CPH-NEW
Center for the Promotion of Health in the New England Workplace

HEALTHY WORKPLACE PARTICIPATORY PROGRAM SECTION II.

START-UP SESSION 2
Identifying Workplace Safety, Health & Well-being Issues

F Facilitator Preparation

To do:

☐ **Watch:** Videos 5-8 of the Facilitation Skills Training Video Series
**https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/
training-support/facilitation-skills-training-videos.aspx**

☐ **Review:** Facilitator Preparation, Facilitator Agenda, and DT handouts

☐ **Prepare** (i.e. print, copy) DT handouts

☐ **Work with the Steering Committee** (see "To Know" section below) to prepare a summary of relevant existing data related to employee health, safety and well-being. These data should be provided to the Design Team as they consider issues to prioritize for interventions during Start-up Sessions #2 and #3.
- Be prepared to distribute the information at the conclusion of Session #2
(unless you will have time to review it during the meeting after the focus group activity).
- Assessment tools may be found on the CPH-NEW website at:
**https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/
get-ready/identify-priorities/**

☐ **Send the DT a friendly reminder of the meeting date and time** at least 2-3 days before the meeting.

To bring:

☐ **Name tents** from last meeting and/or name tags

☐ **Flip chart paper and markers**

☐ **Design Team handouts**

☐ **A summary of data/statistics** *(if available)* relevant to employee health, safety and well-being

To know:

Activity 1: Create Ground Rules

- **Purpose:** to set the rules for how the Design Team will behave during meetings to encourage an atmosphere of trust and cohesion. Spelling out the expectations (e.g. respectful communication) gets the group off to a good start and provides a way to correct problems that may arise in the future.

- **Examples of ground rules** are one person speaks at a time, cell phones off, no mocking or attacking someone's idea, etc.

- **Introduce the activity:** "*Ground rules can help our meetings run smoothly and help people feel comfortable participating. Let's take a few minutes to establish the rules of how we want our Design Team to function.*"

- **Wrap up the activity:** *"As the facilitator I will do my best to help you stick with these ground rules. Do I have your permission to tell the group when I see us straying from these rules? If you give me permission, then we can have the best chance for good participation and impact."*

Activity 2: Health, safety, and well-being in our organization
(This activity is the centerpiece of the session)

- **Purpose:** DT members to express what they see as the main concerns related to health safety and wellbeing in the organization; they will also identify the primary features of the workplace that support or work against well-being.

- **Introduce the activity:** *"For the next 30 minutes we're going to discuss your perspectives on health, safety, and well-being in this organization. We're going to explore this topic by looking at it in three different ways."*

    Refers to flip chart with 3 question prompts:
    - *What promotes health, safety and well-being in this workplace?*
    - *What might make health, safety and well-being challenging in this workplace?*
    - *What have been common safety and health issues in the past here?*

    "I'd like you to take 3-5 minutes to think about these questions. You can use the handout for activity 3 to write down your thoughts for the discussion."

Activity 3: Bringing all together

- If the SC has provided data *(see Tips section below)* or other supporting information related to employee injuries and illness, provide that information to the Design Team and ask how they prefer to understand and absorb the material.
    - DT may ask for meeting time to discuss and digest the information, or they may wish to review information individually outside of meeting time.

- **Ask team members,** *"Considering all the topics we discussed, do we have sufficient*

understanding about how our co-workers think about these issues? How might we go about determining this?"
- Tell the DT that in the next meeting, they will review the topics they discussed and what the data say, then they will prioritize the issues they want to work on. Before the next meeting, they can talk to their peers about the topics and they can think about which topics are most important, and which topics may be good to start with as a new Design Team.

Activity 4: The ideal workplace

- **Purpose:** helps the DT think creatively to envision an "ideal state" they would like to see for the organization relative to health, safety and well-being.
- This exercise can help create a positive vision and is meant to be motivational.
- Thinking of what might be achievable in a year or two may give clues for prioritizing issues in the next meeting.
- Encourage creative thinking and remind the team to keep an open mind.
- The agenda has only 15 minutes assigned to this topic. You could lengthen this discussion comfortably by scheduling 2 hours for this meeting instead of 90 minutes.

Facilitation skills and concepts

- **Individual and collective participation are both important**
  - Commit to ensuring that all voices are heard; notice when certain members are quiet.
  - If some dominate and others are quiet, it might help to go around the room and give all a turn. This is called a round robin technique.
- **The team is only as good as the wisdom shared by individual members**
  - Ideas need to be shared and discussed in order to be useful; ideas that are not shared cannot contribute anything positive to the team.
  - Collective wisdom can only come if we listen to each other AND offer our own thoughts AND are willing to learn from each other.
- **People collect and process information differently**
  - Some need to write things down, others do not.
  - DT members who like to reflect and write their thoughts can use the DT handouts for this purpose to assemble their ideas before sharing them. Try to give a minute or two for quiet reflection before beginning a brainstorm. This allows the "thinker/reflectors" to gather their thoughts before they listen to what others have to say.
- **Encourage DT members to ask clarifying questions** when they are confused or don't agree with an idea expressed by another DT member.
  - Clarifying questions help the group members learn from each other, which is important for understanding each other (e.g. "Can you help me understand what you meant when you said X").
  - DT members can feel discouraged if their ideas are challenged with questions such as, "How can you say that?" Asking for clarification and more information is a much more positive, respectful way to responding to ideas that are confusing or strange. It also can help a DT member more fully develop their thoughts or ideas.
- **Be prepared to help the Design Team keep the discussion moving forward** when they begin to get bogged down in complexity or indecision. You may need to suggest resolving a question outside of the meeting, or setting it aside for future discussion.

Tips for working with a Steering Committee to gather relevant data for the Design Team

- Find out from the Steering Committee (SC) what types of data, if any, are available and relevant for the Design Team on the topic of health, safety, and well-being.
  - **Examples:** summary reports from workers' compensation or health claims, employee job satisfaction surveys, employee health surveys.

- **If data are available**, ask the SC for help with assembling the data and calling attention to the issues/concerns they think are important for the Design Team to address.
  - Engaging the SC in this way reinforces awareness of safety and well-being, and encourages communication about these topics with the Design Team.
  - Providing Design Team members with data provides a learning opportunity as they consider topics to prioritize for interventions during Start-up Session #3.
  - Communication and collaboration on safety and well-being at all levels of the organization is one of the desired outcomes of the HWPP.

- **If no data seem to be available,** it will become important for Steering Committee to plan some type of data gathering activity before proceeding with Start-up Session #3. Data gathering can be formal (e.g. surveys or focus groups) or informal (e.g. conversations, meeting discussions).

  - **If the organization is relatively small,** Design Team members can help gather input from co-workers between Start-up Sessions 2 and 3. A single focus group may work well if the target population is fairly defined.

  - **If the organization is medium size or larger,** it will be more important to use a formal data gathering method to systematically collect views and perspectives from different parts of the organization. Several focus groups can be used.

  HWPP Tools for workforce assessment

  - Visit the Identify Safety and Health Priorities page for measurement instruments: **https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/get-ready/identify-priorities/**
    - Health and Workplace Focus Group tool
    - All-Employee Work and Health Survey

  - Visit the Training and Support page: **https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/training-support/**
    - View a 1-hour pre-recorded training webinar on Identifying Safety and Health Priorities. The video reviews the purpose and approaches to data collection, as well as provides an introduction to data collection tools available on the HWPP website.

(F) Facilitator Agenda

Meeting Intent:

Create a shared understanding of how specific aspects of the working environment can affect health, safety, and well-being (HS&W) in this organization.

Desired outcomes:

1. Final agreement on the Design Team Ground Rules (from Session 1)

2. Increased understanding about HS&W in our organization:
    a. What promotes HS&W in our workplace
    b. What challenges HS&W in our workplace
    c. Past HS&W concerns of employees

3. Increased awareness of what available organizational data says about employee health, safety and well-being concerns (Bringing it all together)

4. A shared vision of an ideal workplace that supports health, safety, and well-being

F Facilitator Agenda

When	What	How
0:00 **(5 min)**	**Arrival**	**Show up, sign in, find a seat, settle in**
0:05 **(4 min)**	**Check-in**	**Round-robin:** What am I looking forward to in this meeting
0:9 **(1 min)**	**Approve meeting minutes**	**Facilitator asks Design Team members for any changes and then asks for a vote to approve meeting minutes**
0:10 **(5 min)**	**Review Meeting Plan**	1. **Review Intent and Desired Outcomes for the meeting** *Ask for a volunteer to read out loud the Intent and Desired Outcomes for this meeting* 2. **Facilitator briefly reviews the agenda** *Review only the when & what columns* 3. **Facilitator ask for a volunteer note-taker** Questions and comments after each step *Pause briefly to see if anyone has a question or comment*
0:15 **(10 min)**	**1.** **Finalize the Ground Rules**	1. **Facilitator presents Ground Rules created in Session 1** *Present the cleaned-up version of the ground rules* 2. **Facilitator asks if anything is missing or needs upgrading** 3. **Facilitator ask each team member if they are willing to uphold these ground rules** *Pose the question: "Are you willing to support and uphold these roles?"* *Go around the group in a round robin to ask for each person's affirmation (or whatever they might need to say)* *If you get someone who can't quite affirm - ask them what changes need to be made.* *Continue asking for each person's affirmation* *Explain that the facilitator's role is to remind the team of the ground rules if needed to help them keep on track.*

When	What	How
0:25 (25 min)	**2. Health, safety and well-being in our organization** **Handout:** Focus Group: Health, Safety and Well-being at Work	1. **Facilitator introduces HS&W activity** *Explain the purpose of this activity. Refer to the discussion questions on a flip chart.* 2. **Each person takes time to think and write down answers to the prompts** *Pay attention to whether they need an extra minute or two. Encourage them to write down their thoughts on the handout page* • What promotes health, safety and well-being in this workplace? • What might make health, safety and well-being challenging in this workplace? • What have been common safety and health issues in the past here?" 3. **Round-Robin:** share your answers *Write down their responses notes on flip charts. Use "+1" if someone gives a similar response to what was already said*
0:50 (15 min)	**3. Bringing it all together**	1. **Facilitator introduces organizational HS&W data.** • *Introduces the idea that data can be resource to help DT better understand priority concerns* • *Describes supporting data (if any) provided by SC* • *Ask DT whether and how they would like to review and better understand the data (e.g. in meeting vs outside of meeting, other)* 2. **Q&A** 3. **Dialogue:** *Do we have sufficient understanding about how our co-workers think about the issues we discussed today? How might we go about determining this?* • *If no organization data exists, spend the entire 15 minutes on this process step*

When	What	How

1:05 **(20 min)**	**4.** **The Ideal Workplace** **Handout:** The Ideal Workplace notes page	1. **Facilitator introduces this next exercise**
		
		 • *Introduce the prompt and process*
		 • *Prompt: What would the ideal workplace be like, in regards to health, safety, and well-being? How would it be different from now?*
		 • *Process: Round-robin to get everyone's thoughts out in the open; Dialogue so people understand each other's perspectives.*
		
		 2. **Take 2 minutes to write down your thoughts to the following prompt**: *What would the ideal workplace be like in regards to health, safety, and well-being?*
		
		 How would it be different from now?
		
		 3. **Round-robin** followed by dialogue
		
		 • *If no-one begins to speak after the round robin - facilitator can hold silence for a brief moment*
		 • *You can break the silence by making any of the following statements:*
		     • *Does anyone have any additional thoughts?*
		     • *Does anyone have a question you'd like to ask someone?*
		     • *[Person's name], can you say more about _X_?*
		     • *Or anything else to get the conversation flowing*
		 • *Take notes on round-robin and dialogue responses on flip chart.*
		 • *When the dialogue begins to slow down or if you are starting to run out time, segue way to the next prompt*
		
		 4. **Round robin:** *Where should we focus our attention to move toward an ideal workplace?*
		
		 Take notes on round-robin responses on flip chart.

1:25 **(3 min)**	**5.** **Next Steps**	1. **Facilitator reviews preparation for next meeting** 2. **Facilitator describes goals for next meeting** 3. **Clarifying questions, if needed**
1:28 **(2 min)**	**Check-out**	**Round-robin:** One word to describe how you are leaving this meeting
1:30	**Adjourn**	