

## **Healthy Workplace Participatory Program**

### **Tips on the Facilitator's Role\***

#### **Role of the Facilitator**

Your role as facilitator is to:

1. Create a comfortable atmosphere, where everyone feels that his or her opinion is important.
2. Encourage brainstorming and creative problem solving within the Design Team and the Steering Committee
  - Unless completely off topic, all ideas should be considered.
3. Promote discussion without inserting your own views.
4. Focus discussions on issues at hand.
5. Make sure that all members have a chance to be heard, and that no individual takes over the discussion.
6. Summarize points after discussion and make sure that the group agrees.
7. Act as an intermediary between the Design Team and the Steering Committee.
  - Encourage joint meetings between Design Team and Steering Committee regarding intervention selection or to clarify intent. Encourage group members (representatives) to meet with Steering Committee along with the facilitator when appropriate.
8. It is important for the Design Team to feel that this is their team, and that you value their opinions/decisions and represent them accurately to management.

#### **Tips for Site Facilitator**

1. It may be beneficial to think of changes to specific 'work units' vs. changes to the entire organization. A one-size fits all approach may be risky especially within a large organization. Refer back to results from key informant interviews and focus groups to see if discrepancies exist and use this as your starting point.
2. Consider the scope of the proposed intervention/activity. Are you implementing a new technology, a new way of doing business or a new organizational structure?
3. Try to understand the culture of the workplace and use this information to guide the Design Team throughout the IDEAS process. Work strategically with the Design Team, Steering Committee, focus groups and responses from the all-employee survey to understand:
  - What is important to employees?

- What do employees want to keep doing?
  - What do employees want eliminated?
  - What topics negatively impact health? What are the negative effects?
  - What topics positively impact health? What are the positive effects?
  - What factors off the job negatively impact health? What are the negative effects?
  - What factors of the job positively impact health? What are the positive effects?
  - What do employees want to see in the workplace?
4. Think strategically about realistic and quality ways to measure the impact of your change. Speak in business language (e.g. return on investment (ROI)). Think about the overall impact of the proposed health and safety intervention and try to align this will overall business goals. Think about the proposed culture changes in terms of engaged and empowered employees, impact on workers compensation or health care costs, improved productivity etc.
  5. When finalizing the health issues and concerns, it's important to think about how people will personally be affected by the implemented change/activity.
  6. Encourage the Design Team and Steering Committee to have an effective communication strategy from the beginning.
  7. Facilitate open communication between the Design Team and Steering Committee throughout the process. Encourage the Steering Committee and the Design Team to think differently while aiming to make practical improvements to the work organization.
  8. When working through the IDEAS process, consider implementing a pilot initially. This could be a small trial of the proposed intervention that could be undertaken in an area that is eager to be involved. This will increase the chances of success and pave the way for a positive broader rollout. The information achieved from a pilot can also help to re-define the approach that the Design Team will use to implement the change.
  9. Celebrate success throughout the process! Be honest with the Design Team about what is working and what is not working and use this information to revise the IDEAS process.
  10. Throughout the IDEAS process, circle back frequently to results from focus groups, all employee survey and Design Team and Steering Committee meetings around the topic of "What would the ideal workplace at our company look like?" Consider revising the IDEAS worksheets if necessary or redirecting conversations based on answers and discussions.
  11. Stay positive! Culture change is difficult and doesn't happen overnight. View any progress in addressing the identified health and safety issues as a step in the right direction towards creating a work environment that provides employees with opportunities to improve health.

\*Tips from the Facilitator's Role have been taken from [the Complete IDEAS Tool and Detailed Instructions for Facilitator](#).