



Healthy Work Participatory Program Guide to Creating a Design Team

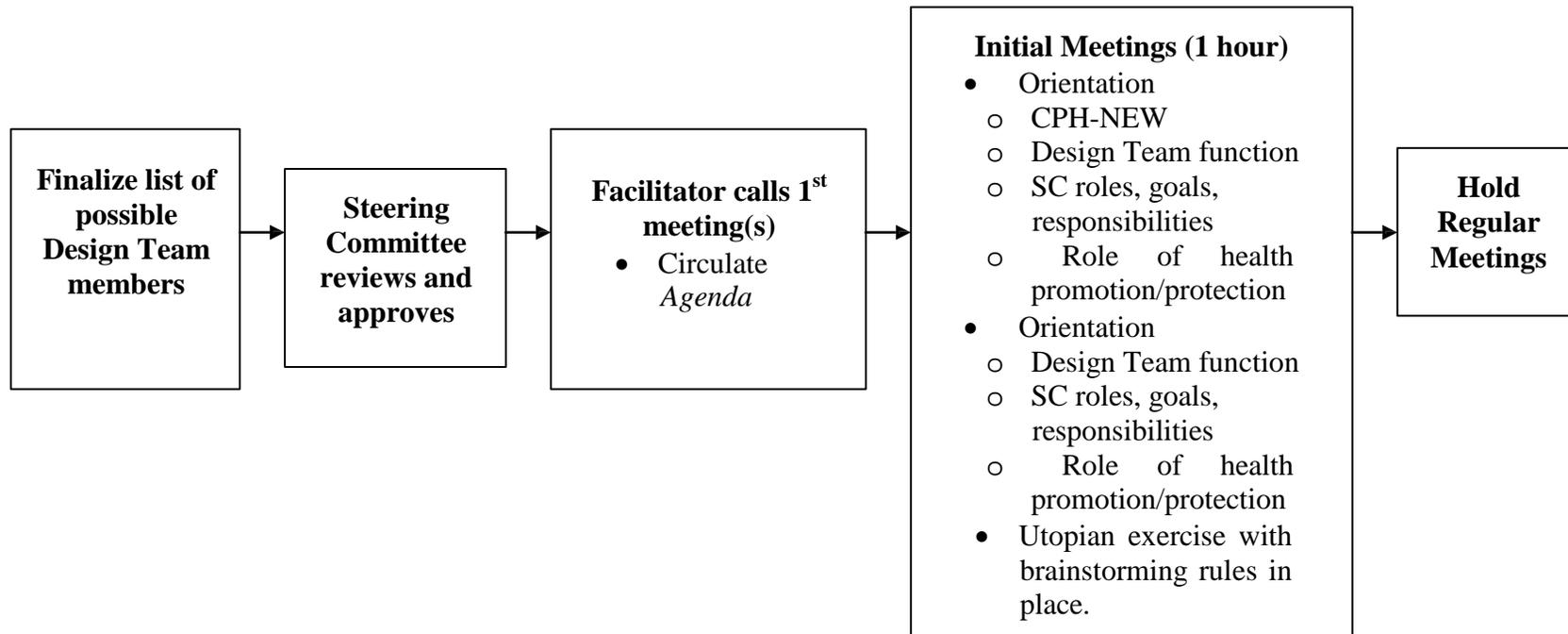
A key component of the CPH-NEW approach to improving workplace health and safety is to establish a framework that will promote active participation and engagement of line-level employees in 1) the identification of health and safety concerns, and 2) in the development and implementation of workplace interventions to address these concerns. This guide describes how the Steering Committee should go about the creation of a **Design Team** that is made up of line-level employees. The Design Team will be asked to collaborate with the Steering Committee on workplace interventions, as depicted in Diagram 1.

While it is possible that an organization may at some point want to establish multiple design teams to better address the health and safety concerns of other levels of their organization, it is recommended here to first establish a Design Team of line-level employees to address the health and safety issues/concerns of the largest portion of the organization's workforce. Even with only one design team active, the health and safety issues/concerns of other groups of employees can be addressed through initiatives of the Steering Committee. Workplace interventions that are initiated by the Steering Committee will benefit from a consultation process with the Design Team. This will also help maintain and promote a collaborative working relationship between the Steering Committee and the Design Team, as depicted in Diagram 1.

This guide describes in some detail how the Steering Committee should go about identifying and recruiting members of a Design Team. Workplaces vary in size, type of work activities, levels of management, demographics and skills of employees, and so forth, and so some of the approaches recommended here may need to be adapted accordingly. The Healthy Workplace Program has built-in process evaluations and feedback mechanisms that can be used to correct or fine tune the functions and make-up of the Steering Committee and Design Team, and therefore is expected to be self-correcting over the long term.

The following flowchart will help in guide the creation of the Design Team:

Design Team Early Development Process





The following text accompanies the Design Team Creation Flowchart:

1. Identify the Pool of Line-level Employees

Line-level employees typically represent the largest number of workers in an organization. Line-level employees typically do not function in supervisory or managerial capacities. The organizational chart can be consulted to help identify this pool of employees.

2. Selection Criteria

Members of a design team must be:

- Able to represent, as a group, the full array of line-level jobs and task environments.
- Able to represent, as a group, the demographics of line-level workers (ethnicity, age, seniority, union membership).
- Committed to health and safety and/or improving the workplace.
- Willing to work together with other team members.
- Open to learning new skills (e.g., team brainstorming, a combination of ergonomics & health promotion).
- Able to function as an opinion leader among their peers (respected for their ideas, able to muster coworker support for a project like this).
- Able to meet on a regular basis (pending approval from immediate supervisor).

3. Set Target Number of Design Team (DT) Members

Partially dependent on the number of line-level jobs and employee demographics, a DT will ideally have 6-8 members. In cases where regular attendance is not possible (e.g., rotating shifts), DT meetings should have a minimum of 4 members present at a meeting but forming a larger DT so that 6-8 members are present is more desirable. During the start-up period, all DT members should be present for training and group exercises.

4. Co-Chairs and Facilitator Select Candidate DT Members for review by full Steering Committee

The facilitator should meet with one or both Steering Committee Co-Chairs in order to make a list of **n** first choices, as well as a list of **n** alternatives. Line-level employees who earlier had participated in the focus group(s) are usually good candidates for a Design Team.



5. *Review candidate members and make final choices (full Steering Committee)*

Use of the **Selection Tool for DT Members** may be helpful in making the final choices (see Table 1).

6. *Obtain Necessary Approvals from Managers and Immediate Supervisors, as Needed.*

An informational meeting for managers and supervisors is recommended in order to inform and gain support for the program. This meeting can be co-chaired by the Co-Chairs of the Steering Committee.

7. *Circulate General Announcement*

A general announcement should be sent to each member of the organization. The announcement should include:

- The endorsement of a high-authority individual (upper management or the organizational owner) and union (where applicable).
- A general overview of what the DT does (see Appendix 1).

A notification that a subsequent invitation will be going out to the potential DT candidates.

8. *Send Out Invitations or Talk to Candidates*

Once the general announcement has been circulated, **invitations** (see Appendix 2) can be sent out to your list of DT members. If individuals decide not to participate in the DT, send out invitations to your list of alternatives. Alternately, personal meetings with one or both Steering Committee Co-Chairs may be more effective at both showing interest in the candidate and in answering questions about the project.

Appendix 1

Healthy Workplace Participatory Program Description of the Design Team

The Design Team is the engine of the Healthy Workplace Participatory Program., serving as a link between the health and safety problems employees experience on a day-to-day basis and potential solutions to these problems. Design Team members are non-managerial employees with interest in health, safety, and wellness and who can work successfully in a positive team environment.

Regular team meetings provide a means for line-level employees to take an active role in designing workplace interventions to benefit health. Members of the Design Team should be able to commit to regular participation in meetings, plus occasional tasks outside of meetings. Supervisor support for members' participation in team activities is important for success.

Throughout the program, the Design Team:

1. Meets with a Facilitator and selects workplace health and safety issues for intervention
2. Designs interventions to address issues appropriate to their work environment
3. Develops a business case for interventions to present to the Steering Committee
4. Strengthens communication between management and the workforce about health and safety concerns
5. Supports workplace interventions initiated by the Steering Committee

After implementing a change, the Design Team:

1. Helps promote and evaluate all interventions to protect long term sustainability
2. Helps refine interventions as needed



Appendix 2

Generic Invitation to Participate in a Design Team

Dear _____

Our company wishes to expand its ongoing wellness and safety efforts to address ergonomics and other work-related health topics. To that end, we will attempt to implement the Healthy Work Participatory Program over the next few months.

The program calls for a **Design Team** of non-managerial workers to consider health and safety issues, brainstorm appropriate interventions, and collaborate with a management Steering Committee to implement these interventions. You are being invited to serve as a member of the Design Team for this workplace health initiative.

Time Commitment

Initially, the DT will meet frequently (once or twice a month); then, as the project progresses, the meetings will occur quarterly. Your involvement and time will be recognized by management through this invitation.

The Steering Committee and the Design Team together will strive to improve health, safety (ergonomics) and job satisfaction for all staff. Topics to be addressed include job-related equipment, procedures, and policies that directly affect employees' health, safety and performance.

I hope you will consider accepting this assignment, and make a commitment to participate for one year, beginning _____. Please indicate your acceptance by notifying your manager by ____ (date). A first meeting of the Design Team will take place _____.

Thank you,

(Signature)



Table 1

Selection Criteria

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