

Healthy Workplace Participatory Program (HWPP) Guide to Creating a Steering Committee

For the 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 Healthy Workplaces Participatory Program. 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?

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

Who serves on the Steering Committee?

The Steering Committee consists of senior and mid-level managers who authorize organizational resources to implement interventions developed by the Design Team.

They may include (but are not limited to): production managers, directors of work units, operational officers, human resource directors or union leaders. Their roles are detailed in Appendix I.

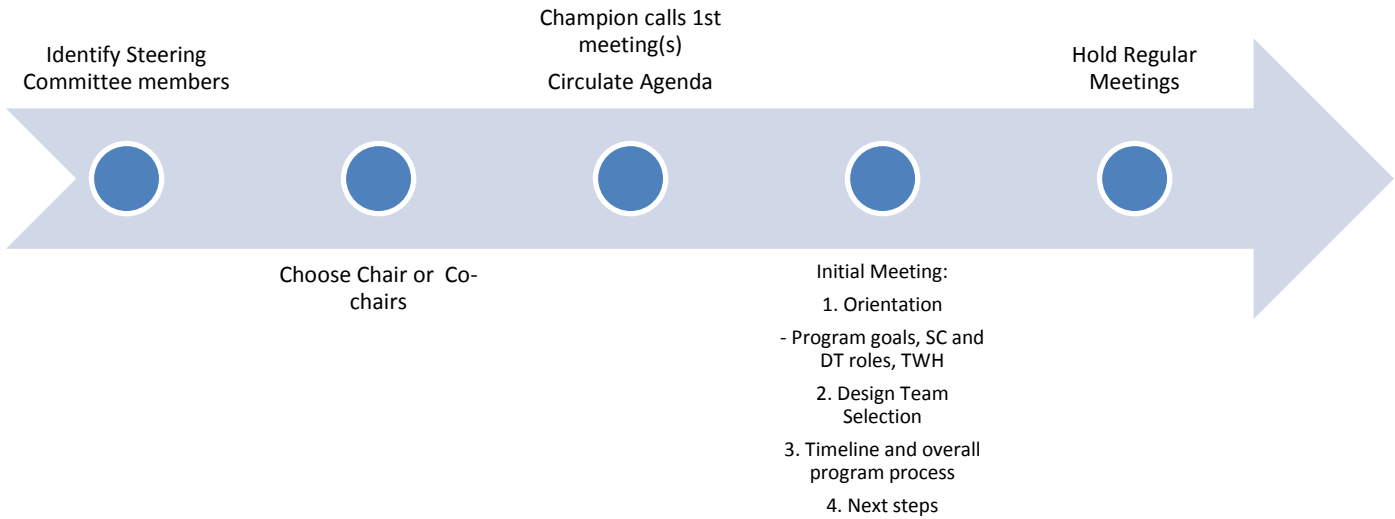
How large should the Steering Committee be?

A SC will ideally have 4-8 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 4 members to be present at Steering Committee meetings. During the start-up period, all Steering Committee members should be present for training and group exercises.

Time Commitment: 1 hour monthly initially, then bi-monthly or quarterly when program is up and running.

The flowchart below will help in both the creation and selection of the Steering Committee

Steering Committee Early Development Program



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 Steering Committee.

Make a list of first choices, as well as a list of alternatives. A Steering Committee will typically have 6-8 members, depending on the size of the company.

2. *Apply Selection Tool for SC Members*

After you have identified possible candidates, apply the selection tools for SC members (see Appendix 2) to ensure that your SC includes:

- Individuals of who occupy different levels and roles within the organization
- Individuals who are knowledgeable, or interested, in the area of health promotion/protection
- Individuals that have authority to authorize programs and funding as needed
- Individuals that represent and have the respect of a large number of the workforce
- Individuals who would be able to coordinate activities of the Healthy Workplace Project with standing committees such as EHS.

3. *Discuss with Champion*

Bring your preliminary list of candidates to your primary contact/wellness champion. The wellness 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 Steering Committee member roles (see Appendix 1), 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 an hour each).

5. *Circulate General Announcement*

A general announcement should be sent to each member of the organization. The announcement should include:

- The endorsement of a high-authority individual (upper management or the organizational owner) and union (where applicable)
- A general overview of what the SC does (see Appendix 1)
- 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 Appendix 3) 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 Appendix 4, sample Steering Committee meeting agendas.

Appendix 1
Healthy Workplace Participatory Program
Steering Committee Roles

The Steering Committee consists of senior and mid-level managers and other key personnel who can marshal organizational resources. The Steering Committee guides and supports the Healthy Workplace Participatory Program. The Committee primarily supports the Design Team, but can also initiate interventions, particularly if they target supervisors and management.

At the start of the program, the Steering Committee:

1. Collects baseline data on workplace health.
2. Nominates non-managerial employees to serve on the Design Team.
3. Informs the organization at large about the program.

Throughout the program, the Steering Committee:

1. Meets regularly to consider the Design Team's proposals.
2. Provides timely feedback on the Design Team's proposals.
3. Selects which of the Design Team's proposals to implement.
4. Implements the Design Team's proposals by:
 - o Changing organizational policies.
 - o Directing organizational resources towards implementation.
 - o Where possible, involving the Design Team in the implementation process.
 - o Creating linkages with key personnel and relevant work units.
5. Regularly updates the workforce on the program's status, goals and achievements.

After implementing a change, the Steering Committee:

1. Periodically evaluates the benefits and effectiveness of each implemented change.

Steering Committee Members Qualities:

1. Able to represent as a group, the range of functional work units that could be impacted by health safety/wellness interventions to be developed and implemented.
2. Committed to health and safety and/or improving the workplace.
3. Willing to work together with other team members.
4. Open to learning new skills (program planning, communication, Total Worker Health).
5. Able to gather data about employee health, safety, and work related outcomes.
6. Able to function as an opinion leader and change agent (respected for their ideas, able to muster middle management and supervisor support).
7. Able to meet on a regular basis (meets every 2-4 weeks initially, then bi-monthly or quarterly when program is up and running.).

Appendix 2 Steering Committee Selection Tool

A Steering Committee should be representative of several different functions, skills, and positions of authority throughout your organization (Table 1). It is important to select and maintain a balanced committee, identifying individuals who are senior leaders and some key mid-level managers. Table 2 identifies key attributes when recruiting a Steering Committee.

Use the tables below to identify individuals in who represent different units of the organization and who possess special skills and attributes. An individual may be named in more than one category. However, it's not necessary (or feasible) to expect every member will possess all attributes in Table 2.

Table 1 Organizational Units

Under each category below, list representatives who would be beneficial Steering Committee members:

Senior Leaders (list work unit)	Directors Middle Managers	Safety/Health Leaders	Other (e.g. Labor)

Table 2 Key Skills and Attributes

Steering Committee Member Name	Opinion Leader	Interested in health & safety	Gets Along Easily with Others	Has Fiscal Authority	Has policy authority	Communication skills

Appendix 3
Generic Invitation to Participate in the Steering Committee

Dear _____

(Company name) wishes to expand its ongoing wellness and safety efforts to address ergonomics and other work-related health topics. To that end, we will attempt to implement the Healthy Work Participatory Program over the next few months.

The program calls for a Steering Committee to oversee and guide program activities. The Steering Committee will be composed of managers and supervisors in key areas such as _____. You are being invited to serve as a member of the Steering Committee for this workplace health initiative.

Roles

The role of the SC is very important to the success of this project and the sustainability of the initiative. The Steering Committee will provide resources as needed for interventions, assess feasibility of proposed interventions, interface with senior management, and oversee the general viability of the Healthy Work Participatory Program. Another vital role is to develop and support a Design Team of front line employees.

Time Commitment

Initially, the SC will meet (once or twice a month; then, as the project progresses, the meetings will occur quarterly. Senior leadership will entrust the Steering Committee to make decisions, consult with related organizational committees, and follow through in a timely way, to ensure progress toward the program goals. Your involvement and time will be recognized by leadership through this invitation.

The Steering Committee and the Design Team together will strive to improve health, safety and wellbeing, ultimately contributing to productivity and job satisfaction for all staff. We expect there will be recommendations to improve job-related equipment, procedures, and policies that directly affect employees' health, safety and performance. You will play a vital role in approving and overseeing implementation of some of those improvements over time.

I hope you will consider accepting this assignment, and make a commitment to participate for one year, beginning _____. Please indicate your acceptance by notifying your manager by _____ (date). A first meeting of the Steering Committee will take place _____.

Thank you,

(Signature)

Appendix 4

Steering Committee Sample Meeting Agendas

Meeting 1 - Orientation to the Healthy Workplace Participatory Program

- Welcome and introductions
- Overview of the Healthy Work Participatory Program (HWPP)
- Steering Committee purpose and role, Design Team purpose and role
- Identify DT candidates; discuss recruitment methods
- Identify candidates for the role of Facilitator; discuss who will recruit and how
- Announcing the HWPP -- how will we communicate with the overall workforce about the Healthy Workplace Participatory Program and its progress?

Meeting 2 - Identify Health & Safety Well-being Priorities

- Which is the safety, health, well-being issues are of greatest concern for the organization?
- What data sources do we have now?
- What other data are needed? How will data be gathered?

Meeting 3 - (if needed) follow up data collection and review

Meeting 4 - Introduce the IDEAS Intervention design process

- What are the 7 steps?
- What are the roles for Steering Committee and Design Team?
- Key resources available on Generate Interventions Using the IDEAS Tool
www.uml.edu/cphnewtoolkit

Meeting 5 - Joint meeting with Design Team for IDEAS Step 3: Set selection criteria for interventions

- Discuss and agree on selection criteria (DT will bring proposed selection criteria to the meeting)
- Assumes DT has completed all Start up activities and IDEAS Step 1, 2 and 3 (will take several weeks from the time DT starts to meet)

Meeting 6 - Joint meeting with Design Team 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 7 - follow up meeting for IDEAS Step 5: Rate and Select Interventions

- SC rates DT intervention options based on the proposal and analysis of obstacles, costs, benefits
- SC decides on intervention option for implementation. Create list of follow up questions or recommendations for additional research and improvement of interventions.
- Plans how SC decision will be communicated to DT (preferably in person)
- Plans how intervention(s) will be communicated to the workforce at large

Meeting 8 - Joint meeting with DT 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.

Meeting 9 - SC meets to initiate IDEAS Step 6: Implement Interventions

- Discusses intervention components, who should be involved in implementation and evaluation of each intervention component.
- Identifies implementation team members (possibly to include key DT members)
- Plans next steps.
- Key resources are available on the Generate Interventions Using the IDEAS Tool – IDEAS Step 6 (Implement Interventions) page: www.uml.edu/cphnewtoolkit

Follow up meetings as needed to oversee implementation and plan evaluation activities

- Key resources are available on Generate Interventions Using the IDEAS Tool – IDEAS Step 7 (Evaluate Interventions) page: www.uml.edu/cphnewtoolkit