

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, safety, and wellness concerns, and 2) in the development and implementation of workplace interventions to address these concerns. For the Healthy Workplace Participatory Program (HWPP) to succeed, the Design Team (DT) must truly include and represent line-level workers. This guide provides a sample approach to setting up a Design Team. 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 should be used by organizational leaders to identify and recruit front line workers to participate as members of a Design Team.

Who selects the Design Team members?

Design team members should be nominated by the HWPP Steering Committee. Design Team members should be chosen based on their commitment to health and safety, their ability to represent other front-line workers and be a leader, and their willingness to work with others.

Who serves on the Design Team?

The Design Team consists of front-line workers. 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. Their roles are detailed in Appendix I.

How large should the Design Team be?

The size of DT depends on the size of the organization and the employee demographics. Ideally, 6-8 employees make up a Design team. In cases where regular attendance is not possible (e.g., rotating shifts), DT meetings should have a minimum of 4 members present at each 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.

Time Commitment: 4-6 hours per month

The DT will meet regularly (once or twice a month). Meetings may be more frequent during the initial phase in order to provide training.

Guidance on the Design Team Early Development Process

1. *Identify the Pool of Line-level Employees*

A Steering Committee of managers, once formed, should identify and recruit members for the Design Team. The committee should select individuals whose backgrounds, interests and skills will best serve the purpose of the program. Design Team members should represent the units of the organization that will be targeted by the program. Use the **DT Description (Appendix 1)** and **DT Selection Tool (Appendix 2)** to help identify appropriate members.

Line-level employees typically represent the largest number of workers in an organization; they typically do not function in supervisory or managerial capacities.

2. *Design Team 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, problem analysis).
- Able to function as an opinion leader among their peers (respected for their ideas, able to muster coworker support).
- Able to meet on a regular basis (every two to three weeks, 1 ½ hour meetings initially, possibly monthly when program is up and running pending approval from supervisor).

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

The number of DT members is usually 6-8 members. However, this number may be slightly larger if needed for representation of employee demographics and organizational units to be affected by the HWPP. In cases where regular attendance is not possible (e.g., rotating shifts), DT meetings should have a minimum of 4 members present at each 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. *Champion and Facilitator Select DT Candidates for review by Steering Committee*

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

Use of the **DT Selection Tool** to help make the final choices (see **Appendix 2**).

5. *Obtain Necessary Approvals from Managers and Immediate Supervisors.*

An informational meeting for managers and supervisors is recommended in order to inform and gain support for the program. This meeting can be led by the HWPP Champion or other key members of the Steering Committee.

6. *Circulate General Announcement*

A general announcement should be sent to all employees. The announcement should include:

- The endorsement of the DT formation by a high-authority individual (upper management or the organizational owner) and union (where applicable).
- A general **description** of what the DT does (see **Appendix 1**).
- A notification that a subsequent invitation will be going out to the potential DT candidates.

7. *Send Invitations or Talk to Candidates*

Once the general announcement has been circulated, send an **invitation** (see **Appendix 3**) to your list of DT candidates. If individuals decide not to participate in the DT, send out invitations to your list of alternatives. Alternately, personal meetings with the Steering Committee Champion may be more effective at both showing interest in the candidate and in answering questions about the project.

8. *Facilitator Convenes DT Start-up Sessions and IDEAS 7-Step Meetings*

After DT candidates confirm their commitment, the Facilitator schedules and facilitates Design Team meetings. An overview of the DT **meeting sequence** is provided in **Appendix 4**.

DT members must be trained on their roles in the HWPP and they should decide how they will work together as a team. These steps are essential even if most members of the DT know each other and have worked together previously.

Use the DT start-up session guides to help the DT create a strong foundation for becoming a positive, high impact team. Locate the DT start-up materials in Section II of the HWPP Facilitator Manual. Locate and download these materials from the HWPP DT Start-up page www.uml.edu/cphnewtoolkit. View the Facilitation Skills Training Videos early in the team formation process. Locate these videos on the HWPP Training and Support page.

After DT start-up meetings, use Section III of the HWPP Facilitator Manual to lead the DT through the “IDEAS” (Intervention, Design and Analysis Scorecard) 7-Step process. Through this process the DT will identify a specific issue related to safety, health, and well-being as the focus for creating effective intervention alternatives that use a Total Worker Health approach. Locate and download the IDEAS materials from the HWPP Generating Solutions Using the IDEAS Tool page www.uml.edu/cphnewtoolkit.

Appendix 1

Healthy Workplace Participatory Program

Design Team Member Description

A Design Team is a group of front-line employees who develop solutions to specific health, safety, and well-being concerns. DT members help to identify employee concerns, develop and propose changes, and advocate for these changes to improve the work environment.

Throughout the program, Design Team members:

- Meet regularly with DT members and a Facilitator to select health, safety, and well-being concerns for intervention. Consistent attendance is important for continuity and productivity.
 - Two team meetings a month are recommended to maintain momentum and progress.
- Work as a team to design interventions (solutions) to address priority concerns in the work environment related to safety, health and well-being.
- Develop a business case for solutions to present to organizational leaders (Steering Committee).
 - Training is provided to use the 7-Step “IDEAS” tool (Intervention Design and Analysis Scorecard).
 - Team members volunteer to present solutions to be considered for implementation.
- Communicate with management and the workforce about health, safety, and well-being concerns and solutions.
 - Team members speak with co-workers between meetings to gather their input.
 - Team members meet with leaders at selected times throughout the process.

After implementing a change, Design Team members:

- Promote and evaluate interventions as requested by the Steering Committee.

Benefits of participating:

1. Develop skills in: team collaboration, communication, analysis of cost/benefits.
2. Gain knowledge in: health, safety, and well-being concerns, business decision planning.
3. Interact with employees in other departments, at all levels of the organization.

Design Team member qualities:

1. Likes working with people; willing to listen to different perspectives.
2. Communicates respectfully and offers constructive suggestions.
3. Is interested in suggesting ways to improve health, safety, and well-being in the workplace.
4. Is able to commit to regular meetings for at least 9 months.

Appendix 2

Design Team Selection Tool

A Design team should be representative of front-line workers throughout your organization. It is important to select and maintain a balanced team, identifying individuals who are leaders and are interested in health, safety, and well-being in the organization. There are also a few attributes to look for when recruiting Design Team members (Table 1).

Table 1. Qualities and Attributes

Design Team Member Name	Likes working with people	Willing to listen to different perspectives	Communicates respectfully	Offers constructive suggestions	Interested in health, safety, and well-being	Able to commit to regular meetings for at least 6 months

Appendix 3

Sample Invitation to Participate in the Design Team

Dear _____

Our company wishes to expand its ongoing efforts to address safety, health and well-being for all employees. To that end, we will attempt to implement the Healthy Work Participatory Program over the next few months. This program supports Total Worker Health, which is a new way to promote health on an off the job by focusing on a health-promoting work environment.

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

The DT will meet regularly with a program facilitator (once or twice a month); the meetings will be more frequent during the initial phase of the project to provide you with training. Your involvement and time will be recognized by management through this invitation.

There will be a program Steering Committee of managers who will also participate by supporting the interventions created by the Design Team. The Steering Committee and the Design Team together will strive to improve health, safety and well-being 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. Please indicate your acceptance by notifying your manager by _____(date). A first meeting of the Design Team will take place on _____(date).

Thank you,

(Signature)

Appendix 4

Design Team Sample Meeting Sequence

Visit: Design Team Start-up page for guides to facilitate DT meetings 1-3

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

Meeting 1 – Welcome to the HWPP

- Welcome and introductions
- Overview of the Healthy Work Participatory Program (HWPP)
- Steering Committee purpose and role, Design Team purpose and role, Facilitator purpose and role
- Team agreement- Participation/attendance, communication
- HWPP sequence of activities

Meeting 2- Identify Health & Safety Well-being Priorities

- Finalize ground rules
- Health, safety, and well-being in our organization
- The ideal workplace

Meeting 3– Prioritize and Select Concerns for Intervention

- Report back on peer input regarding health, safety, and well-being concerns
- Prioritizing health, safety, and well-being concerns
- Selecting the first health, safety, and well-being concern

Visit: Generate Solutions Using the IDEAS Tool page for guides to facilitate DT meetings 4-11

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

Meeting 4– IDEAS Step 1: Identify Root Causes

- Clarity on the concept and process of a root cause analysis
- Shared understanding of the root causes of the health, safety, and well-being concern
- Key resources available on Generate Interventions Using the IDEAS Tool
www.uml.edu/cphnewtoolkit

Meeting 5– IDEAS Step 2: Develop Measurable Objective and Solution Activities

- Clarity on how Step 1 relates to Step 2
- Create a Major health, safety, and well-being objective
- Create a list of solutions with activities
- Key resources available on Generate Interventions Using the IDEAS Tool
www.uml.edu/cphnewtoolkit

Meeting 6– IDEAS Step 3: Set Criteria for Selecting and Evaluating Interventions

- Understanding selection criteria
- Develop selection criteria for interventions
- Key resources available on Generate Interventions Using the IDEAS Tool
www.uml.edu/cphnewtoolkit

Meetings 7-9 – IDEAS Step 4: Form Interventions and Apply Selection Criteria

- Review activities from Step 2 and simplify if needed
- Form interventions
- Analyze interventions
- Apply selection criteria to evaluate each intervention option
- Agree on interventions to present to Steering Committee
- Team members rate each intervention option (package_

Meeting 10– Joint meeting with Steering Committee for IDEAS Step 5: Rate and Select interventions

- DT presents intervention proposal and hosts a Q&A session
- SC reviews solutions proposed by the DT, asks questions for clarification.
- Key resources available on Generate Interventions Using the IDEAS Tool – IDEAS Step 5
www.uml.edu/cphnewtoolkit

Meeting 11– Joint meeting with SC to complete IDEAS Step 5: Rate and Select Interventions

- SC provides DT with feedback and goes over a possible plan for next steps
- Discussion of how and who to proceed with IDEAS Step 6: Implement Interventions

Follow-up meetings as needed to assist the Steering Committee with implementation and evaluation (IDEAS Step 6 & 7).

Design Team may begin a new IDEAS 7-step cycle (beginning with meeting #4) to address a different safety or health concern.