## Supplemental Digital Content 3: Detailed Costs

*Labor*

|  |  |  |  |
| --- | --- | --- | --- |
| **START activities** | **Resource use†** |  | **Total labor cost (2011$)**‡ |
|   | VP | HR | Manager | Employee  | Total (h) | VP | HR | Manager | Employee | Total ($) |
| Customization | N | Hours | N | Hours | N | Hours | N | Hours |   |   |   |   |   |   |
| Understanding the Corporate Environment |  1  |  4.00  |  -  |  -  |  -  |  -  |  -  |  -  | 4.00 | 291 | 0 | 0 | 0 | 291 |
| Per-site briefing |  -  |  -  | 26 | 1.00 |  26  | 1.00 |  -  |  -  | 52.00 | 0 | 730 | 806 | 0 | 1,536 |
| Site-level info gathering |  -  |  -  | 13 | 0.50 |  -  |  -  |  -  |  -  | 6.50 | 0 | 183 | 0 | 0 | 183 |
| Piloting iPods |  -  |  -  | 1 | 1.50 |  -  |  -  |  -  |  -  | 1.50 | 0 | 42 | 0 | 0 | 42 |
| Supervisor support behaviors identification - Empl Focus Groups |  -  |  -  | 1 | 4.00 |  -  |  -  | 24 | 1.00 | 28.00 | 0 | 112 | 0 | 514 | 626 |
| Supervisor support behaviors identification - Mgr One-on-Ones |  -  |  -  | 1 | 10.00 | 10 | 1.00 |  -  |  -  | 20.00 | 0 | 281 | 310 | 0 | 591 |
| Supervisor support behaviors identification - Mgr Focus Groups |  -  |  -  | 2 | 1.00 | 16 | 1.00 |  -  |  -  | 18.00 | 0 | 56 | 496 | 0 | 552 |
| Adaptation of training content |  -  |  -  | 1 | 8.00 |  -  |  -  |  -  |  -  | 8.00 | 0 | 225 | 0 | 0 | 225 |
| Collection of company pictures |  -  |  -  | 1 | 3.00 |  -  |  -  |  -  |  -  | 3.00 | 0 | 84 | 0 | 0 | 84 |
| Video filming |  2  |  2.00  | 1 | 1.00 |  -  |  -  |  -  |  -  | 5.00 | 291 | 28 | 0 | 0 | 319 |
| Total customization | 8 | 62 | 52 | 24 | 146 | 581 | 1,741 | 1,612 | 514 | 4,449 |
| Start-up activities |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| Contract negotiations |  1  |  2.00  |  -  |  -  |  -  |  -  |  -  |  -  | 2.00 | 145 | 0 | 0 | 0 | 145 |
| Planning/ additional communication--START Readiness Session |  1  |  54.03  |  -  |  -  | 145 | 1.08 |  -  |  -  | 211.05 | 3,927 | 0 | 4,868 | 0 | 8,795 |
| Scheduling participatory sessions |  -  |  -  | 13 | 3.00 |  -  |  -  |  -  |  -  | 39.00 | 0 | 1,095 | 0 | 0 | 1,095 |
| Scheduling CBT and BSM  |  -  |  -  | 13 | 0.25 |  -  |  -  |  -  |  -  | 3.25 | 0 | 91 | 0 | 0 | 91 |
| Preparing CBT and BSM equipment |  -  |  -  | 13 | 1.00 |  -  |  -  |  -  |  -  | 13.00 | 0 | 365 | 0 | 0 | 365 |
| Preparation of Handouts for Sessions |  -  |  -  | 1 | 31.67 |  -  |  -  |  -  |  -  | 31.67 | 0 | 889 | 0 | 0 | 889 |
| Total start-up | 56 | 87 | 157 | 0 | 300 | 4,073 | 2,441 | 4,868 | 0 | 11,381 |
| Implementation |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| Participatory sessions |  -  |  -  |  -  |  -  |  59  |  3.42  |  474  |  2.97  | 1,607.85 | 0 | 0 | 6,212 | 29,923 | 36,135 |
| START Moving Forward Session |  -  |  -  |  -  |  -  |  143  |  1.05  |  -  |  -  | 150.63 | 0 | 0 | 5,771 | 0 | 5,771 |
| Outside activities |  -  |  -  |  13  |  0.29  |  31  |  0.08  |  243  |  0.08  | 26.62 | 0 | 106 | 82 | 433 | 621 |
| CBT training |  -  |  -  |  -  |  -  |  60  |  0.88  |  -  |  -  | 52.88 | 0 | 0 | 1,542 | 0 | 1,542 |
| BSM training |  -  |  -  |  -  |  -  |  56  |  0.51  |  -  |  -  | 28.60 | 0 | 0 | 827 | 0 | 827 |
| Meeting 1 |  -  |  -  |  13  |  0.33  |  60  |  0.33  |  -  |  -  | 24.33 | 0 | 122 | 596 | 0 | 717 |
| Meeting 2 |  -  |  -  |  13  |  0.81  |  42  |  0.25  |  -  |  -  | 21.00 | 0 | 295 | 308 | 0 | 603 |
| BSM feedback 1 |  -  |  -  |  13  |  1.81  |  -  |  -  |  -  |  -  | 23.50 | 0 | 660 | 0 | 0 | 660 |
| BSM feedback 2 |  -  |  -  |  13  |  1.62  |  -  |  -  |  -  |  -  | 21.00 | 0 | 590 | 0 | 0 | 590 |
| Total implementation | 0 | 63 | 467 | 1,427 | 1,956 | 0 | 1,773 | 15,337 | 30,356 | 47,466 |
| **Total labor** | 64 | 212 | 676 | 1,451 | 2,402 | 4,654 | 5,954 | 21,817 | 30,870 | **63,295** |

BSM, behavioral self-monitoring; CBT, computer-based training; HR, human resources;

Note: numbers might not add up due to rounding

**†**Time (hours) and staff number needed to complete each activity.

‡Cost calculated as the quantity of resources multiplied by unit costs. Unit costs were based on average wage per hour by staff type loaded with 30 percent fringe rate. Average labor cost per hour of $28.08 for HR, $31.00 for managers, $72.68 for VP and $21.42 for employees was used for all customization and start-up activities. For implementation costs, the average wages was used for HR, but true wages were used for employees and managers except for START Moving Forward, for which we didn't have actual wage data.

*Non-labor*

|  |  |  |
| --- | --- | --- |
| **START activities** | **Total Resources** | **Unit Cost (2011$)** |
| Start-up |   |   |
| Contract for participatory sessions | 545 employees**†** | 632.33  |
| License for CBT | 1 license | 1,750  |
| BSM iPod application | 1 download | 5  |
| Equipment (iPods) | 15 iPods | 149  |
| Inter-site travel‡ | 2,462 miles | 0.51  |
| Total  |  | 349,864 |
| Implementation |   |   |
| Space for participatory session | 1607.85 person-hours | 0.03  |
| Space for CBT training | 52.88 person-hours | 0.03  |
| Space for meeting 1 | 24.33 person-hours | 0.03  |
| Space for meeting 2  | 21 person-hours | 0.03  |
| Materials: Single-sided copies, black and white | 624 copies | 0.09  |
| Materials: Double-sided copies, black and white | 1768 copies | 0.07  |
| Materials: Single-sided copies, color | 6440 copies | 0.38  |
| Materials: Double-sided copies, color | 3120 copies | 0.47  |
| Materials: 2' x 3' color Posters | 13 posters | 41 |
| Total |  | 4,677 |

BSM, behavioral self-monitoring; CBT, computer-based training

Note: numbers might not add up due to rounding

**†**Total number of START eligible employees and managers that participated in at least one session.

‡VP travel to each site and back to her office for START Readiness Sessions