

ACTIVE WORKPLACE



ACTIVE WORKPLACE TOOLKIT User Guide



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Activate safety and health at your workplace.

Toolkit Overview: Introducing the Active Workplace

The Active Workplace toolkit is an adaptable safety, health, and well-being program designed specifically for the unique needs of sedentary occupations, their supervisors, and employees. It is designed to introduce small, sustainable changes to the workplace that will strengthen the organization's culture around safety and health, and result in more permanent positive changes. Resulting from gold-standard research, the program sets itself apart from other workplace wellness programs by addressing physical activity through a Total Worker Health® approach, which focuses on helping organizations actively support safety, health, and well-being efforts among their employees. In addition to physical activity, the Active Workplace toolkit addresses other health and safety practices, such as nutrition, stress, and sleep. Based on evidence, this five-part, modifiable toolkit supports safety and health behavior change in four specific areas:

1. Communication and health and safety interactions between supervisors and employees
2. Tools for supervisors to support active workplace practices
3. Creating a culture to promote health and safety practices
4. Active workstations tailored to meet the needs of sedentary workplaces

The full-scale 6-month program offers training on a different safety, health and well-being topic each month. However, it can be tailored to better meet your needs.



A brief overview of the five-part Active Workplace program:

- **Active Workstations and sit/stand desks:** it is highly recommended to provide workers with active workstations, such as pedal stands or treadmill desks and/or sit/stand desks.
- **Supervisor Activities:** Supervisors will be offered a training about being supportive supervisors followed by two activities to put the training information into action. Supervisors will be asked to lead monthly 15-minute team conversations about that month's health and safety topic.
- **Trainings + Behavior Tracking:** each month, training on a different health and safety topic will be offered to employees, followed by goal setting and behavior tracking to transfer the training into action.
- **Competitions:** teams will compete against each other to see who can spend the most minutes being active at work in one month.
- **Health and Safety Messaging:** posters for each health and safety topic that can be displayed in the workplace to support trainings, behavior tracking, and team conversations.

WHO PARTICIPATES

The Active Workplace toolkit will refer to the listed roles and icons throughout the guide. Whether you have a small, medium or large organization, this program is designed to engage certain key personnel and groups - the steering committee, the facilitator, the supervisor, and the employee.



STEERING COMMITTEE

This may be a group that already exists within your workplace, like the safety or health and wellness committee, or it may be a group that is created specifically for the Active Workplace program. The Committee consists of senior and mid-level managers, front-line employees, and other key personnel who can allocate resources and help implement the Active Workplace program. To ensure that the program meets everyone's needs, it is important that underrepresented voices (for example, women, people of color, people with disabilities, etc.) are included on the Steering Committee. Here are some of the Committee's responsibilities:

- Provide the necessary resources for the program (for example, funding, personnel time, etc.)
- Identify and prioritize employee health and safety concerns and select the most appropriate components of the Active Workplace program to address those concerns
- Help implement the program
- Help promote and evaluate the program



FACILITATOR

This person is the champion for the program and key to its success. They will be a member of the Steering Committee and a "go-to" source who understands how the program works. The Facilitator may be someone in senior management, a supervisor, or front-line employee. What's most important is they are someone who cares about health and safety and are able to help coordinate the program. Facilitator tasks will vary depending on what program components the workplace chooses to implement. These are some of the things the facilitator manages:

- Explain the program to supervisors and employees
- Obtain and download training materials from www.YourWorkpath.com/ActiveWorkplace
- Distribute trainings to supervisors and employees
- Distribute discussion cards to supervisors
- Schedule time for monthly conversations between supervisors and employees
- Distribute materials, such as active workstations, posters, and incentives (if offered)
- Track and report on number of active minutes during competitions
- Organize active and healthy workplace activities
- Is available to answer questions about the program

WHO PARTICIPATES CONTINUED



SUPERVISORS

These are the leaders overseeing teams within your company. They will be the people who arrange time for team meetings each month and provide encouragement for their team members. If your company is not organized by teams with supervisors, or if a supervisor does not want to participate, this person can be a natural leader who is excited about the Active Workplace program. These are some of the things the supervisor does:

- Be a role model for their team members and participate in all program activities, including using their active workstation or sit/stand desk if available.
- Encourage employee participation and talk about health and safety with employees
- Complete trainings and behavior tracking activities
- Lead monthly team conversations about different health and safety topics
- Collect physical activity information from employees during competitions and share it with the Facilitator



EMPLOYEES

Employees participate in program activities. These are some of the things the employee does:

- Use active workstation and/or sit/stand desk if available
- Complete trainings and behavior tracking activities
- Participate in monthly team health and safety conversations with their supervisor
- Participate in team competitions



PROGRAM COMPONENTS

THE ACTIVE WORKPLACE TOOLKIT is designed to be adapted to your needs. Because the toolkit has been tested and demonstrated to be effective in its entirety, we highly recommend implementing all parts of this program as they are described. Below are brief descriptions of each part. Later in this guide, alternatives for each part will be offered that may better fit your workplace, or help you brainstorm other ways you can make your workplace more active.

ACTIVE WORKSTATIONS

Participating workplaces are highly encouraged to provide active workstations (e.g. pedal stand, treadmill desk, etc.) and/or sit/stand desks for employees so they can be active while continuing to work, which provides the opportunity to truly integrate wellness into the work day. We recommend that every employee has their own sit/stand desk, and that there is at least one active workstation for every four employees (for on-site employees).

SUPERVISOR/MANAGER ACTIVITIES

Supervisors will be asked to **complete a training at the beginning of the program** to build their health and safety support and leadership skills, which takes about 30 minutes to complete. This training will be followed by two activities: behavior tracking and inter-supervisor observations. For **behavior tracking**, supervisors will be asked to set a goal related to what they learned in the training and track their behavior towards their goal for two weeks. For **inter-supervisor observations**, supervisors will observe and record how many times they see or hear another supervisor having a supportive conversation with an employee. This activity will span two weeks and will take 1-2 minutes per day.

Supervisors will be asked to **lead team conversations**. Supervisors use Active Workplace scripted discussion cards to start a group discussion about healthier living. The discussion card topics match the training and behavior tracking topics and work in coordination with them. For each new topic, the supervisors gather their team for about 15 minutes to discuss information specific to that topic. Group discussions build a culture of health at your workplace, reinforce health practices and help employees feel supported by their supervisors. Each conversation has an accompanying handout that provides information about the topic and can be distributed to each employee.

PROGRAM COMPONENTS CONTINUED

SUPERVISORS AND EMPLOYEES: TRAINING & GOAL SETTING

Supervisors and employees will receive a training on a topic to help reinforce safe and healthy practices for sedentary workers. Each training takes about 15 minutes, and there are six different topics that can be delivered whenever is best for your organization. We recommend delivering them monthly. The topics are sedentary behavior, ergonomics and injury, stress management, physical activity, sleep hygiene, and nutrition. We have found that the trainings have a greater impact when employees are given work time to complete them.

After each training, employees and supervisors will be asked to set an individual goal related to the training topic and track their behavior towards their goal using the Active Workplace Behavior Tracking Worksheet. They will record their activity daily for two-weeks. Tracking your goal helps reinforce safe and healthy behavior so that it becomes a habit.

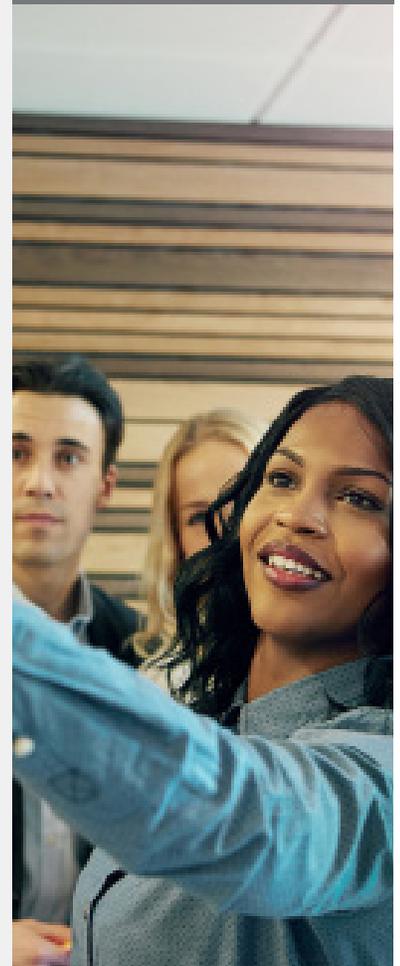
SUPERVISORS AND EMPLOYEES: TEAM COMPETITION

Two times during the program, teams will compete to engage in the most minutes of physical activity at work (pedal, walk, stand, stretch, etc.) in one month. Participating employees can use the provided Team Competition Worksheets to keep track of their physical activity and share their results with supervisors. The team with the most physical activity at the end of the month will win and be offered a prize (if incentives are offered). Competitions encourage employees to engage in the program and be more active in the workplace. Alternatively, find your own creative way to collaboratively work on the goal to be more physically active during the workday.

HEALTH AND SAFETY MESSAGING

Posters for each health and safety topic are available to download and display in the workplace. These posters can support other program activities, such as trainings and behavior tracking and team conversations, by reminding everyone to be more active and make healthy decisions throughout their work day.

Use the Active Workplace Toolkit to introduce small, sustainable changes at your workplace that will promote physical activity, safety, health and well-being.



The Active Workplace Toolkit is customizable and uses participatory methods so the program can be designed to meet your needs.

WHERE TO GET MATERIALS

ACTIVE WORKSTATIONS

There are several pedal stands, treadmill desks, and sit-stand-desks on the market. We recommend reviewing the options and determining which option best fits your workplace, both in terms of the physical space and the financial resources available. We have tested the Desk Cycle pedal stand in the Activity Workplace Study and found it to be a good fit for many worksites because of its mid-range price point, it is quiet, and is relatively low to the ground. However, it may not fit all office environments, so measure your space and find what works best for you.

SUPERVISOR/MANAGER ACTIVITIES

Visit www.YourWorkpath.com/ActiveWorkplace to download the supportive supervisor training, behavior tracking and inter-supervisor observation worksheets, team conversations, and handouts.

TRAININGS + BEHAVIOR TRACKING

Visit www.YourWorkpath.com/ActiveWorkplace to access online training and behavior tracking materials. There is no cost to obtain the PDF version of the training. For an editable PowerPoint and to inquire on tailoring and branding for the training, please contact our center by visiting, www.YourWorkpath.com/contacts-us.

TEAM COMPETITIONS

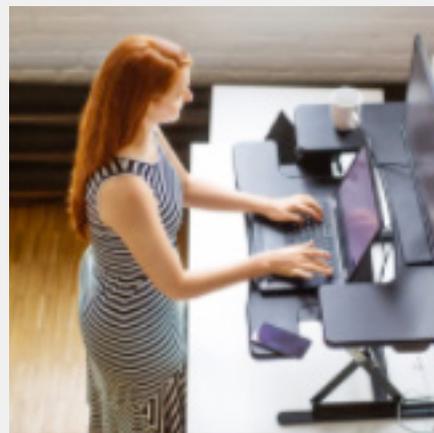
Visit www.YourWorkpath.com/ActiveWorkplace to download the Team Competition Worksheet, posters to display team progress, and a spreadsheet that can be used to track physical activity minutes by team.”

HEALTH AND SAFETY MESSAGING

Visit www.YourWorkpath.com/ActiveWorkplace to download the posters.

EVALUATIONS

Visit www.YourWorkpath.com/ActiveWorkplace to download an evaluation tool your organization can use to measure process and outcome program goals.



PRE-PROGRAM PREPARATION



Facilitator

STEP 1: GET SUPPORT AND FORM STEERING COMMITTEE

- **Getting Support:** The success and sustainability of the Active Workplace program depends on getting support from the leadership. Leadership needs to understand the benefits of the program, the time and resources that are needed. [Download the Active Workplace Leadership Briefing Slides.](#)
- **Form a Steering Committee + Choose a Facilitator:** Your workplace may already have a individual, Safety Committee, or Wellness Committee in place that can help implement this program. See [Appendix A](#) and [Appendix B](#) in this guide to learn more about the roles and responsibilities of the Active Workplace Steering Committee and Facilitator.

STEP 2: CREATE A STRATEGY TO IMPLEMENT PROGRAM

- **Identify Health and Safety Concerns:** The first step is to understand employees' and supervisors' concerns about health, safety, and well-being. This can be done by sending out an all-employee survey like the one created by the Center for the Promotion of Health in the New England Workplace (CPH-NEW), which you can find it here: <https://bit.ly/2SfEgoy>. This survey will give you an understanding of how employees feel about safety and health issues, and will take around 20 hours to administer and analyze.
- If you cannot administer the full survey, you could anonymously ask employees to write down their top health and safety concerns, drop them in a suggestion box, and have the Steering Committee review them. This will give you a better understanding of your employees concerns



PRE-PROGRAM PREPARATION CONTINUED



Facilitator

STEP 2: CREATE A STRATEGY TO IMPLEMENT PROGRAM CONTINUED

- **Customize the Active Workplace Program to Best Fit your Workplace:** In this user guide, we describe how to implement the entire Active Workplace toolkit. We highly recommend running all parts of the toolkit, including active workstations and/or sit/stand desks, to receive the full benefits. However, we understand that each workplace is unique and has its own set of needs and priorities, and that you may need to slightly customize the program. We recommend piloting the program with a small group at first (for example, within one team or department). Then evaluate what worked and what didn't work, refine the program, and roll it out to other parts of the organization.
- **Have the Steering Committee discuss** what parts of the program will address employees health and safety concerns to meet those needs and identify the components that would be feasible to implement based on time and resources. [See Appendix C for a resource that can help guide your discussion about which parts of the program to implement to meet your needs.](#)

STEP 3: GATHER PROGRAM MATERIALS

Once you've decided which parts to implement and the number of work teams and employees participating in Active Workplace, you will do the following:

- **Purchase active workstations** (e.g., pedal stands, treadmill desks and sit-stand desks) if you are implementing and do not already have them.
- **Prepare Supervisor Activities:**
 - Supervisor Training: Download and print the supportive supervisor training, behavior tracking, and inter-supervisor observation worksheet
 - Team Conversation: Download and print the Team Conversation scripts and handouts for the topics you have chosen.
- **Decide which method of the training and behavior tracking works best** for your organization. There is a downloadable PDF option for the training and behavior tracking or an option to purchase the training license through an editable PowerPoint or Learning Management Systems (LMS) file.
- **Team Competition:**
 - Download and print the Team Competition Worksheet.
 - Download and print the team competition posters (optional).
 - Download the team competition spreadsheet if you would like assistance tracking the competition (optional).
- **Health and Safety Messaging:**
 - Download and print the Active Workplace posters for the topics you have chosen



Facilitator

PRE-PROGRAM PREPARATION CONTINUED



Facilitator

STEP 4: TAKE ACTION

MEET WITH SUPERVISORS

Meet with the supervisors individually or as a group to describe the program that you have tailored to your workplace and answer questions. Train the supervisors on all aspects of the program that they will be participating in. Have the Facilitator check on them regularly to see if they have any questions or need any support.



Supervisor

Supervisor Activities: If you are implementing the supportive supervisor training, behavior tracking, and inter-supervisor observations, give the supervisors the training two weeks before the program starts. The training will take about 30 minutes. Then have each supervisor participate in two activities: 1) behavior tracking, and 2) inter-supervisor observations for two weeks. These activities are designed to increase safety, health, and well-being at work.



Facilitator

MEET WITH EMPLOYEES AND SUPERVISORS

Meet with the employees (including supervisors) as available, typically in groups. Describe the program and answer questions.



Supervisor

Make a list of participating employees and organize them into teams. Workplaces are typically organized by teams, which this program would naturally fit into but if your workplace isn't organized by teams, you can create teams or groups in a way that makes the most sense for you (for example, by department or by where people sit in the office).



Employees

Active Workstations: Distribute the active workstations and/or sit/stand desks throughout the workplace. Make sure employees know how to properly use the active workstations by following the manufacturer's instructions.

Program Orientation Training: Send an email with the link or document with the program orientation training. The training takes about 15 minutes. Make sure that people have the opportunity to ask questions about the program.



IMPLEMENT THE PROGRAM

MONTHS 1, 3, 4, 6: HEALTH AND SAFETY TOPICS & GOAL SETTING

The following month-by-month description of the program is assuming you will be running the full 6-month version of the program. However, this description can be modified depending on which parts you choose to implement. See Step 2 of the Pre-program Preparation on pages 11-13 for more information on tailoring the program to meet your needs.



Facilitator

STEP 1: GET PREPARED

All training materials can be downloaded at www.YourWorkpath.com/ActiveWorkplace

- **Choose the health and safety topic that's most relevant to your employees**, other than Sedentary Behavior and Physical Activity (those topics have been assigned to months 2 and 5 to coincide with the competitions).
- **Supervisor Activity/Team Conversation:** If you have not done so already, download and print the discussion card and handout for the topic you have chosen.
- **Training + Behavior Tracking:** If you have not done so already, download the PDF version of the training or locate the online link for this month's topic. Also, download the behavior tracking worksheet for this month's topic.
- **Health and Safety Messaging:** If you have not done so already, download, print, and put up the Active Workplace posters for the topic you have chosen.



Facilitator

STEP 2: TAKE ACTION

Week 1 to 2

- **Supervisor Activity/Team Conversation:** Distribute the Team Conversation discussion cards to the supervisors and schedule times for a 15-minute meeting with their teams to deliver the information.
- **Training + Behavior Tracking:** Distribute the training of this month's topic to all employees. The training takes about 15 minutes. Distribute the behavior tracking worksheet to all employees once the training is complete. Have employees follow the worksheet instructions to set a goal and track their behavior for two weeks. Have the facilitator send out reminder emails every day, or every other day, about tracking the behavior for the goal set by employees.
- **Remind supervisors to check-in with their employees** to see how the program is working for them. This can be done through an email check-in/reminder.



Supervisor



Employees

Week 3 to 4

- **Supervisor Activity/Team Conversation:** Ask supervisors if they have completed the Team Conversation. If they have not, encourage them to make time for it this week.
- **Training + Behavior Tracking:** Have the Facilitator send out reminder emails every day, or every other day, about tracking the behavior for the goal set by employees.
- **Remind supervisors to check-in with their employees** to see how the program is working for them. This can be done through an email check-in/reminder.



IMPLEMENT THE PROGRAM CONTINUED

MONTHS 2 & 5: SEDENTARY BEHAVIOR OR PHYSICAL ACTIVITY TOPIC



Facilitator

STEP 1: GET PREPARED

All training materials can be downloaded at www.YourWorkpath.com/ActiveWorkplace

- **Supervisor Activity/Team Conversation:** If you have not done so already, download and print the Team Conversation discussion cards for the Sedentary Behavior training.
- **Health and Safety Messaging:** If you have not done so already, download, print, put up and/or email the posters to promote this month's Active Workplace posters for Sedentary Behavior.
- **Team Competition:** If you have not done so already, download and print the Team Competition Worksheet. If you would like assistance in tracking minutes of activity for each team download the optional competition spreadsheet. There is also an optional competition poster that can be used to track and display total minutes of activity for each team.
- **Training + Behavior Tracking:** If you have not done so already, download the PDF version of the sedentary behavior training or locate the online link. Download the behavior tracking worksheet.



Facilitator

STEP 2: TAKE ACTION

Week 1

- **Training + Behavior Tracking:** Distribute the sedentary behavior training to all employees. The training takes about 15 minutes. Distribute the behavior tracking worksheet to all employees once the training is complete. Have employees follow the worksheet instructions to set a goal and track their behavior for two weeks. Have the facilitator send out reminder emails every day, or every other day, about tracking the behavior for the goal set by employees.
- **Supervisor Activity/Team Conversation:** Distribute the Team Conversation discussion cards for the Sedentary Behavior topic to the supervisors and schedule times for a 15-minute meeting with their teams to deliver the information.
- **Team Competition:** Start the team competition by reminding employees of the competition activity (e.g. walking, standing, stretching), team assignments, and asking them to track how many minutes of the competition activity they do each day on the Team Competition worksheet.
 - Have employees report their minutes to their supervisor at the end of the shift every day.
 - Have the supervisors tally their team's minutes and send the total to the Facilitator at the end of the week.
 - The Facilitator will chart each team's total on the competition map (poster and/or digital version) and report the totals to everyone.
- **Remind supervisors to check-in with their employees** to see how the program is working for them and to remind them to track their behavior for the goal they set. This can be done through an email check-in/reminder.



Supervisor



Employees

Week 2

- **Remind supervisors to check-in with their employees** to see how the program is working for them. This can be done through an email check-in/reminder.
- **Supervisor Activity/Team Conversation:** Ask supervisors if they've completed the Team Conversation Activity. If they haven't, encourage them to make time for it this week.
- **Training + Behavior Tracking:** Have the Facilitator send out reminder emails every day, or every other day, about tracking the behavior for the goal set by employees.

IMPLEMENT THE PROGRAM CONTINUED

MONTHS 2 & 5: SEDENTARY BEHAVIOR OR PHYSICAL ACTIVITY TOPIC



Facilitator

STEP 2: TAKE ACTION CONTINUED

Week 2 Continued

- **Team Competition:** Remind employees of the competition activity (e.g. walking, standing, stretching), team assignments, and asking them to track how many minutes of the competition activity they do each day on the Team Competition worksheet.

- Have employees report their minutes to their supervisor at the end of the shift every day.
- Have the supervisors tally their team's minutes and send the total to the Facilitator at the end of the week
- The Facilitator will chart each team's total on the competition map (poster and/or digital version) and report the totals to everyone.



Supervisor



Employees

Week 3

- **Remind supervisors to check-in with their employees** to see how the program is working for them. This can be done through an email check-in/reminder.
- **Team Conversation:** Ask supervisors if they've completed the Team Conversation Activity. If they haven't, encourage them to make time for it this week.
- **Team Competition:** Remind employees of the competition activity (e.g. walking, standing, stretching), team assignments, and asking them to track how many minutes of the competition activity they do each day on the Team Competition worksheet.

- Have employees report their minutes to their supervisor at the end of the shift every day.
- Have the supervisors tally their team's minutes and send the total to the Facilitator at the end of the week.
- The Facilitator will chart each team's total on the competition map (poster and/or digital version) and report the totals to everyone.

Week 4

- **Remind supervisors to check-in with their employees** to see how the program is working for them. This can be done through an email check-in/reminder.
- **Team Conversation:** Ask supervisors if they've completed the Team Conversation Activity. If they haven't, encourage them to make time for it this week.
- **Team Competition:** Remind employees of the competition activity (e.g. walking, standing, stretching), team assignments, and asking them to track how many minutes of the competition activity they do each day on the Team Competition worksheet.

- Have employees report their minutes to their supervisor at the end of the shift or work day every day.
- Have the supervisors tally their team's minutes and send the total to the Facilitator at the end of the week.
- The Facilitator will chart each team's total on the competition map (poster and/or digital version) and report the totals to everyone.
- Providing the winning team with an incentive at the end of the week, if an incentive is offered.

EVALUATE THE PROGRAM



Facilitator



Steering Committee

Program evaluation is essential for assuring that the program is meeting your needs and getting results. Getting feedback early on can help you make corrections and stay on track. Getting feedback at the end of the program can show progress and help justify future program investments. We'll provide some useful tools in the following sections for collecting feedback, but, remember, some feedback is better than none.

If you aren't able to get feedback from every employee participating in the program, think about interviewing only the supervisors, or a smaller sample of employees. Do what works best for you. Also, please note that a program can take a little time to fully become established and integrated within the organization before it starts to show results. So be patient! Based on the evidence from the Active Workplace study, the rewards will be positive and well worth it!

WHAT SHOULD BE EVALUATED

Process Measures

Process measures describe how the program is being implemented and its quality. Some process questions include:

- Employee ratings of meetings, communication, engagement
- Frequency and participation in program activities
- Program feasibility
- What parts can be improved

Outcome Measures

Outcome measures describe how well the program met your health and safety goals. Some outcome questions include:

- More people report being active at work
- More employees perceive strong management support for health and safety
- Fewer reports of injuries or absences
- Ask around: What are some of the reasons the program is/is not working? How can we sustain it?

EVALUATION TOOLS

- See Appendix E for a Process Evaluation tool
- Visit: www.YourWorkpath.com for Outcome Evaluation tools

If you would like help evaluating your program, or more comprehensive evaluation than what is being offered in this User Guide, please reach out to Oregon Healthy Workforce Center by visiting, www.YourWorkpath.com and we'll provide you a quote for our services.

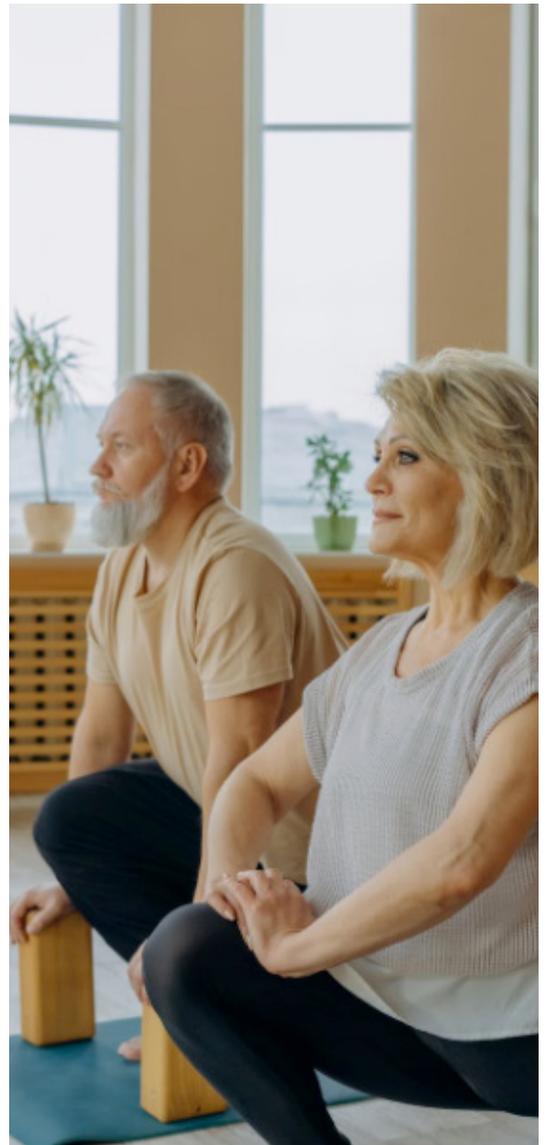
MAINTAIN THE PROGRAM

In order to change the culture of safety, health and well-being at your workplace, the Active Workplace program needs to be an ongoing part of your organization. Here are a few ideas about how to sustain the program long-term (though feel free to brainstorm other ideas that will work for you):

- Offer the program to all new employees during their first six-months of employment
- Every quarter, or every 6 months, implement a team competition
- Continue the monthly Team Conversations, asking teams to brainstorm new ideas about how they can adopt healthy practices related to each topic
- Coordinate monthly healthy activities related to the training topics, like a nutritious lunch, group stretching, walking meetings, healthy potlucks, etc.
- Take ownership of the program and make it yours. This way you will find ways to truly integrate the Active Workplace program to suit your needs.

Again, keep in mind that well-implemented programs can take a little while to show results. Be persistent and patient: the rewards will be positive and well worth it!

IDEAS TO MAINTAIN THE PROGRAM:



APPENDIX A CONT.

GUIDE TO SELECTING AND CREATING A STEERING COMMITTEE

ABOUT THE STEERING COMMITTEE

This may be a group that already exists within your workplace, like the safety or health and wellness committee, or it may be a group that is created specifically for the Active Workplace program. The Committee consists of senior and mid-level managers, front-line employees, and other key personnel who can allocate resources and help implement the Active Workplace program. To ensure that the program meets everyone's needs, it is important that underrepresented voices (for example, women, people of color, people with disabilities, etc.) are included on the Steering Committee. Here are some of the Committee's roles and responsibilities:

At the start of the program

- Assess the safety and health needs of the workforce
- Inform the workplace about the program and its importance
- Select two committee Co-chairs who will lead the Steering Committee, and one Facilitator who will implement the program

Throughout the program

- Meet regularly to decide which program components are most appropriate to address the workplace safety and health needs and how to implement them
- Help implement the program by:
 - Changing workplace policies
 - Providing the necessary resources for the program (for example, funding, personnel time, etc.)
 - Regularly communicating about program status, goals and achievements with entire workplace

After implementing the program

- Help evaluate and refine the program based on the findings

GUIDE FOR SELECTING AND CREATING THE STEERING COMMITTEE

This guide is designed to assist with the creation of a group to oversee the implementation of the Active Workplace program. It may also serve as guidance for how to incorporate the Active Workplace program in the agenda of an already existing safety or wellness committee. Here are the basic goals:

- The Steering Committee has the trust and commitment from senior management, and a commitment to its longevity
- The Steering Committee is sufficiently independent so that it can make decisions in a timely way that will be followed through
- The Steering Committee is structured so that it can survive reorganizations, lay-offs, promotions, and short-term economic conditions
- The Steering Committee is flexible enough to maintain its activities during working hours while still being able to be responsive to other shifts or facility locations

We understand that workplaces vary in size, type of work activity, levels of authority, and skills of personnel. This guide is meant to be a sample approach to forming a Steering Committee and may be adapted to your needs.

STEP 1: OBTAIN/CREATE AN ORGANIZATIONAL CHART

Ask upper management for an organizational chart, or sit down with knowledgeable colleagues and create one yourself. This chart will help you identify key people, positions or divisions/units to include on the Steering Committee.

Make a list of your first choice candidates, along with a list of alternates. A typical Steering Committee will have 6-8 people, with more or less depending on the size of the company.

STEP 2: SELECT STEERING COMMITTEE MEMBERS

After you have identified possible candidates, apply the selection tools (see tables below) to make sure you have a diverse mix of people, including:

- Workers who represent different levels and roles within the company ranging from front-line employees to senior management
- People who represent underrepresented voices, like people of color, women, and people with disabilities
- People who are knowledgeable and/or interested in workplace safety, health and well-being
- People who have the authority to authorize programs and funding as needed
- People that represent and have the respect of a large number of the workforce
- People who can coordinate the Active Workplace activities with standing committees like Environmental Health & Safety (EHS), if those exist and are separate entities in your company

It is important to have a Committee that is balanced and representative of your workplace. With that in mind, fill in the table below with individuals who best fit each Steering Committee Attribute. An individual can be named in more than one category:

Steering Committee Attribute	Is an Opinion Leader	Has an active interest in the area	Gets along easily with others	Represents minority voices	Has fiscal authority	Has social or communicative power	Has knowledge in the area
Candidate Name(s)							

Fill in this table below with other candidates that you think would be good Steering Committee members:

Category	Management	Front-line Worker	Human Resources	EHS	Other
Candidate Name(s)					

STEP 3: FINALIZE THE CANDIDATE LIST

Meet with a few colleagues also interested in the Active Workplace program and discuss whether your list is exhaustive and representative, whether the people you have chosen will work well together, are people that can meet on a regular basis, etc. Then finalize your top candidates and list of alternates.

STEP 4: OBTAIN MANAGEMENT AND UNION APPROVALS

Bring the list of candidates and alternates to senior-level management, and to local union leadership if your workplace is unionized, for approval. Also bring with you a description of the goals of the Steering Committee and its roles and responsibilities (see the About the Steering Committee section above). Additionally, check with immediate managers and supervisors of front-line employee candidates that they will be allowed to attend Steering Committee meetings regularly. As well as approving potential Steering Committee members, management should also approve the time commitment of the committee--this includes both the frequency of the meetings (generally, monthly, at first, then quarterly) and how long they will last (usually about an hour each).

STEP 5: SEND OUT A GENERAL ANNOUNCEMENT

An announcement should be sent to everyone in the workplace and should include:

- An endorsement of a person with authority (a senior manager or organizational owner) and union (where applicable)
- An overview of the Steering Committee goals, roles and responsibilities
- Notification that an invitation will be going out to potential Steering Committee members

STEP 6: SEND INVITATIONS OR TALK TO CANDIDATES

After the general announcement has been sent out, send out invitations to each of the Steering Committee candidates with information about the goals, roles, and responsibilities of the Steering Committee, along with the expected time commitment. If people decide not to participate, send invites to the alternates. Alternatively, meet with each candidate in person to invite them to participate and allow them to ask any questions they may have.

APPENDIX A CONT.

GUIDE TO SELECTING AND CREATING A STEERING COMMITTEE

STEP 7: HOLD FIRST MEETING

At the initial meeting, you will orient the Steering Committee to the Active Workplace program and the importance of focusing on Total Worker Health®. You will also decide which members will play key roles and discuss next steps in implementing the Active Workplace program. A potential agenda for the first meeting will include:

Orientation

- Visit, www.YourWorkpath.com/ActiveWorkplace to:
 - Download a copy of AW Briefing slides
 - Access The Active Workplace orientation training
- Review of the roles and responsibilities of the Steering Committee and the Active Workplace User Guide

Select key roles

- Choose two Steering Committee Co-Chairs
- Choose a program Facilitator (see Appendix B for more information). This may be the same person as one of the Co-chairs

Discuss identifying safety and health concerns

- Decide how to assess the safety and health needs and priorities of the workforce

STEP 8: HOLD REGULAR MEETINGS

In subsequent meetings, you will use the findings from assessing the safety and health needs of the workforce to decide which parts of the Active Workplace program to implement (see Appendix C). You will then discuss how to implement the components and evaluate the program.



The Guide to Training and Selecting a Steering Committee was informed from the [Center for Health Promotion in the New England Workplace](https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/steering-committee/) which can be found here: <https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/steering-committee/>

APPENDIX B CONT.

GUIDE TO SELECTING AND TRAINING A FACILITATOR

ABOUT THE FACILITATOR

This person is a safety, health and well-being champion for the program and key to its success. They will be a member of the Steering Committee and a “go-to” source who understands how the program works. The Facilitator may be someone in senior management, a supervisor, or a front-line employee. They will be responsible for implementing the program activities in the workplace (for example, sending out the online trainings, organizing the competitions, and making sure everyone has access to active workstations). A good Facilitator is a people person, has written and oral communication skills, project management skills, and organizing skills. These are some of the roles and responsibilities of the Facilitator:

Plan and Run Steering Committee Meetings with Co-chairs

Estimated time commitment each month: 3 hours (1 hour in meetings, 2 hours preparing, scheduling and doing follow-up)

- Develop and prepare meeting agendas and handouts
- Attend and facilitate meetings
- Record and file meeting notes
- Create a comfortable atmosphere where everyone feels that their opinion matters
- Encourage brainstorming and creative problem solving
- Make sure all committee members have a chance to be heard
- Incorporate the needs of all of the employees in the workplace in the committee’s decision making process

Facilitate the Active Workplace program

Estimated time commitment each month: 6 hours per month, with more time needed at the beginning of the program to explain it to the workplace and distribute active workstations

- Survey employees about their health and safety needs
- Explain the program to supervisors and employees
- Obtain PDF training, PowerPoint training or online training license from Oregon Healthy Workforce Center by visiting www.YourWorkpath.com/ActiveWorkplace
- Distribute trainings to supervisors and employees
- Distribute team health and safety conversations to supervisors
- Schedule time for monthly conversations between supervisors and employees
- Distribute materials, such as active workstations, posters, and incentives (if offered)
- Track and report on the number of activity minutes completed during competitions
- Organize active and healthy workplace activities
- Be available to answer questions about the program

Evaluate the program

Estimated time commitment: 4 hours every 3 months to send, compile and review process and outcome evaluations

- Send out evaluation surveys during and after the program ends
- Work with Steering Committee to review the evaluations and refine the program

About 10 hours each month are needed to fulfill these roles.

APPENDIX B CONT.

GUIDE TO SELECTING AND TRAINING A FACILITATOR

GUIDE FOR SELECTING AND TRAINING THE FACILITATOR

The Facilitator can be anyone within the workplace. Usually, a Facilitator is someone with the capacity to spend working hours on planning and implementing the Active Workplace program. This tends to be someone in a supervisor or managerial position, though it may also be a front-line worker. The Facilitator is the champion and cheerleader for the program, so they must be someone who cares about safety, health, and well-being in the workplace. In our experience, the Facilitator is the person who hears about the Active Workplace program, is excited about it, and brings it the attention of senior-level management. In some cases, the Facilitator is tasked with the job, or it is part of their role to improve organizational, safety, health, and well-being

The Facilitator can be chosen organically by demonstrating their enthusiasm for the program and bringing it to the attention of the workplace, or they can be chosen in other ways. If the person who introduced the program to the workplace is not able to act as the Facilitator, the Steering Committee can elect a Facilitator in their first meeting. They can either identify people who they think would be good for the role, or have the committee nominate a Facilitator, allowing for self-nominations. They can hold a vote or invite the chosen person to act in the role. There should be discussion about how long the person will remain in the role and what to do if that person leaves the organization, changes positions, or there are other organizational changes to ensure the sustainability of the role and the program.

Once the Facilitator is chosen, they should familiarize themselves with the program by reviewing the rationale and benefits of the Active Workplace program presentation (please visit, www.YourWorkpath.com/ActiveWorkplace for a copy of the presentation, the Active Workplace orientation training, the roles and responsibilities of the Facilitator, and the Active Workplace User Guide.

Estimated time commitment of 3 hours to review all of the materials.



The Guide to Training and Selecting a Steering Committee was informed from the [Center for Health Promotion in the New England Workplace](https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/identify-and-train-facilitator/Identify-Train-Facilitator.aspx) which can be found here: <https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/identify-and-train-facilitator/Identify-Train-Facilitator.aspx>

STEP 1: IDENTIFY EMPLOYEE HEALTH AND SAFETY CONCERNS

The first step is to understand employees' and supervisors' concerns about health, safety, and well-being. This can be done by sending out an all-employee survey like the one created by CPH-NEW, which you can find it at this link: <https://bit.ly/2SfEgoy>. This survey will give you a full understanding of how employees feel about several safety and health issues, and will take around 20 hours to administer and analyze. Alternatively, if you cannot administer the full survey, you could anonymously ask employees to write down their top health and safety concerns and drop them in a suggestion box, and have the Steering Committee rank them. This will give you a better understanding of your employees concerns, though it won't be as comprehensive as sending out the full survey.

STEP 2: MATCH HEALTH AND SAFETY CONCERNS TO PROGRAM PARTS

Once you have identified the workplace health and safety concerns, review the Active Workplace program parts and brainstorm which parts address the concerns. A concern can be matched to more than one part of the program.

PROGRAM PARTS

ACTIVE WORKSTATIONS AND SIT/STAND DESKS

Participating workplaces are highly encouraged to provide active workstations (e.g. pedal stand, treadmill desk, etc.) and/or sit/stand desks for their employees so they can be active while continuing to work, which provides the opportunity to truly integrate wellness into the work day. We recommend that every employee has their own sit/stand desk, and that there is at least one active workstation for every four employees (for on-site employees).

TRAINING + BEHAVIOR TRACKING

Supervisors and employees will receive an online training on a topic to reinforce desired safe and healthy practices for sedentary workers. Each training takes about 15 minutes, and there are six different topics that can be delivered whenever is best for your organization. We recommend delivering all six topics, one per month. You may also choose only the topics that are most relevant to your health and safety needs. The topics are:

- Sedentary behavior
- Ergonomics and injury
- Stress management
- Physical activity
- Sleep hygiene
- Nutrition

After each training, employees and supervisors will participate in Behavior Tracking. They will be asked to set a goal related to the specific topic and track their behaviors in the paper-based behavior tracking worksheet. Tracking your goal helps reinforce safe and healthy behavior so that it becomes a habit.

SUPERVISOR ACTIVITIES

Supervisor Training: Supervisors are asked to take a training at the beginning of the program to develop their health and safety support and leadership skills, which takes about 30 minutes to complete. The training is followed by two activities: behavior tracking and inter-supervisor observations. For behavior tracking, supervisors will be asked to set a goal related to what they learned in the training and track their behavior towards their goal for two weeks.

Supervisor Training Continued: For inter-supervisor observations, supervisors will observe and record how many

times they see or hear other supervisors having a supportive conversation with an employee over a two-week period. This activity will take 1-2 minutes per day.

Team Conversations

Supervisors use Active Workplace scripted discussion cards to open discussions with their teams and teach them about healthier living in a group setting. For each new topic, the supervisors gather their team for about 15 minutes to discuss information specific to that topic. There are six topics that correspond to and reinforce the online trainings. Again, it is not necessary to deliver all six topics (though we do recommend it). You may also choose only the topics that are most relevant to your health and safety needs, or the ones that correspond to the trainings that you choose. Group discussions build a culture of health at your workplace, reinforce healthy practices and help employees feel supported by their supervisors. Each team conversation has an accompanying handout that provides information about the topic and can be distributed to all employees

COMPETITIONS

Two times during the program, teams will compete against each other to see who can engage in the most minutes of a determined physical activity (pedal, walk, stand, stretch, etc) in one month. Templates for tracking physical activity time are provided. The team with the most physical activity time at the end of the month will win and be offered a prize (if incentives are offered). Competitions encourage employees to engage in the program and be more active in the workplace.

If your employees don't respond well to competition but would like a more collaborative approach, you could change the structure of the competition to be a relay. Once one team completes a predetermined number of active minutes, the next team starts. This is just one idea but there are many more. Talk with your Steering Committee to find your own creative way to collaboratively work on the goal to be more physically active during the workday.

HEALTH AND SAFETY MESSAGING

Posters for each health and safety topic are available to download and display in the workplace. These posters can support other program activities, such as trainings and behavior tracking and team conversations, by reminding everyone to be more active and make healthy decisions throughout their work day.

STEP 3: DISCUSS FEASIBILITY AND RESOURCES

Once you have identified which program parts address your priority health and safety concerns, then discuss the time and resources that would be needed to implement each part. Make a list of all of the program parts and estimate how much time and/or financial resources would be needed in your workplace to implement each part. Once you have an idea of how much time and money is needed, discuss if any parts are no longer feasible or brainstorm alternative ways to implement them so that they would work for you organization.

STEP 4: CREATE A PROGRAM PLAN

Make a plan for how you will deliver the program to the workplace. Decide who is responsible for each part and create a timeline for when it will be delivered. Refer to pages 14-20 of the User Guide for a description of how to deliver the full 6-month version of the program. Use or adapt that plan to implement the program in your workplace.

APPENDIX D

PROCESS EVALUATION TOOLS

Steering Committee members use this rating sheet to evaluate satisfaction with the program process. It should be sent to all employees to rate each metric, and then sum their ratings to produce a score for each domain. If there's not time to survey all employees, this survey can be given only to supervisors, or to a sample of employees and supervisors. The Steering Committee should use the results to develop consensus on which areas, if any, to target for improvement.

Please contact us at www.YourWorkpath.com/contacts-us if you have any other comments or suggestions.

On p. 34, you will find a worksheet you can use to tally all of the individual scores and generate an average score for each domain.

The survey and the worksheets were informed from the [Healthy Workplace Program Process Evaluation Rating Sheet Survey](#) developed by the [Center for Health Promotion in the New England Workplace](#).

PRE-PROGRAM PREPARATION CONTINUED



Facilitator

STEP 4: TAKE ACTION

MEET WITH SUPERVISORS

Meet with the supervisors individually or as a group to describe the program that you have tailored to your workplace and answer questions. Train the supervisors on all aspects of the program that they will be participating in. Have the Facilitator check on them regularly to see if they have any questions or need any support.



Supervisor

Supervisor Activities: If you are implementing the supportive supervisor training, behavior tracking, and inter-supervisor observations, give the supervisors the training two weeks before the program starts. The training will take about 30 minutes. Then have each supervisor participate in two activities: 1) behavior tracking, and 2) inter-supervisor observations for two weeks. These activities are designed to increase safety, health, and well-being at work.



Facilitator

MEET WITH EMPLOYEES AND SUPERVISORS

Meet with the employees (including supervisors) as available, typically in groups. Describe the program and answer questions.



Supervisor

Make a list of participating employees and organize them into teams. Workplaces are typically organized by teams, which this program would naturally fit into but if your workplace isn't organized by teams, you can create teams or groups in a way that makes the most sense for you (for example, by department or by where people sit in the office).



Employees

Active Workstations: Distribute the active workstations and/or sit/stand desks throughout the workplace. Make sure employees know how to properly use the active workstations by following the manufacturer's instructions.

Program Orientation Training: Send an email with the link or document with the program orientation training. The training takes about 15 minutes. Make sure that people have the opportunity to ask questions about the program.



IMPLEMENT THE PROGRAM

MONTHS 1, 3, 4, 6: HEALTH AND SAFETY TOPICS & GOAL SETTING

The following month-by-month description of the program is assuming you will be running the full 6-month version of the program. However, this description can be modified depending on which parts you choose to implement. See Step 2 of the Pre-program Preparation on pages 11-13 for more information on tailoring the program to meet your needs.



Facilitator

STEP 1: GET PREPARED

All training materials can be downloaded at www.YourWorkpath.com/ActiveWorkplace

- **Choose the health and safety topic that's most relevant to your employees**, other than Sedentary Behavior and Physical Activity (those topics have been assigned to months 2 and 5 to coincide with the competitions).
- **Supervisor Activity/Team Conversation:** If you have not done so already, download and print the discussion card and handout for the topic you have chosen.
- **Training + Behavior Tracking:** If you have not done so already, download the PDF version of the training or locate the online link for this month's topic. Also, download the behavior tracking worksheet for this month's topic.
- **Health and Safety Messaging:** If you have not done so already, download, print, and put up the Active Workplace posters for the topic you have chosen.



Facilitator

STEP 2: TAKE ACTION

Week 1 to 2

- **Supervisor Activity/Team Conversation:** Distribute the Team Conversation discussion cards to the supervisors and schedule times for a 15-minute meeting with their teams to deliver the information.
- **Training + Behavior Tracking:** Distribute the training of this month's topic to all employees. The training takes about 15 minutes. Distribute the behavior tracking worksheet to all employees once the training is complete. Have employees follow the worksheet instructions to set a goal and track their behavior for two weeks. Have the facilitator send out reminder emails every day, or every other day, about tracking the behavior for the goal set by employees.
- **Remind supervisors to check-in with their employees** to see how the program is working for them. This can be done through an email check-in/reminder.



Supervisor



Employees

Week 3 to 4

- **Supervisor Activity/Team Conversation:** Ask supervisors if they have completed the Team Conversation. If they have not, encourage them to make time for it this week.
- **Training + Behavior Tracking:** Have the Facilitator send out reminder emails every day, or every other day, about tracking the behavior for the goal set by employees.
- **Remind supervisors to check-in with their employees** to see how the program is working for them. This can be done through an email check-in/reminder.



IMPLEMENT THE PROGRAM CONTINUED

MONTHS 2 & 5: SEDENTARY BEHAVIOR OR PHYSICAL ACTIVITY TOPIC



Facilitator

STEP 1: GET PREPARED

All training materials can be downloaded at www.YourWorkpath.com/ActiveWorkplace

- **Supervisor Activity/Team Conversation:** If you have not done so already, download and print the Team Conversation discussion cards for the Sedentary Behavior training.
- **Health and Safety Messaging:** If you have not done so already, download, print, put up and/or email the posters to promote this month's Active Workplace posters for Sedentary Behavior.
- **Team Competition:** If you have not done so already, download and print the Team Competition Worksheet. If you would like assistance in tracking minutes of activity for each team download the optional competition spreadsheet. There is also an optional competition poster that can be used to track and display total minutes of activity for each team.
- **Training + Behavior Tracking:** If you have not done so already, download the PDF version of the sedentary behavior training or locate the online link. Download the behavior tracking worksheet.



Facilitator

STEP 2: TAKE ACTION

Week 1

- **Training + Behavior Tracking:** Distribute the sedentary behavior training to all employees. The training takes about 15 minutes. Distribute the behavior tracking worksheet to all employees once the training is complete. Have employees follow the worksheet instructions to set a goal and track their behavior for two weeks. Have the facilitator send out reminder emails every day, or every other day, about tracking the behavior for the goal set by employees.
- **Supervisor Activity/Team Conversation:** Distribute the Team Conversation discussion cards for the Sedentary Behavior topic to the supervisors and schedule times for a 15-minute meeting with their teams to deliver the information.
- **Team Competition:** Start the team competition by reminding employees of the competition activity (e.g. walking, standing, stretching), team assignments, and asking them to track how many minutes of the competition activity they do each day on the Team Competition worksheet.
 - Have employees report their minutes to their supervisor at the end of the shift every day.
 - Have the supervisors tally their team's minutes and send the total to the Facilitator at the end of the week.
 - The Facilitator will chart each team's total on the competition map (poster and/or digital version) and report the totals to everyone.
- **Remind supervisors to check-in with their employees** to see how the program is working for them and to remind them to track their behavior for the goal they set. This can be done through an email check-in/reminder.



Supervisor



Employees

Week 2

- **Remind supervisors to check-in with their employees** to see how the program is working for them. This can be done through an email check-in/reminder.
- **Supervisor Activity/Team Conversation:** Ask supervisors if they've completed the Team Conversation Activity. If they haven't, encourage them to make time for it this week.
- **Training + Behavior Tracking:** Have the Facilitator send out reminder emails every day, or every other day, about tracking the behavior for the goal set by employees.

IMPLEMENT THE PROGRAM CONTINUED

MONTHS 2 & 5: SEDENTARY BEHAVIOR OR PHYSICAL ACTIVITY TOPIC



Facilitator

STEP 2: TAKE ACTION CONTINUED

Week 2 Continued

- **Team Competition:** Remind employees of the competition activity (e.g. walking, standing, stretching), team assignments, and asking them to track how many minutes of the competition activity they do each day on the Team Competition worksheet.

- Have employees report their minutes to their supervisor at the end of the shift every day.
- Have the supervisors tally their team's minutes and send the total to the Facilitator at the end of the week
- The Facilitator will chart each team's total on the competition map (poster and/or digital version) and report the totals to everyone.



Supervisor



Employees

Week 3

- **Remind supervisors to check-in with their employees** to see how the program is working for them. This can be done through an email check-in/reminder.
- **Team Conversation:** Ask supervisors if they've completed the Team Conversation Activity. If they haven't, encourage them to make time for it this week.
- **Team Competition:** Remind employees of the competition activity (e.g. walking, standing, stretching), team assignments, and asking them to track how many minutes of the competition activity they do each day on the Team Competition worksheet.

- Have employees report their minutes to their supervisor at the end of the shift every day.
- Have the supervisors tally their team's minutes and send the total to the Facilitator at the end of the week.
- The Facilitator will chart each team's total on the competition map (poster and/or digital version) and report the totals to everyone.

Week 4

- **Remind supervisors to check-in with their employees** to see how the program is working for them. This can be done through an email check-in/reminder.
- **Team Conversation:** Ask supervisors if they've completed the Team Conversation Activity. If they haven't, encourage them to make time for it this week.
- **Team Competition:** Remind employees of the competition activity (e.g. walking, standing, stretching), team assignments, and asking them to track how many minutes of the competition activity they do each day on the Team Competition worksheet.

- Have employees report their minutes to their supervisor at the end of the shift or work day every day.
- Have the supervisors tally their team's minutes and send the total to the Facilitator at the end of the week.
- The Facilitator will chart each team's total on the competition map (poster and/or digital version) and report the totals to everyone.
- Providing the winning team with an incentive at the end of the week, if an incentive is offered.

EVALUATE THE PROGRAM



Facilitator



Steering Committee

Program evaluation is essential for assuring that the program is meeting your needs and getting results. Getting feedback early on can help you make corrections and stay on track. Getting feedback at the end of the program can show progress and help justify future program investments. We'll provide some useful tools in the following sections for collecting feedback, but, remember, some feedback is better than none.

If you aren't able to get feedback from every employee participating in the program, think about interviewing only the supervisors, or a smaller sample of employees. Do what works best for you. Also, please note that a program can take a little time to fully become established and integrated within the organization before it starts to show results. So be patient! Based on the evidence from the Active Workplace study, the rewards will be positive and well worth it!

WHAT SHOULD BE EVALUATED

Process Measures

Process measures describe how the program is being implemented and its quality. Some process questions include:

- Employee ratings of meetings, communication, engagement
- Frequency and participation in program activities
- Program feasibility
- What parts can be improved

Outcome Measures

Outcome measures describe how well the program met your health and safety goals. Some outcome questions include:

- More people report being active at work
- More employees perceive strong management support for health and safety
- Fewer reports of injuries or absences
- Ask around: What are some of the reasons the program is/is not working? How can we sustain it?

EVALUATION TOOLS

- See Appendix E for a Process Evaluation tool
- Visit: www.YourWorkpath.com for Outcome Evaluation tools

If you would like help evaluating your program, or more comprehensive evaluation than what is being offered in this User Guide, please reach out to Oregon Healthy Workforce Center by visiting, www.YourWorkpath.com and we'll provide you a quote for our services.

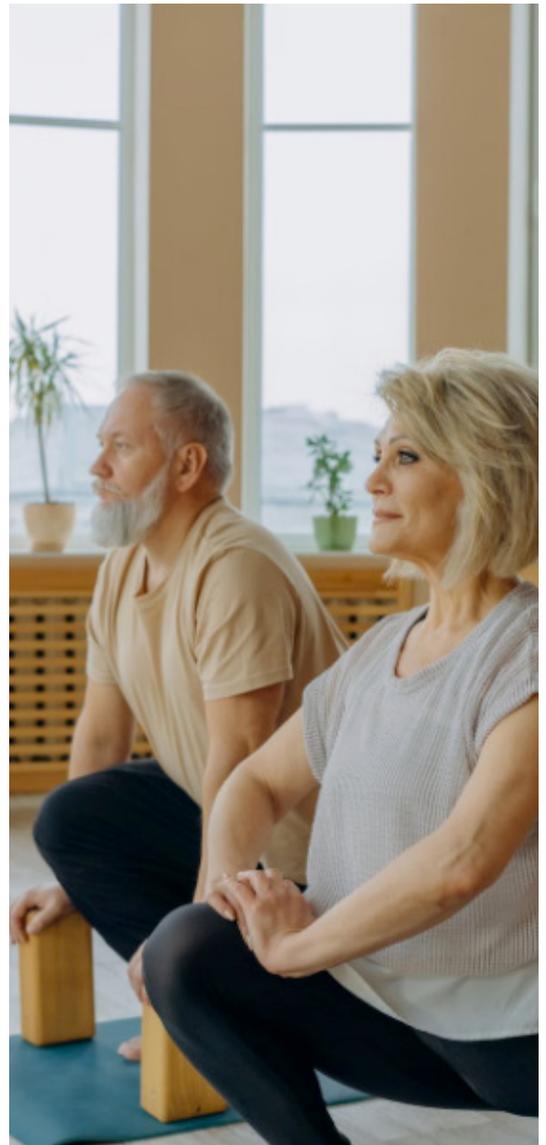
MAINTAIN THE PROGRAM

In order to change the culture of safety, health and well-being at your workplace, the Active Workplace program needs to be an ongoing part of your organization. Here are a few ideas about how to sustain the program long-term (though feel free to brainstorm other ideas that will work for you):

- Offer the program to all new employees during their first six-months of employment
- Every quarter, or every 6 months, implement a team competition
- Continue the monthly Team Conversations, asking teams to brainstorm new ideas about how they can adopt healthy practices related to each topic
- Coordinate monthly healthy activities related to the training topics, like a nutritious lunch, group stretching, walking meetings, healthy potlucks, etc.
- Take ownership of the program and make it yours. This way you will find ways to truly integrate the Active Workplace program to suit your needs.

Again, keep in mind that well-implemented programs can take a little while to show results. Be persistent and patient: the rewards will be positive and well worth it!

IDEAS TO MAINTAIN THE PROGRAM:



APPENDIX A CONT.

GUIDE TO SELECTING AND CREATING A STEERING COMMITTEE

ABOUT THE STEERING COMMITTEE

This may be a group that already exists within your workplace, like the safety or health and wellness committee, or it may be a group that is created specifically for the Active Workplace program. The Committee consists of senior and mid-level managers, front-line employees, and other key personnel who can allocate resources and help implement the Active Workplace program. To ensure that the program meets everyone's needs, it is important that underrepresented voices (for example, women, people of color, people with disabilities, etc.) are included on the Steering Committee. Here are some of the Committee's roles and responsibilities:

At the start of the program

- Assess the safety and health needs of the workforce
- Inform the workplace about the program and its importance
- Select two committee Co-chairs who will lead the Steering Committee, and one Facilitator who will implement the program

Throughout the program

- Meet regularly to decide which program components are most appropriate to address the workplace safety and health needs and how to implement them
- Help implement the program by:
 - Changing workplace policies
 - Providing the necessary resources for the program (for example, funding, personnel time, etc.)
 - Regularly communicating about program status, goals and achievements with entire workplace

After implementing the program

- Help evaluate and refine the program based on the findings

GUIDE FOR SELECTING AND CREATING THE STEERING COMMITTEE

This guide is designed to assist with the creation of a group to oversee the implementation of the Active Workplace program. It may also serve as guidance for how to incorporate the Active Workplace program in the agenda of an already existing safety or wellness committee. Here are the basic goals:

- The Steering Committee has the trust and commitment from senior management, and a commitment to its longevity
- The Steering Committee is sufficiently independent so that it can make decisions in a timely way that will be followed through
- The Steering Committee is structured so that it can survive reorganizations, lay-offs, promotions, and short-term economic conditions
- The Steering Committee is flexible enough to maintain its activities during working hours while still being able to be responsive to other shifts or facility locations

We understand that workplaces vary in size, type of work activity, levels of authority, and skills of personnel. This guide is meant to be a sample approach to forming a Steering Committee and may be adapted to your needs.

STEP 1: OBTAIN/CREATE AN ORGANIZATIONAL CHART

Ask upper management for an organizational chart, or sit down with knowledgeable colleagues and create one yourself. This chart will help you identify key people, positions or divisions/units to include on the Steering Committee.

Make a list of your first choice candidates, along with a list of alternates. A typical Steering Committee will have 6-8 people, with more or less depending on the size of the company.

STEP 2: SELECT STEERING COMMITTEE MEMBERS

After you have identified possible candidates, apply the selection tools (see tables below) to make sure you have a diverse mix of people, including:

- Workers who represent different levels and roles within the company ranging from front-line employees to senior management
- People who represent underrepresented voices, like people of color, women, and people with disabilities
- People who are knowledgeable and/or interested in workplace safety, health and well-being
- People who have the authority to authorize programs and funding as needed
- People that represent and have the respect of a large number of the workforce
- People who can coordinate the Active Workplace activities with standing committees like Environmental Health & Safety (EHS), if those exist and are separate entities in your company

It is important to have a Committee that is balanced and representative of your workplace. With that in mind, fill in the table below with individuals who best fit each Steering Committee Attribute. An individual can be named in more than one category:

Steering Committee Attribute	Is an Opinion Leader	Has an active interest in the area	Gets along easily with others	Represents minority voices	Has fiscal authority	Has social or communicative power	Has knowledge in the area
Candidate Name(s)							

Fill in this table below with other candidates that you think would be good Steering Committee members:

Category	Management	Front-line Worker	Human Resources	EHS	Other
Candidate Name(s)					

STEP 3: FINALIZE THE CANDIDATE LIST

Meet with a few colleagues also interested in the Active Workplace program and discuss whether your list is exhaustive and representative, whether the people you have chosen will work well together, are people that can meet on a regular basis, etc. Then finalize your top candidates and list of alternates.

STEP 4: OBTAIN MANAGEMENT AND UNION APPROVALS

Bring the list of candidates and alternates to senior-level management, and to local union leadership if your workplace is unionized, for approval. Also bring with you a description of the goals of the Steering Committee and its roles and responsibilities (see the About the Steering Committee section above). Additionally, check with immediate managers and supervisors of front-line employee candidates that they will be allowed to attend Steering Committee meetings regularly. As well as approving potential Steering Committee members, management should also approve the time commitment of the committee--this includes both the frequency of the meetings (generally, monthly, at first, then quarterly) and how long they will last (usually about an hour each).

STEP 5: SEND OUT A GENERAL ANNOUNCEMENT

An announcement should be sent to everyone in the workplace and should include:

- An endorsement of a person with authority (a senior manager or organizational owner) and union (where applicable)
- An overview of the Steering Committee goals, roles and responsibilities
- Notification that an invitation will be going out to potential Steering Committee members

STEP 6: SEND INVITATIONS OR TALK TO CANDIDATES

After the general announcement has been sent out, send out invitations to each of the Steering Committee candidates with information about the goals, roles, and responsibilities of the Steering Committee, along with the expected time commitment. If people decide not to participate, send invites to the alternates. Alternatively, meet with each candidate in person to invite them to participate and allow them to ask any questions they may have.

STEP 7: HOLD FIRST MEETING

At the initial meeting, you will orient the Steering Committee to the Active Workplace program and the importance of focusing on Total Worker Health®. You will also decide which members will play key roles and discuss next steps in implementing the Active Workplace program. A potential agenda for the first meeting will include:

Orientation

- Visit, www.YourWorkpath.com/ActiveWorkplace to:
 - Download a copy of AW Briefing slides
 - Access The Active Workplace orientation training
- Review of the roles and responsibilities of the Steering Committee and the Active Workplace User Guide

Select key roles

- Choose two Steering Committee Co-Chairs
- Choose a program Facilitator (see Appendix B for more information). This may be the same person as one of the Co-chairs

Discuss identifying safety and health concerns

- Decide how to assess the safety and health needs and priorities of the workforce

STEP 8: HOLD REGULAR MEETINGS

In subsequent meetings, you will use the findings from assessing the safety and health needs of the workforce to decide which parts of the Active Workplace program to implement (see Appendix C). You will then discuss how to implement the components and evaluate the program.



The Guide to Training and Selecting a Steering Committee was informed from the [Center for Health Promotion in the New England Workplace](https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/steering-committee/) which can be found here: <https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/steering-committee/>

APPENDIX B CONT.

GUIDE TO SELECTING AND TRAINING A FACILITATOR

ABOUT THE FACILITATOR

This person is a safety, health and well-being champion for the program and key to its success. They will be a member of the Steering Committee and a “go-to” source who understands how the program works. The Facilitator may be someone in senior management, a supervisor, or a front-line employee. They will be responsible for implementing the program activities in the workplace (for example, sending out the online trainings, organizing the competitions, and making sure everyone has access to active workstations). A good Facilitator is a people person, has written and oral communication skills, project management skills, and organizing skills. These are some of the roles and responsibilities of the Facilitator:

Plan and Run Steering Committee Meetings with Co-chairs

Estimated time commitment each month: 3 hours (1 hour in meetings, 2 hours preparing, scheduling and doing follow-up)

- Develop and prepare meeting agendas and handouts
- Attend and facilitate meetings
- Record and file meeting notes
- Create a comfortable atmosphere where everyone feels that their opinion matters
- Encourage brainstorming and creative problem solving
- Make sure all committee members have a chance to be heard
- Incorporate the needs of all of the employees in the workplace in the committee’s decision making process

Facilitate the Active Workplace program

Estimated time commitment each month: 6 hours per month, with more time needed at the beginning of the program to explain it to the workplace and distribute active workstations

- Survey employees about their health and safety needs
- Explain the program to supervisors and employees
- Obtain PDF training, PowerPoint training or online training license from Oregon Healthy Workforce Center by visiting www.YourWorkpath.com/ActiveWorkplace
- Distribute trainings to supervisors and employees
- Distribute team health and safety conversations to supervisors
- Schedule time for monthly conversations between supervisors and employees
- Distribute materials, such as active workstations, posters, and incentives (if offered)
- Track and report on the number of activity minutes completed during competitions
- Organize active and healthy workplace activities
- Be available to answer questions about the program

Evaluate the program

Estimated time commitment: 4 hours every 3 months to send, compile and review process and outcome evaluations

- Send out evaluation surveys during and after the program ends
- Work with Steering Committee to review the evaluations and refine the program

About 10 hours each month are needed to fulfill these roles.

APPENDIX B CONT.

GUIDE TO SELECTING AND TRAINING A FACILITATOR

GUIDE FOR SELECTING AND TRAINING THE FACILITATOR

The Facilitator can be anyone within the workplace. Usually, a Facilitator is someone with the capacity to spend working hours on planning and implementing the Active Workplace program. This tends to be someone in a supervisor or managerial position, though it may also be a front-line worker. The Facilitator is the champion and cheerleader for the program, so they must be someone who cares about safety, health, and well-being in the workplace. In our experience, the Facilitator is the person who hears about the Active Workplace program, is excited about it, and brings it the attention of senior-level management. In some cases, the Facilitator is tasked with the job, or it is part of their role to improve organizational, safety, health, and well-being

The Facilitator can be chosen organically by demonstrating their enthusiasm for the program and bringing it to the attention of the workplace, or they can be chosen in other ways. If the person who introduced the program to the workplace is not able to act as the Facilitator, the Steering Committee can elect a Facilitator in their first meeting. They can either identify people who they think would be good for the role, or have the committee nominate a Facilitator, allowing for self-nominations. They can hold a vote or invite the chosen person to act in the role. There should be discussion about how long the person will remain in the role and what to do if that person leaves the organization, changes positions, or there are other organizational changes to ensure the sustainability of the role and the program.

Once the Facilitator is chosen, they should familiarize themselves with the program by reviewing the rationale and benefits of the Active Workplace program presentation (please visit, www.YourWorkpath.com/ActiveWorkplace for a copy of the presentation, the Active Workplace orientation training, the roles and responsibilities of the Facilitator, and the Active Workplace User Guide.

Estimated time commitment of 3 hours to review all of the materials.



The Guide to Training and Selecting a Steering Committee was informed from the [Center for Health Promotion in the New England Workplace](https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/identify-and-train-facilitator/Identify-Train-Facilitator.aspx) which can be found here: <https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/identify-and-train-facilitator/Identify-Train-Facilitator.aspx>

STEP 1: IDENTIFY EMPLOYEE HEALTH AND SAFETY CONCERNS

The first step is to understand employees' and supervisors' concerns about health, safety, and well-being. This can be done by sending out an all-employee survey like the one created by CPH-NEW, which you can find it at this link: <https://bit.ly/2SfEgoy>. This survey will give you a full understanding of how employees feel about several safety and health issues, and will take around 20 hours to administer and analyze. Alternatively, if you cannot administer the full survey, you could anonymously ask employees to write down their top health and safety concerns and drop them in a suggestion box, and have the Steering Committee rank them. This will give you a better understanding of your employees concerns, though it won't be as comprehensive as sending out the full survey.

STEP 2: MATCH HEALTH AND SAFETY CONCERNS TO PROGRAM PARTS

Once you have identified the workplace health and safety concerns, review the Active Workplace program parts and brainstorm which parts address the concerns. A concern can be matched to more than one part of the program.

PROGRAM PARTS

ACTIVE WORKSTATIONS AND SIT/STAND DESKS

Participating workplaces are highly encouraged to provide active workstations (e.g. pedal stand, treadmill desk, etc.) and/or sit/stand desks for their employees so they can be active while continuing to work, which provides the opportunity to truly integrate wellness into the work day. We recommend that every employee has their own sit/stand desk, and that there is at least one active workstation for every four employees (for on-site employees).

TRAINING + BEHAVIOR TRACKING

Supervisors and employees will receive an online training on a topic to reinforce desired safe and healthy practices for sedentary workers. Each training takes about 15 minutes, and there are six different topics that can be delivered whenever is best for your organization. We recommend delivering all six topics, one per month. You may also choose only the topics that are most relevant to your health and safety needs. The topics are:

- Sedentary behavior
- Ergonomics and injury
- Stress management
- Physical activity
- Sleep hygiene
- Nutrition

After each training, employees and supervisors will participate in Behavior Tracking. They will be asked to set a goal related to the specific topic and track their behaviors in the paper-based behavior tracking worksheet. Tracking your goal helps reinforce safe and healthy behavior so that it becomes a habit.

SUPERVISOR ACTIVITIES

Supervisor Training: Supervisors are asked to take a training at the beginning of the program to develop their health and safety support and leadership skills, which takes about 30 minutes to complete. The training is followed by two activities: behavior tracking and inter-supervisor observations. For behavior tracking, supervisors will be asked to set a goal related to what they learned in the training and track their behavior towards their goal for two weeks.

Supervisor Training Continued: For inter-supervisor observations, supervisors will observe and record how many

times they see or hear other supervisors having a supportive conversation with an employee over a two-week period. This activity will take 1-2 minutes per day.

Team Conversations

Supervisors use Active Workplace scripted discussion cards to open discussions with their teams and teach them about healthier living in a group setting. For each new topic, the supervisors gather their team for about 15 minutes to discuss information specific to that topic. There are six topics that correspond to and reinforce the online trainings. Again, it is not necessary to deliver all six topics (though we do recommend it). You may also choose only the topics that are most relevant to your health and safety needs, or the ones that correspond to the trainings that you choose. Group discussions build a culture of health at your workplace, reinforce healthy practices and help employees feel supported by their supervisors. Each team conversation has an accompanying handout that provides information about the topic and can be distributed to all employees

COMPETITIONS

Two times during the program, teams will compete against each other to see who can engage in the most minutes of a determined physical activity (pedal, walk, stand, stretch, etc) in one month. Templates for tracking physical activity time are provided. The team with the most physical activity time at the end of the month will win and be offered a prize (if incentives are offered). Competitions encourage employees to engage in the program and be more active in the workplace.

If your employees don't respond well to competition but would like a more collaborative approach, you could change the structure of the competition to be a relay. Once one team completes a predetermined number of active minutes, the next team starts. This is just one idea but there are many more. Talk with your Steering Committee to find your own creative way to collaboratively work on the goal to be more physically active during the workday.

HEALTH AND SAFETY MESSAGING

Posters for each health and safety topic are available to download and display in the workplace. These posters can support other program activities, such as trainings and behavior tracking and team conversations, by reminding everyone to be more active and make healthy decisions throughout their work day.

STEP 3: DISCUSS FEASIBILITY AND RESOURCES

Once you have identified which program parts address your priority health and safety concerns, then discuss the time and resources that would be needed to implement each part. Make a list of all of the program parts and estimate how much time and/or financial resources would be needed in your workplace to implement each part. Once you have an idea of how much time and money is needed, discuss if any parts are no longer feasible or brainstorm alternative ways to implement them so that they would work for you organization.

STEP 4: CREATE A PROGRAM PLAN

Make a plan for how you will deliver the program to the workplace. Decide who is responsible for each part and create a timeline for when it will be delivered. Refer to pages 14-20 of the User Guide for a description of how to deliver the full 6-month version of the program. Use or adapt that plan to implement the program in your workplace.

APPENDIX D

PROCESS EVALUATION TOOLS

Steering Committee members use this rating sheet to evaluate satisfaction with the program process. It should be sent to all employees to rate each metric, and then sum their ratings to produce a score for each domain. If there's not time to survey all employees, this survey can be given only to supervisors, or to a sample of employees and supervisors. The Steering Committee should use the results to develop consensus on which areas, if any, to target for improvement.

Please contact us at www.YourWorkpath.com/contacts-us if you have any other comments or suggestions.

On p. 34, you will find a worksheet you can use to tally all of the individual scores and generate an average score for each domain.

The survey and the worksheets were informed from the [Healthy Workplace Program Process Evaluation Rating Sheet Survey](#) developed by the [Center for Health Promotion in the New England Workplace](#).

APPENDIX D CONT. PROCESS EVALUATION TOOLS

Active Workplace Program Process Evaluation Rating Sheet					
Organizational Support and Engagement <i>Provides authority, resources, and recognition to team members</i>					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) Establishes policies to encourage management support	1	2	3	4	5
b) Publicizes program activities	1	2	3	4	5
c) Authorizes team members to meet during work time	1	2	3	4	5
d) Allocates resources to support interventions	1	2	3	4	5
Sum (out of 20 possible points) _____					
Steering Committee Support and Engagement <i>Actively support program design, implementation, and evaluation</i>					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) Surveys employees to understand their work and health issues	1	2	3	4	5
b) Meets regularly to discuss and refine the program	1	2	3	4	5
c) Selects, implements and evaluates program components	1	2	3	4	5
d) Communicates effectively with workforce and senior management	1	2	3	4	5
Sum (out of 20 possible points) _____					
Program Facilitator Effectiveness <i>Facilitator assures overall quality of program management</i>					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) Coordinates meetings and creates detailed documentation	1	2	3	4	5
b) Provides for employee and supervisor training needs	1	2	3	4	5
c) Communicates effectively with workforce and steering committee	1	2	3	4	5
d) Coordinates implementation of the program with employees and supervisors	1	2	3	4	5
Sum (out of 20 possible points) _____					
Supervisor Support and Engagement <i>Supervisors support and engage in program participation</i>					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) Participates in all program components	1	2	3	4	5
b) Helps employees answer program related questions	1	2	3	4	5
c) Is available to discuss safety and health topics with employees	1	2	3	4	5
d) Provides program related information to Facilitators when needed	1	2	3	4	5
Sum (out of 20 possible points) _____					
Employee Engagement and Satisfaction <i>Employees engage in program participation</i>					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) I participate in all program components	1	2	3	4	5
b) I participate in some program components	1	2	3	4	5
c) The program meets my health and safety needs	1	2	3	4	5
d) I enjoy participating in the program	1	2	3	4	5
Sum (out of 20 possible points) _____					
Sum of all domains (out of 100 possible points) _____					

APPENDIX D CONT. PROCESS EVALUATION TOOLS

Active Workplace Program Process Evaluation Total Scores

Use this tally sheet to collect all team member scores, and calculate the average score of each domain.

Domain	Average Score
Organizational Support and Engagement	
Steering Committee Support and Engagement	
Program Facilitator Effectiveness	
Supervisor Support and Engagement	
Employee Engagement and Satisfaction	



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