

research in the prevention of negative health consequences of organizational downsizing/reorganization in selected facilities of the defense nuclear and related industries. The program will consist of applied research to assess the effects of downsizing on employee health and well-being, and on organizational culture/climate. Specifically, this cooperative agreement is intended to result in the development, implementation, and evaluation of practical interventions for preventing the negative health and performance consequences of downsizing. Primary prevention strategies should be emphasized (e.g., recommending "best practices" for downsizing), but secondary prevention strategies, if linked to a primary prevention strategy, can be proposed (e.g., provision of counseling for employees).

At least three key aspects of downsizing/reorganization should be assessed in any research proposal: (1) The purpose of downsizing (proactive vs. reactive); (2) the process of downsizing (targeted vs. across-the-board changes, communication style etc.); and (3) the provision of assistance to employees who lose their jobs (finding new jobs or acquiring new skills), and employees who retain their jobs. Outcome measures can include measures of perceived stress, health consequences to downsizing of those employees who retain their jobs, employee commitment and involvement and organizational culture/climate. The findings should be used to develop preventive interventions; for example, identifying —best practice— for reducing negative health effects of downsizing, or implementing strategies to reduce employee uncertainty and ambiguity during downsizing. Finally, proposals must include an evaluation component which describes the approach and method by which the efficacy of the intervention(s) will be assessed.

### **Program Requirements**

In conducting activities to achieve the purpose of this program, the recipient will be responsible for the activities under A. (Recipient Activities), and CDC/NIOSH will be responsible for conducting activities under B. (CDC/NIOSH Activities).

#### **A. Recipient Activities**

1. Develop and conduct a study of the health and performance consequences of downsizing and/or reorganization.
2. Develop a research protocol that reviews the pertinent downsizing/reorganization and organizational stress/

health literatures, and describes the study methodology, data to be collected and the proposed analysis of the data; present the protocol to a panel of peer reviewers and revise the protocol as required for final approval by CDC/NIOSH.

3. Conduct all required medical and laboratory tests on workers participating in the study, collect questionnaire/interview information and identifying data on workers, and analyze data.

4. Prepare a final report summarizing the study methodology, results obtained, conclusions reached and recommendations for preventing the negative health and performance consequences of downsizing and additional research needs.

5. Where appropriate, collaborate with CDC/NIOSH scientists who are working in complementary research areas.

6. Report research results to the scientific community via presentations at professional conferences and articles in peer-reviewed journals.

#### **B. CDC/NIOSH Activities**

1. Provide scientific, epidemiologic, engineering, environmental, industrial hygiene, and clinical technical assistance, as needed, for the successful completion of this project.

2. Identify and convene Peer Review Panel to review draft study protocol.

3. Assist in formulating the study design, the analysis of data collected by the recipient, interpretation of the results, and preparation of the written reports.

4. Engage in scientific collaboration in research areas of mutual interest and investigation.

#### **Evaluation Criteria**

The application will be reviewed and evaluated according to the following criteria:

##### **1. Understanding of the Problem (25%)**

Responsiveness to the objective of the cooperative agreement including: (a) applicant's understanding of the research needed to document the health and performance consequences of downsizing and/or reorganization and the objective of the proposed cooperative agreement, and (b) relevance of the proposal to the objective.

##### **2. Study Design and Project Planning (40%)**

Steps proposed in planning and implementing this project, and the respective responsibilities of the applicant for carrying out those steps, the proposed approach to the study and

the draft (or detailed outline) of the study protocol. The applicant's schedule proposed for accomplishing the activities to be carried out in this project and for evaluating the accomplishments.

##### **3. Program Personnel (25%)**

Qualification and time allocation of the professional staff to be assigned to this project and applicant's ability to provide knowledgeable staff required to perform the applicant's responsibilities in this project, and the approach to be used in carrying out those responsibilities.

##### **4. Facilities and Resources (10%)**

The adequacy of the applicant's facilities, equipment, and other resources available for performance of this project.

##### **5. Budget Justification (not scored)**

The budget will be evaluated to the extent that it is reasonable, clearly justified, and consistent with the intended use of funds.

### **Executive Order 12372 Review**

Applications are subject to Intergovernmental Review of Federal Programs as governed by Executive Order (E.O.) 12372. E.O. 12372 sets up a system for State and local government review of proposed Federal assistance applications. Applicants (other than federally recognized Indian tribal governments) should contact their State Single Point of Contact (SPOC) as early as possible to alert them to the prospective applications and receive any necessary instructions on the State process. For proposed projects serving more than one State, the applicant is advised to contact the SPOC for each affected State. Indian tribes are strongly encouraged to request tribal government review of the proposed application. A current list of SPOCs is included in the application kit.

If SPOCs or tribal governments have any State process recommendations on applications submitted to CDC, they should send them to Henry S. Cassell, III, Grants Management Officer, Grants Management Branch, Procurement and Grants Office, Centers for Disease Control and Prevention (CDC), 255 East Paces Ferry Road, NE., Atlanta, GA 30305, no later than 60 days after the application deadline date. The Program Announcement Number and Program Title should be referenced on the document. The granting agency does not guarantee to "accommodate or explain" State or tribal process recommendations it receives after that date.