



HEALTHY WORKPLACE PARTICIPATORY PROGRAM

Facilitator Manual



Acknowledgements

The Healthy Workplace Participatory Program 2.0 Edition (2019) Facilitator Manual and website (www.uml.edu/cphnewtoolkit) were created by the Center for the Promotion of Health in the New England Workplace at the University of Massachusetts Lowell and the University of Connecticut.

Project Director

and Research Coordinator: Suzanne Nobrega, MS

Writers: Suzanne Nobrega, MS
Mary Juergens, MPH

Research Assistants: Mary Juergens, MPH
Sarah Berger, MS
Cesar Morocho, MPH
Agatha Adigwe, MPH candidate

Scientific Advisors: Robert Henning, PhD
Michelle Robertson PhD

Field Researchers: Alicia Dugan, PhD
Sara Namazi, PhD
Jennifer Cavallari, ScD
Mazen El Ghaziri, PhD
Matthew Brennan, MPH
Serena Rice, MS

Consultants: Joanne Chu, PhD, *Facilitation skills, meeting design*, ecoethossolutions.com
Paula O'Keefe, *Illustrations and graphic design*, okeefeillustration.com

The Healthy Workplace Participatory Program First Edition (2014) Facilitator Manual and website were created by the Center for the Promotion of Health in the New England Workplace at the University of Massachusetts Lowell and the University of Connecticut.

Project Co-Directors: Robert Henning, PhD
Michelle Robertson, PhD
Nicolas Warren, ScD

Project Manager

and Web Content Developer: Suzanne Nobrega, MS

Research Assistants: Andrea Bizarro, PhD
Bora Plaku-Alakborova, MS
David Reeves, PhD
Meghan Dove-Steinkamp, PhD

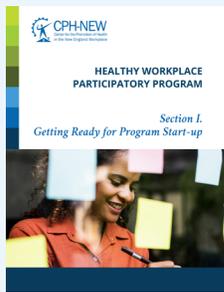
The Center for the Promotion of Health in the New England Workplace (www.uml.edu/cphnew) is supported by NIOSH Grant Number 1 U19 OH008857 from the National Institute for Occupational Safety and Health. *This content is solely the responsibility of the authors and does not necessarily represent the official views of NIOSH.*

HOW TO USE EACH SECTION OF THE FACILITATOR MANUAL

This manual provides detailed information useful for implementing the Healthy Workplace Participatory Program (HWPP), a research-based, Total Worker Health program.

The manual contains Sections I, II, and III. Use all three sections to maximize the program benefits for your organization. You can access the materials in this manual plus new or updated materials by visiting the HWPP website: www.uml.edu/cphnewtoolkit

Section I: Getting Ready for Program Start-up



Read Section I thoroughly to learn how to implement the core elements of the program, and customize the program fit to your organization.

Content: About the HWPP and Total Worker Health
Getting Ready for Program Start-up – assessing organizational readiness, gathering management support, identifying health and safety priorities
Forming Programs Teams – Design Team and Steering Committee
Customizing the HWPP to Fit your Organization

Take steps to prepare the organization for program start-up. Use the online resources described in this section to build management support and designate necessary staff resources. Once these are in place, recruit employees to serve on key **program teams**.

Section II: Design Team Start-up



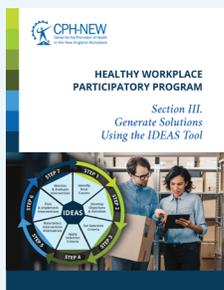
Use the materials in Section II to help you facilitate the initial three meetings of a Design Team.

Content: Facilitator Manual for Design Team Start-up Sessions 1, 2, and 3

- Facilitator Preparation
- Facilitator Agenda
- Design Team Agenda and Handouts

A Design Team is a group of front-line employees who will develop solutions to specific health and safety concerns. The Start-up session materials will help you establish a strong foundation for how your team will work together. They will learn their roles, form agreements, and explore and prioritize topics for interventions.

Section III: Generate Solutions Using the Intervention, Design, and Analysis Scorecard (IDEAS) Tool



Use the materials in Section III to help you facilitate IDEAS Steps 1 through 7. You will craft interventions and develop a business case for each one to improve worker safety and well-being while supporting key organizational goals.

Content: Facilitator Manual for IDEAS Steps 1 to 7

- Facilitator Preparation
- Facilitator Agenda
- Design Team Agenda and Handouts

The intervention design process involves front line employees (Design Team) and organizational leaders (Steering Committee) at specific time points. The process is designed to encourage communication, mutual learning, and a shared commitment to employee safety, health and well-being.

Table of Contents

| | |
|---|-----------|
| Acknowledgements | i |
| How to Use Each Section in this Manual | ii |
| Section I: Get Ready for Program Start-up | 1 |
| Overview of the Healthy Workplace Participatory Program | 5 |
| A TWH Approach to Health, Safety, and Well-Being in the Workplace | 7 |
| Get Ready for Program Start-up | 9 |
| Form Program Teams: Roles and Training of Key Program Participants | 11 |
| Customizing the HWPP to Fit your Organization | 16 |
| Healthy Workplace Participatory Program Website Resources | 20 |
| Section II. Starting-up a Design Team | 21 |
| What you will find in Section II of the Facilitator Manual | 24 |
| What is a Design Team? | 25 |
| Start-up Session 1: Welcome to the Healthy Workplace Participatory Program | 27 |
| Start-up Session 2: Identifying Workplace Safety, Health & Well-being Issues | 45 |
| Start-up Session 3: Prioritize and Select Concerns for Intervention | 61 |
| Section III. Generate Solutions Using the IDEAS Tool | 75 |
| What you will find in Section III of the Facilitator Manual | 78 |
| Introduction to the IDEAS Tool | 79 |
| IDEAS Step 1: Identify Root Causes | 85 |
| IDEAS Step 2: Develop Measurable Objective and Solution Activities | 103 |
| IDEAS Step 3: Set Criteria for Selecting and Evaluating Interventions | 119 |
| IDEAS Step 4: Form Interventions and Apply Selection Criteria | 135 |
| IDEAS Step 5: Rate and Select Interventions | 169 |
| IDEAS Step 6: Plan and Implement Interventions | 185 |
| IDEAS Step 7: Evaluate Interventions | 193 |



HEALTHY WORKPLACE PARTICIPATORY PROGRAM

Section I. Get Ready for Program Start-up

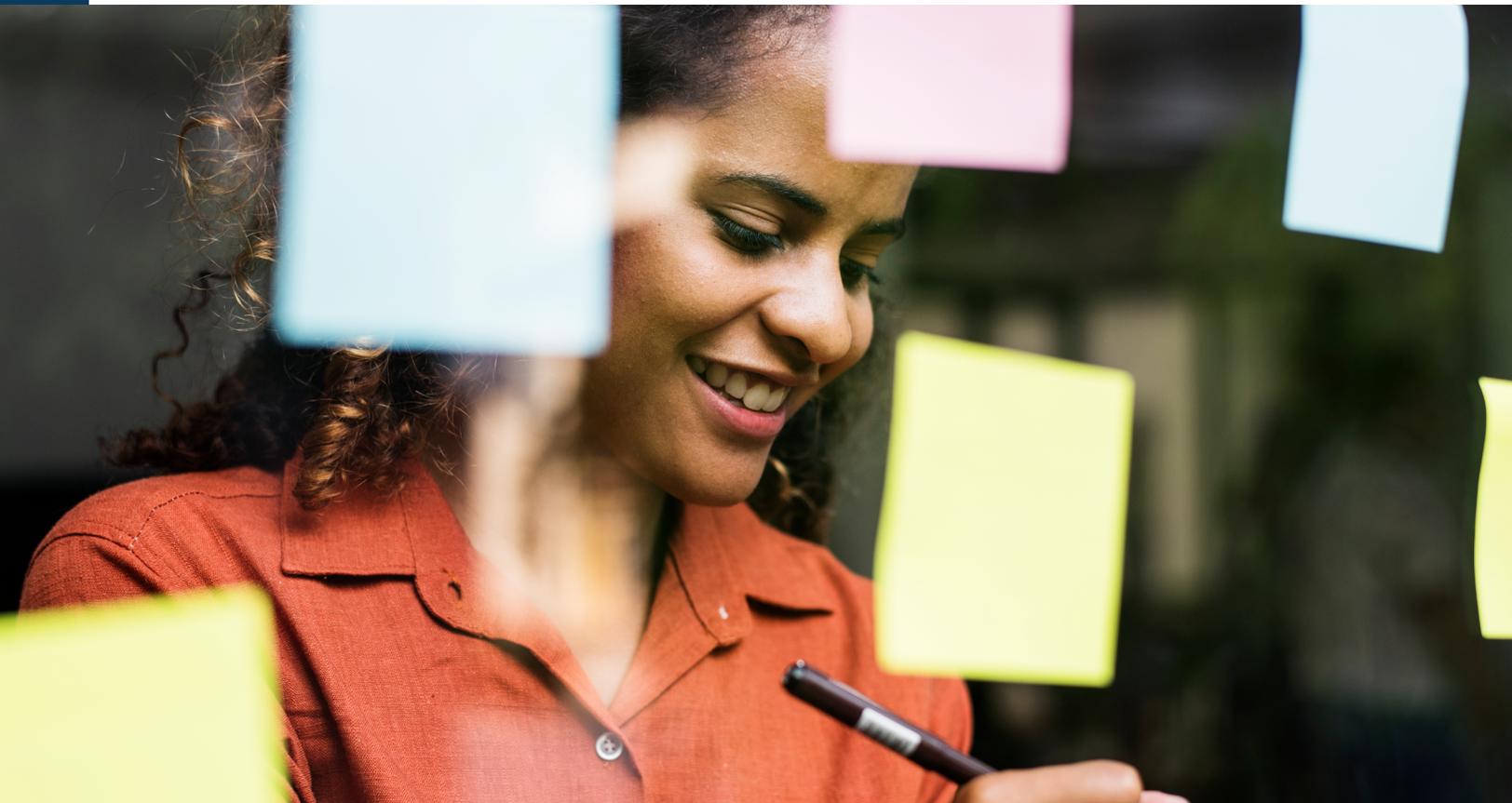


Table of Contents

| | |
|---|-----------|
| Section I: Get Ready for Program Start-up | 5 |
| Overview of the Healthy Workplace Participatory Program | 5 |
| Goals of the HWPP | 6 |
| Key Principles Underlying the HWPP | 6 |
| A TWH Approach to Health, Safety, and Well-Being in the Workplace | 7 |
| What is Total Worker Health? | 7 |
| What is a Participatory Program? Why a Participatory Program? | 8 |
| Get Ready for Program Start-up | 9 |
| Assess Organizational Readiness | 9 |
| Gather Management Input and Support | 10 |
| Assess Health and Safety Priorities | 10 |
| Form Program Teams: Roles and Training of Key Program Participants | 11 |
| Why a two-committee structure? | 12 |
| Design Team (DT) | 12 |
| Steering Committee (SC) | 13 |
| Facilitator | 14 |
| Customizing the HWPP to Fit your Organization | 16 |
| Committee Structure | 16 |
| Location & Logistics of DT Meetings | 17 |
| DT Meeting Materials | 18 |
| Healthy Workplace Participatory Program Website Resources | 20 |



Section I.

Get Ready for Program Start-up

OVERVIEW OF THE HEALTHY WORKPLACE PARTICIPATORY PROGRAM

The Center for the Promotion of Health in the New England Workplace (CPH-NEW) is a NIOSH funded Center of Excellence for Total Worker Health® (TWH). CPH-NEW developed the Healthy Workplace Participatory Program (HWPP) Toolkit specifically to help employers and organizations adopt and implement a participatory, TWH program approach.



The HWPP Toolkit was developed to engage employees in designing comprehensive solutions to a wide range of issues related to work environment, work organization, safety, and employee health.

The core elements of the program include a **Steering Committee, a Design Team, a trained program facilitator, and the use of the IDEAS Tool (Intervention, Design and Analysis Scorecard)** to design interventions with a strong business case.

Goals of the HWPP

ENGAGE

front-line employees in setting priorities and developing solutions to advance Total Worker Health®

IMPROVE

organizational culture, communication and collaboration about health, safety, well-being

ESTABLISH

a sustainable process for continuous improvement of health, safety, and well-being

DEVELOP

a business case for specific health and safety interventions

Key Principles Underlying the HWPP

- It is a program to advance Total Worker Health®
- It relies on participation from front-line employees to develop interventions to improve employee health, safety, and well-being
- It relies on a facilitator to coordinate the program activities
- It uses a two-committee structure: A Steering Committee made up of manager-level employees, and a Design Team of front-line employees. Each committee is facilitated by an individual (or pair of individuals)
- It utilizes the Intervention, Design, and Analysis Scorecard (IDEAS) Tool to plan and implement interventions

The IDEAS Tool provides a structured process for intervention planning; it is described in detail in Section III of this manual. It helps a team of employees uncover root causes to poor health and injuries so they can develop complete and sustainable solutions. Most importantly, it engages and empowers employees by providing a structure for meaningful input. This structure builds a culture of health in the organization and confidence to change unhealthy behaviors and conditions.

Read about the case studies and the science behind this program on the HWPP website:

<https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/Benefit/>

A TOTAL WORKER HEALTH® APPROACH TO HEALTH, SAFETY, AND WELL-BEING IN THE WORKPLACE

What is *Total Worker Health*®?

Total Worker Health® (TWH) is a new and developing program concept that takes occupational safety and health to the next level to also address other workforce health concerns such as stress, chronic diseases, and working and living well into older age.

TWH is a holistic approach to worker well-being. It acknowledges risk factors related to work that contribute to health problems previously considered as separate from the workplace. This is why TWH programs focus on making working conditions conducive to health, which can lead to health benefits on and off the job.

The National Institute for Occupational Safety and Health (NIOSH) defines *Total Worker Health*® as policies, programs, and practices that integrate protection from work-related safety and health hazards with injury and illness prevention efforts to advance worker well-being. The NIOSH TWH website provides a wide array of resources on this topic (www.cdc.gov/niosh/twh).

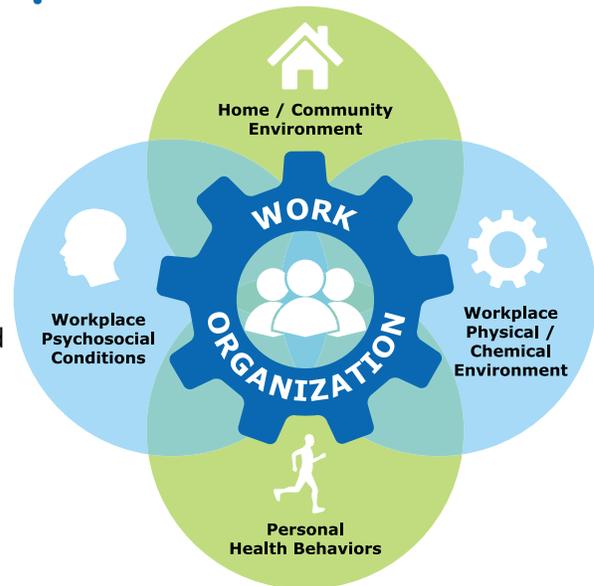


Fig. 1. Total Worker Health Model of Worker Well-Being.

Examples of an Integrated, Total Worker Health Program Approach

Example: Respiratory illnesses from poor workplace air quality can be more serious for workers who are smokers.

- A TWH program deals with air quality AND smoking cessation.

Example: Job stress increases the risk factors for heart disease such as high blood pressure and smoking and low physical activity. Job stress also contributes to anxiety/ depression.

- A TWH program reduces job stressors AND addresses exercise, diet, stress management.

Example: Physically demanding work can lead to feeling too fatigued to exercise after work or to prepare healthy meals.

- A TWH program addresses equipment to reduce bodily forces AND work schedules that allow for rest and recovery.

What is a Participatory Program? Why a Participatory Program?

With Total Worker Health, it is assumed that workers need to be active participants in making the working environment conducive to safety and health. Participatory programs engage employees in all levels of the organization in the design of interventions to create a healthy work environment.

Research shows that when front-line employees have a central role in designing workplace interventions, they provide valuable insights on how to improve health, safety and well-being in the workplace. Engaging in participatory design efforts itself is also known to alleviate stress because it gives workers a sense of job control. A participatory program approach offers the following advantages:

- Front-line employees are usually more familiar than upper level managers with the day-to-day operational aspects of their jobs and the physical design factors in their workplace.
- Front-line employees are able to develop solutions that address a range of factors (physical, social, environmental, and behavioral), in keeping with the TWH concept.
- Participatory design efforts are health promoting. Employees who are engaged in the organization's improvement process feel a sense of control and reward. Employee participation is considered a key component of a healthy organization.
- Employee innovation improves health and safety practices. Employees can offer creative ideas for interventions to benefit their own health and safety if given the opportunity to do so, and if provided with some help in prioritizing and developing their ideas.
- Interventions designed by employees are more willingly accepted than those imposed from the top down. When employees themselves design workplace solutions to problems, they assume "ownership," making it more likely that workplace changes will be promoted, accepted and supported by employees.



GET READY FOR PROGRAM START-UP

Setting up a participatory program requires some preparation. Every organization is different. Your organization may already have well-established programs for engaging employees in work quality improvement, or safety and health. Or, your organization may just be starting out with this approach. Before you start to implement the Healthy Workplace Participatory Program, take the time to assess your organization's readiness and build management support.

Assess Organizational Readiness

Research in the field of participatory ergonomics has identified key factors that enhance the success of participatory programs. For example, participatory programs work best when

- teams are formed in a way that involves members from multiple levels of the organization (workers, supervisors, managers, etc.),
- teams have access to experts with content knowledge (e.g. technical advisors),
- teams are trained in key content areas (safety, ergonomics, health, well-being), and
- the program addresses key implementation facilitators and barriers (e.g., management support, access to budget and personnel resources).

The HWPP online toolkit provides an interactive Survey on Organizational Readiness to make it easy to assess whether your organization has the necessary resources, knowledge and competencies to successfully implement a participatory, Total Worker Health program. The survey is available in an online or paper format. The online survey generates a customized report that will guide you through the entire process of getting ready to implement the program. The paper survey provides a similar, printed response guide.

You can use the Organizational Readiness Survey as a tool to gain management support for implementing the HWPP (see below). By inviting key organizational leaders to participate in the survey, you can bring attention to the program and the resources and skills needed for successful program implementation. The Organizational Readiness Survey report will describe what your organization needs to do to prepare for the Participatory Program. It will also suggest ways to link the Participatory Program with existing organizational resources.

Visit the HWPP Assess Organizational Readiness and Resources page:

www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/get-ready/assess-readiness/readiness.aspx

Gather Management Input and Support

The successful initiation and maintenance of a Healthy Workplace Participatory Program depends on management support at all levels. Support from senior leaders is crucial for obtaining sufficient resources and aligning the new program with key organizational goals. Middle management support is needed to help ensure that employees can take the time needed to attend Design Team meetings, and for supporting implementation of any new programs or policies recommended. Organizational leaders can help ensure that the program teams have the support and resources they need to fulfill their roles.

How you build management support will depend on how things are done at your organization. For example, you may meet with key leaders one-on-one, or make a group presentation. However you choose to introduce the HWPP to management, we recommend that you cover the following topics:

- Introduce the HWPP, its goals and purpose, and how the company would benefit from the program.
- Invite leaders to discuss their views on the usefulness and feasibility of a participatory program within your organization.
- Emphasize the value of engaging front-line employees in helping meet organizational goals relating to health, safety and well-being.
Discuss next steps for program initiation (assuming there is interest)

Visit the HWPP Gather Management Input and Support page:

www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/get-ready/gather-input/management-support.aspx

This page provides useful communication tools such as a program marketing flyer, sample PowerPoint presentation materials, talking points, and a training video.

Assess Health and Safety Priorities

One of the ways the Steering Committee can support the participatory program is by gathering data to assess health and safety priorities. A thorough assessment should include indicators at the organization level (e.g. health and compensation claims, absenteeism, etc.) and at the individual employee level.

The HWPP online toolkit contains tools and instruments for assessing employee perspectives about work, health, safety, and well-being topics. Examples are described below. You can use these tools, or ones like them to help identify topics that a Design Team can address.

- **All Employee Survey and User Manual.** This survey is designed to be administered with all employees to assess employee attitudes and perceptions related to the work environment and to their health, safety, and well-being. The user manual provides survey documentation, scoring instructions, and guidance on quality and ethical considerations for survey administration.

- **Focus Group Guide.** This tool provides instructions for facilitating a focus group (or group interview) to gather perspectives from employees about the topics they see as important for well-being in the workplace. You may consider running a focus group with a Design Team (as is done in DT start up session 2) or with several subgroups of employees to gather a wider range of viewpoints.

Visit the **HWPP Assess Health and Safety Priorities** page:

www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/get-ready/identify-priorities/

FORM PROGRAM TEAMS: ROLES AND TRAINING OF KEY PROGRAM PARTICIPANTS

Successful participatory programs engage employees at all levels of the organization. The HWPP is designed to encourage multi-level engagement and collaboration through a two-level program structure (see Figure 2). This section describes the roles for each team/committee, and how a program facilitator assists with guiding the activities and promoting communication and collaboration to improve organizational safety, health and well-being.



Fig. 2. The HWPP Two-Committee Structure.

Why a two-committee structure?

The two-committee structure enables employees from all levels of the organization to be involved in designing interventions to improve health, safety, and well-being.

A **Design Team** provides a forum for front-line employees to identify problems within the workplace and propose solutions without worrying about how managers will perceive their ideas. Front-line employees may be less likely to discuss potentially controversial ideas in the presence of managers, even if addressing controversial ideas could provide a great deal of benefit. By utilizing a two-committee structure, Design Teams are more likely to identify the true root causes of a health and safety problem and can design more effective interventions than they otherwise would have been able to.

A **Steering Committee** is important for focusing organizational leaders on issues of safety and well-being, learning about employee perspectives, and receiving and working with DT on intervention proposals. A Steering Committee is needed to marshal resources (staffing, budget, policies, etc.) and provide oversight when an intervention is approved for implementation.



Design Team (DT)

The Design Team consists of non-managerial, front-line employees, and are vitally important to the success of the program. Design Team members can identify health and safety problems employees experience on a day-to-day basis and generate ideas for potential solutions to these problems. Ideally, 6-10 members make up a Design Team.

Design Team members are individuals who are:

- Non-managerial employees
- Interested in health, safety, and well-being
- Able to work successfully in a positive team environment
- Able to represent their peers

Regular team meetings provide a means for front-line employees to take an active role in designing workplace interventions to promote TWH. Members of the Design Team should be able to commit to regular participation in meetings, plus occasional tasks outside of meetings. Supervisors play an important role in supporting DT member attendance. In a unionized organization, a Design Team could be formed within the union.

Throughout the program, the DT:

- Meets with the facilitator and selects workplace health and safety issues for interventions
- Designs interventions to address issues appropriate to their work environment
- Develops a business case for interventions to present to the Steering Committee
- Communicates with management and the workforce about health and safety concerns

After implementing a change, the DT:

- Helps promote and evaluate all interventions to protect long term sustainability
- Helps refine interventions as needed

Section II of the Facilitator Manual (Design Team Start-up) provides step-by-step meeting guides for the first three meetings of a new Design Team. These start-up meeting guides are specifically designed to help get the Design Team off to a strong start by guiding the process of forming team agreements, and clarifying the topics of greatest concern to team members. These meeting guides are also useful if you are orienting an existing team to function as a Design Team for the HWPP.

Visit the HWPP Design Team Start-up page:

www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/form-design-team/

This page provides a Design Team recruitment guide, a Description, and an information video for prospective Design Team members.



Steering Committee (SC)

The Steering Committee consists of senior and mid-level managers and other key personnel who can marshal organizational resources. The SC supports the HWPP primarily through supporting the DT's process, but can also initiate interventions, particularly if interventions are aimed at the level of supervisors and management. A senior leader serves as the program Champion to lead the activities of the Steering Committee.

At the start of the program, the SC:

- Collects baseline data on employee health and safety issues and related business concerns
- Nominates non-managerial employees to serve on the DT
- Identifies qualified personnel and resources to support a Facilitator
- Informs the organization at large about the program

Throughout the program, the SC:

- Meets regularly to consider the DT's intervention proposals and provides timely feedback
- Selects DT interventions to implement
- Implements the DT's interventions by;
 - Making changes to organizational policies
 - Allocating resources towards implementation of DT interventions
 - Involving the DT in the implementation process (where possible)
 - Creating linkages with key personnel and relevant work units
 - Regularly updates the organization at large on the program's status, goals, and achievements

After implementing a change, the SC:

- Periodically evaluates the benefits and effectiveness of each implemented change
- Monitors and supports continuous improvement of the overall HWPP

Visit the HWPP Form a Steering Committee page:

uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/Form-Program-Teams/

This page includes a guide to selecting and training a Steering Committee, and a Steering Committee description for prospective new members.



Facilitator

As the facilitator, you play an essential role to the success of the HWPP. A skilled facilitator is a “neutral servant” to the Design Team. Your role is to create the conditions for the Design Team members to accomplish their work, while remaining unbiased .

Though the facilitator is not responsible for the work of the Steering Committee, ensuring a communication system is in place for communication between the Design Team and the Steering Committee is an essential aspect of the role. Facilitators may be recruited from among internal employees or hired as a consultant. Either arrangement can work well, and each has benefits and drawbacks.

Internal Facilitators have firsthand knowledge of the organization and how it works. However, it may be more difficult to act (or to be perceived) as neutral or unbiased.

External Facilitators may be trusted more easily as neutral or unbiased. However, they will not have firsthand knowledge of the organization and how it works.



In your role, you'll need to focus on three aspects of facilitation:

1. Guiding the process

You will guide the Design Team during the Steps 1-5 of the IDEAS process, assessing and ensuring that all team members are contributing well. Use the resources in Section III of this Facilitator Manual to facilitate the IDEAS process.

2. Encouraging relationships

The facilitator sets the conditions for positive **group dynamics** so the Design Team functions well as a team. This is essential for successful outcomes. Use the Design Team Start-up guides in Section II to help the members set ground rules for how they operate. The Facilitator Meeting guides are annotated with tips for participatory facilitation techniques to promote team cohesion, shared purpose, trust and inclusion.

3. Tracking Results

You will help the Design Team monitor their progress by highlighting when they achieve key milestones along the process. Having a sense of accomplishment is important for sustaining commitment and enthusiasm. The HWPP materials are designed to make it easy to recognize specific accomplishments:

- Use the HWPP meeting guides to review the specific goals for each meeting. This will make it clear what has been accomplished and if there is timely progress.
- Use the IDEAS worksheets to document the Design Team's group work.
- Encourage the Design Team to interact with the Steering Committee at appropriate times.
- Assist the Design Team with troubleshooting when they encounter obstacles. This may include identifying when the DT needs training or help from subject experts.

**Note: The facilitator may or may not be responsible for meeting minutes. This task can be assigned to a team member or to someone specifically tasked as the meeting recorder.*

Traits of a Skilled Facilitator

Successful facilitators demonstrate specific skills that help a group to function effectively. Some key skills are outlined below, along with reasons they are important.

| Facilitation Skill | Why it's Important |
|--|---|
| Encourages everyone to speak | <ul style="list-style-type: none"> • Keeps members motivated • Allows members' knowledge to be expressed to benefit the team goals |
| Sets ground rules and expectations | <ul style="list-style-type: none"> • Helps team members feel more invested • Ensures information is shared effectively |
| Redirects discussion when needed | <ul style="list-style-type: none"> • Keeps the group on task • Balances the voices |
| Clearly explains the meeting activities and processes | <ul style="list-style-type: none"> • Creates conditions that enable members to know what to do and why they are doing it |
| Listens reflectively | <ul style="list-style-type: none"> • Helps clarify the meaning of what's being said • Builds a shared understanding between DT members |
| Remains objective or neutral | <ul style="list-style-type: none"> • Builds DT confidence that their views will be considered • Helps DT to reach decisions objectively |
| Manages meeting time and materials | <ul style="list-style-type: none"> • Keeps meetings organized and productive • Documents progress |

Visit the **HWPP Identify and Train a Facilitator page to locate key training resources** (see below) www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/Form-Program-Teams/

- **HWPP Facilitator Description:** Brief list of key roles and skills of effective program facilitators
- **HWPP Facilitator Manual:** Detailed program implementation guide with step by step meeting materials
- **Facilitation Skills Training Videos:** Demonstration videos to help you learn and practice effective facilitation skills

CUSTOMIZING THE HWPP TO FIT YOUR ORGANIZATION

Organizations have unique characteristics, needs, and resources. You will need to consider how best to implement a HWPP program structure that fits the needs and resources available in your organization. Consider these decisions when planning how best to implement the program.

Committee Structure

Two Committee Structure vs. Single Committee

Prior research has demonstrated that a two-committee structure produces better program engagement and better odds that new interventions will be designed and adopted. However, this arrangement may not be feasible in your organization. With careful planning, you may be able to run an effective participatory program with a single Design Team. The key is to preserve active engagement at all levels of the organization in key times.

Tips for running HWPP with a single committee:

- Appoint a single, mixed level Design Team. This arrangement might be successful in organizations where there is a high level of trust and cooperation already, or when the organizational hierarchy is relatively flat.
- You may find that front-line employees have more flexibility to meet than middle- and upper-level managers, so requiring combined meetings may slow down the process. This may make the single committee structure less feasible.
- Plan specific methods for engaging front line employees and upper level managers at the beginning, mid-way through, and later as interventions are developed. Taking steps to gather input from key groups who are not represented on the Design Team can help assure the program is truly participatory.

One Design Team vs. Multiple Design Teams

If your organization is large and/or complex, you may consider forming more than one Design Team. Design Teams work best if their focus is localized to a specific work location or set of issues. For instance, a corporation with multiple offices may be well served by starting out with a single Design Team in one of its offices.

Using existing Committees vs. Creating New Committees

Who will serve as Design Team and Steering Committee members when you implement the HWPP? There may be an existing team of employees that could be trained to function as a Design Team; a work quality team or a safety committee could be trained to take on a new role as a Design Team. There may be an existing leadership team that could function as a Steering Committee with proper training.

Using Workplace Communications Systems Effectively

Communication systems are essential to effective team functioning. Design Team members need to be able to easily communicate with the program facilitator and with each other in preparation for meetings. They need to be able to access materials created by the group, and they need to know when meetings are scheduled so they can plan in advance to attend.

Early in the formation of the Design Team, a communication system should be established that is predictable and inclusive of all members. For many organizations, email and electronic calendars are basic tools that are available to all employees. However, employees who do not work at a desk may not see emails frequently or may not have a company email at all. A bulletin board or a team mailbox may be good alternatives for posting a calendar with meeting dates and copies of meeting notes with between-meeting assignments. Design Team members should also have access to a contact list in case they want to communicate with members between meetings.

In addition to team communication, the Design Team should also consider how they will communicate with the broader workforce. For example, the Design Team will need to gather input from coworkers about their views on certain health and safety issues, or possible solutions. They may wish to set up a central communication board in a break space, or they may wish to administer brief surveys for this purpose. Organization newsletters are effective for broadcasting news and information about Design Team activities.

Location & Logistics of DT Meetings

Design Team (DT) meetings should ideally be held in an area that is accessible and familiar to all DT members. An unfamiliar location may be intimidating to some DT members, which could decrease participation. The location should also match the size of your Design Team. Too large of a space may feel awkwardly quiet, while a space that is too small may make people feel uncomfortably close.

The facilitator should be aware of the logistics of meeting, such as seating layout, time of day, wall space, etc. Some things to consider are:

- **Seating arrangements:** Having chairs arranged in a circle, or around a table maximizes participatory engagement. All DT members will be able to see and hear each other better than other arrangements. Chairs in circle or chairs around a conference room table work well. Avoid classroom or lecture style seating. It is intimidating and formal, and DT members sitting in the back may be less likely to participate.
- **Wall/whiteboard/chalkboard space:** Self-adhesive flip chart paper is ideal for recording ideas in the HWPP because they can be posted around the room for the entire meeting, which enables DT members to refer back to them. Whiteboards and chalkboards are less ideal because the content has to be erased once you run out of room. One solution to this is to take photographs of the boards before erasing them. Flip charts from previous meetings can also be saved and posted during follow-up meetings to serve as reminders of past work. If you are unable to save flip charts, you can photograph the flip charts and share them with the DT.
 - If you are using flip charts, make sure that the markers you use do not bleed through the paper and onto the wall.

- If using tape to hang flip chart paper without adhesive backing, painter's tape is less likely to damage walls.
- Writing the date and ensuring that each flip chart has a title will make it easier to refer back to flip charts at a later date.
- **Downloadable worksheets can be used as an alternative to flipcharts.** Fillable forms are available on the IDEAS tool landing page of the HWPP website at: uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/generate-solutions/
- **Time of day:** If your meeting is scheduled right after lunch, you may need to have the group do something active at the beginning of the meeting to get their energy up. Similarly, if DT members are hungry, they will be less engaged. If you have to meet just before lunch, consider arranging snacks/refreshments.

DT Meeting Materials

Sections II and III in this manual provide step-by-step meeting guides, activities and worksheets for Facilitator and Design Team members. These materials are designed to engage workers in meaningful dialogue about issues they care about, to foster learning, and most importantly, to enable effective problem solving.

The meeting materials follow a standard format, as outlined below.

1. **Facilitator Preparation:** Tips and important information for the facilitator.
 - a. Before each meeting, review this preparation to ensure that you are ready to facilitate the Design Team meeting.
 - b. There will be reminders of things to prepare, concepts and definitions to know, and detailed instructions for certain processes to help you understand how to best support the group's work for that meeting.
2. **Facilitator Agenda:** A comprehensive, designed plan for the entire meeting.
 - a. **Meeting intent:** This statement informs the design team about the purpose for each meeting.
 - b. **Desired outcomes:** This section lists goals to achieve during each meeting. These desired outcomes align with the **"What"** sections of the meeting plan.
 - c. **Agenda:** This is a Roadmap for each meeting. These meeting plans describe how long each activity will take (**"When"**), the content of the meeting (**"What"**), and the process used to get at the content (**"How"**).
 - d. **Check-in/Check-out:** Each meeting plan starts with a **check-in** prompt. The check-in prompt is meant to get the team into the mindset of the meeting and leave behind whatever they were doing just before the meeting.

The intent of these meeting plans is to help optimize the group formation process needed to become a high-performing Design Team. The meeting agenda has been designed to help all members be clear about the work ahead. You will learn how to tailor these plans to suit your needs in the CPH-NEW Facilitation Skills Training Video Series.

3. **Design Team handouts:** Sheets for DT to use during the meeting. These include the meeting agenda, activity sheets and notes pages.
 - a. The examples in the DT handouts will help streamline the process and improve DT members' understanding of the content.
 - b. Some DT members may think more clearly when they can write notes. These handouts provide space for DT members to write their thoughts before a group process. Others may not use the handouts for notes, and that is okay.

How you manage the distribution of the meeting plans and handouts is up to you. You may want to give the DT members all of the agendas/handouts at one time, or you may choose to give the agendas/handouts to the DT "just in time" (i.e. handing out only the materials for the current meeting). Do what works best for your DT and your organization.

HWPP WEBSITE RESOURCES

HWPP Training and Support Page

Provides information on using specific components of the CPH-NEW HWPP toolkit.

www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/training-support/

HWPP Toolkit at a Glance

Provides a complete listing of key tools and training resources available on the HWPP website:

www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/toolkit.aspx

HWPP Form Program Teams Pages

Provides guides for creating a Steering Committee and recruiting and training a program Facilitator.

www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/form-program-teams/

HWPP Design Team Start-up Pages

Provides detailed materials to create and facilitate the first three meetings of a new Design Team.

www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/form-design-team/

HWPP Intervention Design and Analysis Scorecard (IDEAS) Pages

Provides detailed materials and meeting guides for facilitating the IDEAS process to develop interventions.

www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/generate-solutions/

HWPP Evaluate Your Program Page

www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/Evaluate-Your-Program/

- **Process Evaluation Rating Sheet.** Use this 1-page sheet to gauge perceptions about whether the program is functioning effectively.
- **Design Team Evaluation Survey.** Use this survey to assess DT satisfaction with the program, as well as organization support.
- **Manager Interview Guide.** Use this one-on-one survey with organizational leaders to gather their perspectives about the accomplishments of the Design Team and the overall successes and challenges of the program. The interviews will keep leaders engaged and supportive of the program.