



# **BENEFICIAL HEALTHY TEAM MEMBERS PROGRAM**



**Action Guide: Psychological Health and Safety with Beneficial Programs**

**Shared at The American Revolutionary War Living History Center™, LLC**

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This Action Guide for Psychological Health and Safety establishes a comprehensive, evidence-based framework for implementation at The American Revolutionary War Living History Center™ (ARWLHC), LLC (ISO, 2021; Schill & Chosewood, 2013; EEOC, 2024; OSHA, 2016). It codifies the organization’s commitment to eliminating psychosocial hazards, advancing and exceeding equitable employment practices, and ensuring above average compliance with both ethical, love-based, caring, kindness, and statutory obligations governing workplace health and conduct. The strategies herein are consistent with the principles outlined in International Organization for Standardization (ISO) 45003:2021, the National Institute for Safety and Health (NIOSH) Total Worker Health® initiative, and current Equal Employment Opportunity Commission (EEOC) and Occupational Safety and Health Administration (OSHA) standards for psychological safety and anti-harassment enforcement (ISO, 2021; Schill & Chosewood, 2013; EEOC, 2024; OSHA, 2016). They include practices endorsed by the World Organization of Health (WHO) and the United Nations (UN) (WHO, 2019). Guerra et al. (2022) argued that sustainable development goals must be guided by ethical frameworks to “build the future we want.” “Total Worker Health™ is a strategy integrating occupational safety and health protection with health promotion to prevent worker injury and illness and to advance health and well-being.” (Schill & Chosewood, 2013, p. S9)

Addressing human needs isn’t charity—it’s operational integrity (Centers for Disease Control and Prevention, 2025; Denison et al., 2018; Public Health Agency of

Canada & CSA Group, 2022; WHO, 2019). By resolving the daily challenges of its workforce, contractors, and lessees, a campus resort turns liabilities into strengths. Stable childcare, tutoring, healthcare, nutrition, and wellness programs form the first defense against stress and burnout (Fabricio et al., 2022; Lee & Lee, 2024; WHO, 2019). The ARWLHC understands that excellence comes from design, not reaction. Leadership that merely meets needs is mediocrity; true leadership exceeds them. Real leaders don't chase trophies—they build champions. They don't seek followers—they create more leaders. The Center's approach advances beyond safety toward human flourishing. It fosters a loving, psychologically safe workplace (Levy, 2017; Schein, 2017) where team members thrive despite modern stress. Wellness is embedded in daily operations, not left to optional or reactive programs (ISO, 2021; Schill & Chosewood, 2013; Sharma & Afroz, 2024). A respectful and legally compliant workplace is one that also affirms identity (Dickson et al., 2017; Kalev & Dobbin, 2006). Therefore, this plan directs the deliberate recognition and celebration of all faiths, languages, heritages, and cultural customs represented among the workforce and guest population. These celebrations are not symbolic; they function as continuous education, enhancing cultural competence (EEOC, 2024; Public Health Agency of Canada & CSA Group, 2022), mitigating bias, and reinforcing mutual respect across demographic and departmental lines. Festivals of global heritage—whether grounded in faith, music, or cuisine—serve as powerful instruments of inclusion and cohesion.

Language access and cultural literacy are treated as operational imperatives (EEOC, 2024; Kalev & Dobbin, 2006; Schein, 2017). Interpretation and communication protocols will honor the linguistic diversity of team members and guests, ensuring clarity,

dignity, and civil-rights compliance. Heritage events and educational programs will become recurring, institutional fixtures within the Center's calendar. Through these measures, the ARWLHC affirms its role not merely as a compliant employer but as a standard-bearer of ethical governance and social responsibility—setting the bar for the hospitality and cultural-tourism sector. The integration of psychological health and safety into every managerial layer establishes the Center as a model of enlightened administration—one that balances historical authenticity with contemporary excellence (Denison et al., 2018; Schein, 2017).

In sum, this guide affirms that caring for workers' well-being is not charity—it's duty. The ARWLHC treats psychological health and safety as a core mandate tied to its mission, ethics, and leadership.

### **Building a Respectful Workplace**

Creating a respectful workplace begins by adopting internationally recognized frameworks such as ISO 45003 and Total Worker Health®, both of which integrate psychological safety into every layer of organizational design. A respectful culture is built through consistent practice that honors fairness, dignity, and accountability. Within this model, every team member has both authority and the obligation to maintain safety and respect in the environment. Team members are empowered to speak openly, report concerns, and stop unsafe or inappropriate acts immediately—without managerial permission or fear of reprisal. This empowerment transforms compliance into culture. It establishes shared ownership over the collective environment, where psychological and physical safety become inseparable parts of daily operations (ISO, 2021; OSHA, 2016; Schill & Chosewood, 2013).

Equally vital to respect is the celebration of human diversity. The ARWLHC recognizes that genuine inclusion extends far beyond tolerance—it is the active and joyful acknowledgment of all the faiths, foods, languages, clothing, dance, music, and traditions that make up the human experience. Celebrating diverse cultural heritages through scheduled events, cross-cultural workshops, and culinary exchanges not only educate but also heals. When team members see their identities honored and their customs respected, they experience belonging—a cornerstone of psychological well-being. This intentional celebration transforms the workplace into a living, breathing community where differences are not managed but embraced as assets. In doing so, the ARWLHC affirms that respect is both a moral commitment and a strategic advantage, creating unity through understanding and strength through shared humanity (Dickson et al., 2017; Levy, 2017; Schein, 2017).

### **Designing Jobs and Team member Selection for Psychological Health**

Psychological safety and a life flourishing begins with job design (Huang et al., 2014; Landy & Conte, 2013;). Each role must be carefully structured with clearly defined duties, equitable workload, and a deliberate balance of autonomy and accountability. Team members who understand their scope of responsibility and have predictable frameworks for decision-making experience less cognitive overload and greater job satisfaction. Ambiguity, by contrast, breeds anxiety, counterproductive behavior, and disengagement.

The ARWLHC adopts a proactive model in which the design of work itself prevents burnout rather than treating it after the fact. Every role is evaluated for cognitive

demand, emotional labor, and scheduling intensity to ensure a sustainable rhythm of effort and recovery. This design principle recognizes chronic overextension—without deliberate intervals for restoration—erodes morale, creativity, and precision. To that end, the institution formally endorses a four-day workweek model, mirroring the proven success of the Two Kings Casino & Resort (Knight, 2023; Mongiello, 2025b; Schor et al., 2022), operated in partnership with the Catawba Nation and Delaware North.

The four-day workweek is not a reduction in commitment; it is a strategic refinement of performance design. Compressed scheduling redistributes energy and focus, producing a team that is more rested, attentive, and loyal. Empirical research demonstrates that reduced workweeks lower absenteeism, decrease stress-related health claims, and substantially increase productivity and retention (Knight, 2023; Schor et al., 2022). This model reflects the ARWLHC’s mission to engineer psychologically safe environments—ones that respect human rhythms and cultivate long-term excellence rather than unsustainable endurance (Mongiello, 2025a; Schor et al., 2022; Sharma & Afroz, 2024).

In parallel, team member selection emphasizes behavioral integrity and interpersonal civility—traits that sustain psychological safety across every level of the organization (Atkin & Conlon, 1978; Barber, 2007; Levy, 2017). Structured behavioral interviews and validated assessments are employed to evaluate stress tolerance, emotional intelligence, and collaboration. Candidates are selected not only for technical proficiency but for their demonstrated capacity to strengthen a respectful, learning-oriented community. The hiring process is transparent, mutually evaluated, and aligned with the ARWLHC’s standards for ethical conduct, cultural awareness, and psychological

safety. Through these measures, the ARWLHC position's role design and selection as the foundation of well-being. By embedding predictability, rest, fairness, and mutual respect into the operational structure—through equitable workloads, a condensed four-day schedule, and intentional hiring for civility, the Center exemplifies that psychological safety is not an auxiliary idea but a mandate. It is the architecture of excellence itself.

### **Identifying Counterproductive Behaviors**

Counterproductive work behaviors (CWB) include incivility, bullying, absenteeism, and sabotage (Parke et al., 2018; Schneider et al., 2017; Schein, 2017). These behaviors should be detected through surveys, open reporting channels, anonymous 1-800 phone lines, anonymous locked drop boxes that only the CEO has a key to, and regular psychological safety audits. A leadership council should meet monthly to discuss patterns and intervene with coaching and restorative strategies that are team driven and uplifting in celebrations of management.

### **Preventing Harassment, Bullying, and Promoting Diversity**

To hold people to criminal and civil penalty, potential arrest and imprisonment, and focusing on directly working with law enforcement to punish and prevent harassment and bullying while advancing diversity, the ARWLHC will embed respect, accountability, and inclusion into every operational layer—policy, training, supervision, and culture. The Center will adopt a zero-tolerance policy on harassment and bullying, supported by clear definitions, multiple reporting channels, and guaranteed protection against retaliation. This means every team member knows what constitutes misconduct, where to report it, and what corrective steps will follow. The policy will explicitly align



with EEOC enforcement guidance (2024) and state statutes, ensuring legal compliance (EEOC, 2024; OSHA, 2016; Public Health Agency of Canada & CSA Group, 2022). We will use these implementation measures:

1. Leadership Accountability:

- Executives and department heads will sign an annual “Leadership Responsibility for Respect” certification affirming their duty to prevent and respond to misconduct.
- All managers will undergo mandatory legal-compliance and civility training every 12 months, emphasizing both legal standards and emotional-intelligence skills for de-escalation and resolution.

2. Comprehensive Education and Bystander Training:

- All team members will complete annual harassment-prevention training, including realistic hospitality-based case studies.
- Bystander-intervention modules will teach how to interrupt inappropriate behavior safely and support affected individuals.

3. Multiple Confidential Reporting Pathways:

- Anonymous digital reporting via QR codes, CEO Direct Locked Box and a confidential hotline operated by an external firm.
- A dedicated Respect and Inclusion Officer to handle reports discreetly.
- Clear timelines for response (acknowledgment within 24 hours, investigation initiated within 5 business days).

4. Restorative Resolution Options:

- When appropriate, restorative-justice circles may be used to rebuild trust after verified misconduct is addressed. This supports healing while maintaining accountability.

5. Diversity Integration:

- Establish a Cultural Advisory Council of diverse communities.
- Integrate performance indicators into supervisor evaluations.
- Promote inclusive hiring and advancement practices.
- Calendarize cultural heritage events and cross-cultural culinary festivals led by the White House Master Chef program to honor the global traditions represented among team members (Mongiello, 2025b).

6. Continuous Monitoring and Metrics:

- Quarterly audits of incident data to identify systemic issues.
- Climate surveys measuring psychological safety, respect, and inclusion.
- Public reporting of improvements and corrective actions to maintain transparency and trust.

### **Training and Culture of Psychological Safety**

Training is essential to create an environment where psychological safety is lived daily (ISO, 2021; Levy, 2017; Pasmore et al., 2013; Schein, 2017). Managers must receive education on ISO 45003 psychosocial risks, workload management, and team member support (ISO, 2021; Pasmore et al., 2013). Frontline members will be trained in de-escalation, reporting, and TAP (EAP) access. Quarterly training will sustain this culture (Pasmore et al., 2013; Schill & Chosewood, 2013).

## **Self-Help Tools and Resources for Stress Management**

Self-help tools include on-site counseling, Team Assistance Programs (TAP) (Employee Assistance Programs) (EAP)), and stress management micro-courses (Centers for Disease Control and Prevention, 2025; WHO, 2019). Providing resources like guided relaxation, mindfulness, and posters on burnout awareness empowers team members to manage their own well-being (Centers for Disease Control and Prevention, 2025; WHO, 2019; Fabricio et al., 2022; Sharma & Afroz, 2024).

## **Campus-Based Well-Being Solutions**

The ARWLHC will model its wellness infrastructure after regional innovators such as Greenheck Group (Greenheck Group, 2025) in Shelby, North Carolina, which has built a daycare, wellness center with clinic and fitness facilities. Employer-sponsored childcare, on-site clinics, pharmacies, and convenience stores reduce life stressors and support productivity (Fabricio et al., 2022; Pfeffer & Veiga, 1999). Childcare facilities should include options for both infants and older children. These solutions also create new business opportunities (Denison et al., 2018; Mongiello, 2025a; Pfeffer & Veiga, 1999), incubating small enterprises such as daycare and health services under company partnership models.

## **Governance and Implementation**

A Safety and Well-Being Council will oversee (Denison et al., 2018; Pasmore et al., 2013; Pfeffer & Veiga, 1999; Schein, 2017) the implementation, review metrics, and communicate quarterly updates (Denison et al., 2018; Pfeffer & Veiga, 1999). Metrics will track psychological risk, happiness reports about leadership, management and culture

reports about managers, turnover, TAP (EAP) utilization, and harassment resolutions. Transparency is critical to the achievement of joy and publishing updates reinforces trust and accountability (Levy, 2017; Schein, 2017; Sharma & Afroz, 2024).

## **Conclusion**

In conclusion, the *Action Guide for Psychological Health and Safety* affirms that the American Revolutionary War Living History Center™, LLC must lead with both heart and science (EEOC, 2024; ISO, 2021; OSHA, 2016; Schill & Chosewood, 2013). By integrating ISO 45003, NIOSH's Total Worker Health®, and EEOC–OSHA ethical standards, the Center establishes an operational covenant that protects minds as fiercely as bodies. This approach transforms safety from a reactive obligation into a living, breathing culture of wellness—one that makes care, equity, and accountability inseparable from daily work (Fabricio et al., 2022; Lee & Lee, 2024; Public Health Agency of Canada & CSA Group, 2022; Schill & Chosewood, 2013). Ultimately, the Center's strength will not rest upon monuments or historical exhibits but upon the flourishing of its people (Fabricio et al., 2022; Lee & Lee, 2024). When leadership transcends compliance and embodies compassion, it forges a legacy worthy of preservation (Denison et al., 2018; Mongiello, 2025a; Mongiello, 2025b). Through intentional design, inclusiveness, and wellness-driven governance, the ARWLHC becomes a model of 21st-century hospitality—where the preservation of history meets the protection of humanity (Fabricio et al., 2022; Lee & Lee, 2024; Mongiello, 2025b; Schein, 2017; Sharma & Afroz, 2024) and where every act of work becomes a quiet revolution in dignity and respect.

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