

## **Steering Committee Guide**

For the Healthy Workplace Participatory Program (HWPP) to succeed, the Steering Committee (SC) must support Design Team (DT) activities and assist in specific aspects of the program. This guide provides a sample approach to setting up a SC. Workplaces are very different in size, type of work activities, levels of authority, and skills of personnel (for example a public agency and a small machine shop), and so you may want to modify these steps based on your particular needs and resources.

### **Who should use this guide?**

This guide can be used by someone within an organization to organize the implementation of the HWPP (i.e., the Champion). This guide can also be used by an external provider to guide program implementation in coordination with key contacts within the organization.

### **Who selects the Steering Committee members?**

SC members should be assigned by a senior leader/executive who is an enthusiastic champion for the HWPP. An executive mandate will help to assure that personnel and other resources are allocated to support implementation of program activities. SC members should be selected based on their authority, influence, and connections to people and resources.

### **Who serves on the Steering Committee?**

The SC consists of senior and mid-level managers who authorize organizational resources to implement interventions developed by the DT. They may include (but are not limited to): production managers, directors of work units, operational officers, human resource directors or union leaders. Their roles throughout the program are described more in the [Steering Committee Description](#) handout.

## **How large should the Steering Committee be?**

A SC will ideally have 3-5 members, depending on the number of work units and organizational structure. In cases where regular attendance is not possible (distance, travel schedules. Etc.), aim for a minimum of 3 members to be present at SC meetings. During the start-up period, all SC members should be present for training and group exercises.

## **What is the time commitment?**

Initially, the SC are recommended to commit to 2 hours monthly, then bi-monthly or quarterly after program is up and running.

# **Guidance on the Early Development Process**

## **1. Obtain/Create Organizational Chart**

Obtain an organizational chart or create one with your primary contact. The chart can help you identify key people, positions, or divisions/units to include in the SC. Make a list of first choices, as well as a list of alternatives. A SC will typically have 3-5 members, depending on the size of the company. The [Program Teams Selection Tool](#) is designed to support this task.

## **2. Apply Selection Tool for Steering Committee Members**

After you have identified possible candidates, apply the selection tools for SC members (see [Program Teams Selection Tool](#)) to ensure that your SC includes individuals who:

- Occupy different levels and roles within the organization,
- Represent and are trusted by a large number of the workforce,
- Are knowledgeable, or interested, in the area of health promotion/protection,
- Have the authority to authorize policies and funding as needed, and
- Would be able to coordinate activities of the HWPP with standing committees focused as the work environment, health, and safety.

### **3. Discuss with Champion**

Bring your preliminary list of candidates to your primary contact/senior leader, who may agree to serve as the Program's Champion. The Champion may have more insight into whether your list is exhaustive, whether the individuals you have chosen will work well together, etc. Discuss the list and finalize your top candidates.

### **4. Obtain Management and Union Approvals**

Next, bring your list of potential SC members to upper management and to local union leadership in a unionized setting. You should also provide a list of the general SC member roles (see [Steering Committee Description](#)), so that they are knowledgeable about the general tasks and expectations. In addition to approving the list of potential SC members, management must approve the time commitment for SC activities, as well. Time commitment includes frequency of meetings (most likely monthly at first, and then bi-monthly or quarterly), as well as the duration of each meeting (most likely about 1 hour per meeting).

### **5. Circulate General Announcement**

A general announcement should be made to all the workers within the organization. The announcement should include:

- The endorsement of a high-authority individual within the organization (upper management or the owner) and union (where applicable)
- A general overview of what the SC does
- A notification that a subsequent invitation will be going out to the potential SC candidates

### **6. Send Invitations or Talk to Candidates**

Once the general announcement has been circulated, invitations (see [Program Teams Selection Tool](#)) can be sent out to your list of SC members. If individuals decide not to participate in the SC, send out invitations to your list of alternatives. Alternately, face-to-face invitations from the champion may be more effective at both

showing the level of interest in the candidate and in answering questions about the project. When candidates (particularly non-management) say they are interested, it may be useful to discuss their participation with supervisors to ensure that they will facilitate the time needed for the project.

## **7. Initiate Steering Committee Meetings**

Once all members of the SC have been identified and they have accepted their invitations, the program champion can go ahead to plan and send out invitations to the SC initial meeting, siting the agenda for the meeting within the invitation. Refer to the [Form a Steering Committee webpage](#) for more training materials and other resources to support SC throughout the HWPP process.

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