in this area for Trial 2?*

Performance Support Goal

Say: *In Trial 1 your total for Performance Support was (say value). For Trial 2 we recommend setting a goal that is at least 10% higher than the Trial 1 level, which would be your total of (say value) plus (say 10% value). What goal would you like to choose in this area for Trial 2?*

Tap the “Save Goals” button when done

6. iPod Features and Supplies

As you did with Trial 1, review the basic features of the iPod (sleep/wake, menu, volume) and provide a power USB cord (with wall charger and/or belt clip if desired).

7. Briefly Review weSupport Tabs

Show: Open the Settings Tab to review where they can go to change their goals. Very briefly touch the Help Tab, Statistics Tab, and the Home Tab to remind them of all the features they have access to.

8. Customize Reminder Alarms

As you did with Trial 1, adjust the AM and PM alarms according to the day and time preferences of the participant. The alarms should occur on workdays. Remind them of how to turn down the volume if they are going to be in a meeting.

9. Exit Survey, Encouragement, and Follow-up

Say: *As with Trial 1, you will complete an exit survey on the iPod during your final day to complete the activity. After all the supervisors at your worksite have finished Trial 2 of supportive behavior tracking, you will be given a final group and individual feedback report around the time of your group’s “Forum” sessions.*

Say: *Thanks so much for participating and for giving this activity your very best effort! I will see you again in a few weeks.*

Group and Individual Feedback (Trial 2)

1. Retrieve devices, upload data
2. Prepare group and individual feedback
3. Deliver Trial 2 feedback

This will include group and individual feedback graphs. Note that the Excel template for Trial 2 feedback requires you to copy and paste data from Trial 1 and Trial 2 into the spreadsheet. See examples of customized Trial 2 feedback in the following pages.

If convenient, meet with managers for 5-10 minutes to say thanks for participating and draw out some reflections on what they thought about the process, if they think it helped them become more supportive, and a short comparison of Trial 1 and Trial 2 results. If meeting them in person isn't convenient you can simply put their results in an envelope and leave it in their mailbox or send individual e-mails to participating supervisors and attach their feedback charts.

NOTE: Because the Trial 2 feedback may not be delivered in person, STAR Facilitators are strongly encouraged to ask supervisors about Trial 2 of weSupport Tracking whenever possible as opportunities arise. This could occur before or after subsequent Forum sessions or just through incidental contacts with supervisors after the activity is completed.

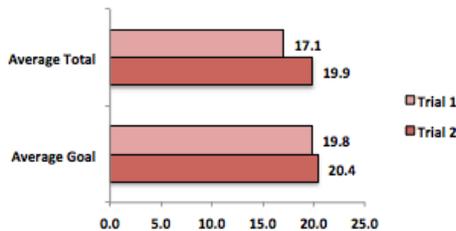
First of two pages for Trial 2 Group and Individual feedback. Trial 1 feedback compared actual supportive behavior levels to supportive behavior goals, and Trial 2 graphs and text also include comparisons between Trial 1 and Trial 2.



Group Results: weSupport Tracking Trial 2



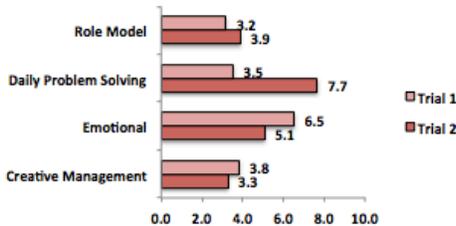
Group Goal Success: Family and Personal Support



Thank you for your effort!

As a group, you recorded a total of 317 supportive behaviors on your iPods over the two-week period. Combined with Trial 1, you recorded *over 800* supportive behaviors! Thanks for the effort and time that you put into recording your supportive behaviors.

Family and Personal Support: Group Averages



Family and Personal Support Highlights:

- In the area of Family and Personal Support, the group average total was 19.9 supportive behaviors, which is just shy of the average group goal of 20.4 and was higher than the average total from Trial 1.
- The group did a good job of providing Daily Problem Solving during Trial 2, while Creative Management had the most room for improvement.



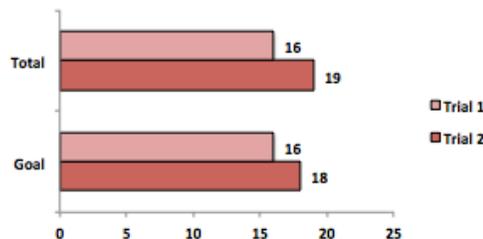
Individual weSupport Tracking Results: Supervisor X Trial 2



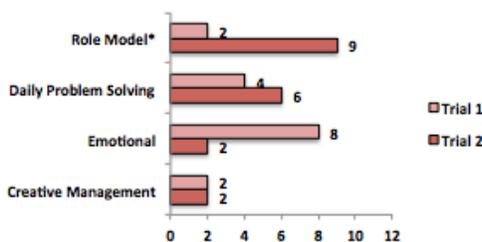
Thank you for your effort!

You recorded 39 supportive behaviors on your iPod during Trial 2 of weSupport Tracking. Combined with Trial 1, you recorded a total of 73 supportive behaviors. Thank you for the time you spent tracking and working to increase the support you provide for the people you lead.

Family and Personal Support: Supervisor X



Family and Personal Support: Supervisor X



Family and Personal Support: In this area you increased the overall amount of Family and Personal Support that you provided for employees between Trial 1 and Trial 2. You had a decrease in the amount of Emotional support that you provided, but a large increase in the amount of Role Model support you provided in Trial 2.

weSupport Group Feedback Script for the Manager Only Session

At the Manager Only Session the STAR Facilitator will share handouts of group results from the first trial of weSupport Tracking and reinforce (1) effort, (2) achievements, and (3) point out areas for improvement during the next trial. The STAR Facilitator will also provide a handout that includes visual graphs and bullets with effort statistics, achievement statistics, and areas for improvement.

Introduction

Say: *Most of you recently completed your 1st Trial of weSupport Tracking. The activity gave you some individual feedback while you were tracking, but we wanted to take a moment to share the average group results.*

Distribute Feedback Handouts and Reinforce the Effort Expended!

Distribute the group feedback charts

Say: *The amount of effort you all put into this activity really shows how much you care about the people you lead. As a group, you made an average of [X] individual behavior count submissions over the two-week period. This was great and shows a lot of effort!*

Reinforce Family and Personal Support Achievement; Point to Opportunities for Improvement

Say: *In the area of Family and Personal Support, the group average total [met/exceeded/did not exceed] the group average goal. The group did an outstanding job providing [X] support with an average of [X] in the two-week period. In the future, it looks like the group could focus on increasing [X] support.*

Reinforce Performance Support Achievement; Point to Opportunities for Improvement

Say: *In the area of Performance Support, the group average total [met/exceeded/did not exceed] the group average goal. The group did an outstanding job providing [X], with an average of [X] in the two-week period. In the future, it looks like the group could focus on increasing [X] support.*

Compare/Contrast Family and Personal Support with Performance Support; Setup Trial 2

Say: *In general, the group was better at providing [Performance Support than Family and Personal Support/Family and Personal Support than Performance Support]. This is an excellent strength, but shows that the group could work to provide more [Performance Support/Family and Personal Support]. After this session you will each receive individual feedback, set new goals, and complete a second trial of weSupport Tracking.*

weSupport Tracking – Behavior Overview

Family and Personal Support

Family and Personal Support Behaviors are the things you do for employees that help them meet their family and personal demands and that enable them to have a fulfilling life both at work and outside of work.

Creative Management: Organizing work so that employees can meet BOTH family and work demands.

- Example: Implementing cross training in a work group to enable more employee schedule flexibility to meet demands both on and off the job

Emotional Support: What you do to let employees know that you understand their family and personal demands and that they feel listened to.

- Example: Expressing empathy, understanding, or offering help when an employee shares a family or personal challenge

Daily Job and Personal Problem Solving: When you help employees make practical arrangements to meet their family and personal demands, both ongoing and unexpected or emergency events.

- Example: Adjusting or facilitating work assignments to support employees' family or personal needs

Role Modeling: What you do that shows employees that you care about family and personal priorities, and that you make efforts to arrange your own work/life so you can meet family and personal priorities.

- Example: Sharing a family or personal priority of your own with an employee

Performance Support

Performance Support Behaviors are the things you do that help employees accomplish their work results and have a fulfilling work life.

Feedback and Coaching: What you do to make sure employees know HOW to produce work results: that they have the knowledge, skills, and abilities to do what is expected of them.

- Example: Encouraging employees to maintain a positive attitude and offering praise for a job well done.

Providing Resources: What you do to make sure people have the equipment or materials they need to produce work results, and that obstacles to their productivity are removed.

- Example: Asking an employee about the adequacy of their equipment, tools, or resources and providing help when needed.

Measurement and Direction: What you do that lets employees know WHAT is expected of them, such as setting goals and measuring results.

- Example: Collecting or recording data on individual or group performance.

Support for Change: What you do to show you are committed to employee health and well-being and the success of the STAR process.

- Example: Expressing support for the STAR process, or discussing challenges that arise while people make changes.