



EU HANDBOOK

for the development of
well-being programmes



Co-funded by
the European Union



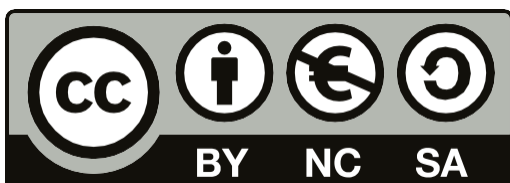
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September 2022



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INTRODUCTION

Well-being programmes have received considerable attention in the past three years, following the beginning of the COVID-19 pandemic, as employees felt even more stressed and had to experience higher levels of burnout, while striving to handle both their personal and professional life from the confinement of their home. This “buzz” created around the concept of wellness/well-being increased the scientific and professional/industrial interest in well-being programmes, leading to a big number of articles written in the past three years, aiming to shed light on which factors contribute positively when introducing well-being programmes at work.

A 2021 CIPD report showed that increasingly more senior leaders have employee well-being on their agenda (now 75%, up from 61% in 2020) and that 47% of employers now provide advice on healthy lifestyle to all employees.

The present EU Handbook has been developed in the framework of the THRIVE@WORK project which aims to promote **well-being at work** by encouraging **Human Resources professionals, Vocational Education and Training trainers, CEOs and owners of companies** to dedicate resources and invest in programmes for the psychosocial well-being of their staff. The aim of this EU Handbook is to help HR professionals with the development of well-being programmes, using best practices, existing gaps and practical guidance on workplace well-being, enabling therefore their employees to thrive.

The Handbook consists of six chapters

- > **Chapter 1** **What is well-being and why is it important**
- > **Chapter 2** **Factors to support successful well-being implementation**
- > **Chapter 3** **How to plan for a sound well-being program**
- > **Chapter 4** **Internal Capabilities, Resources, and Indicators to support a well-being program**
- > **Chapter 5** **The implementation phase: guidelines and measures for program implementation and risk management**
- > **Chapter 6** **Evaluation and Follow up**
- > **Chapter 7** **How to make well-being stick with your organization**



CHAPTER 1: WHAT IS WELL-BEING AND WHY IS IT IMPORTANT

Key points - Learning objectives

- > What do we mean by well-being?
- > Well-being at work - Description of PERMA model and its applicability in organizational context
- > Why is well-being important for organizations?
- > What is the current situation in Europe? Brief presentation of key findings from THRIVE@Work online questionnaire

Defining psychological well-being

Well-being is the state of being comfortable, healthy or happy, according to the Oxford English Dictionary. However, well-being as a concept is much more broader than this simple definition. The meaning of well-being is multidimensional and can differ from person to person. Well-being refers to a state of mind where one experiences positive emotions such as happiness and life satisfaction. It describes our ability to cope with everyday life and reflects how we think and feel about ourselves. Although there is no consensus around a single definition of well-being, in the present Handbook and to be in line with the scope of the THRIVE@Work project, the main focus of this Handbook will be on the psychological and social well-being.

Well-being in organizations; the PERMA model

The definition of well-being in the workplace can be based upon principles of Positive Psychology, which can be defined as the scientific study of human strengths and virtues, rather than focusing on one's weaknesses (Peterson, Park G Sweeney, 2008). Seligman's (2011) PERMA model (P-Positive Emotion, E-Engagement, R-Relationships, M-Meaning, A-Accomplishment) can be used to define well-being in the workplace.

> Positive emotions

refers to feeling pleasant emotions such as happiness, joy, pride and gratitude. Positive emotions in the workplace can foster greater levels of trust and collaboration.

> Engagement

refers to something that an employee can get engrossed in and absorbed in. Employees who are engaged in work experience a greater sense of accomplishment.

> Relationships

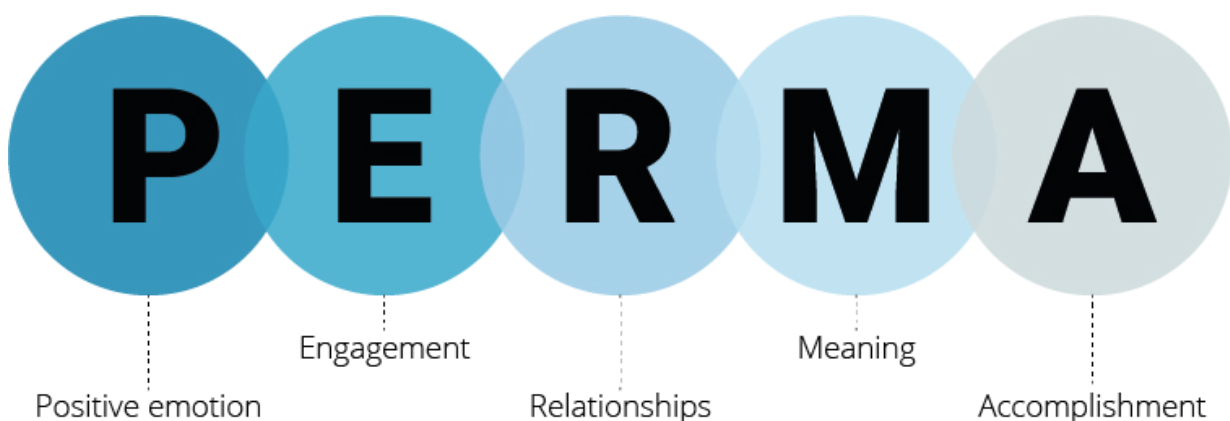
refers to social connectedness, through which our need for love, affection, attention, and interaction are met. In the workspace positive relationships are linked to increased productivity, happiness and improved overall well-being.

> Meaning

refers to purposeful and meaningful existence. Work becomes more meaningful when employees can see how their efforts have an impact on society.

> Accomplishment/Achievement

strengthens one's self esteem pushing therefore one to thrive and flourish in life.



Why is well-being important for organizations?

On average we spend $\frac{1}{3}$ of our day in our workplace, subsequently what happens at work significantly affects our emotional and physical well-being and vice versa. Fostering employees' well-being can lead to mutual benefits for both the employee and the organization. Organizations that invest in their employees' well-being help them flourish, thrive, and reach their full potential. There is no doubt then that well-being is a key factor in determining an organization's long-term effectiveness. A plethora of studies have shown that organizations that support and promote employee well-being enjoy various benefits such as:

Better employee engagement and increased productivity

A study conducted by the University of Warwick (Oswald, Proto, G Sgrosi., 2015) found that happiness made people at work 12% more productive, while unhappy workers were 10 % less productive. According to the Employee Engagement G Modern Workplace report (Bonusly, 2020), 95% of employees who claim to be highly engaged feel that the underlying factor leading to their engagement level has to do with their managers listening carefully to their needs and taking their feedback into consideration.

Lower absenteeism and turnover

Studies also support that employee well-being programs can reduce absenteeism rates for 78% of employers, leading therefore to financial savings of the company. In turn, a healthy work environment can lead to lower turnover levels as employees feel more motivated and want to stay in the company for longer.

Stronger employer branding

Employees who work for organizations that care about their well-being are more likely to recommend their organization to their peers. In the long term this could improve an organization's employer branding, help them attract new talent and reduce recruitment costs.

Build employees' resilience

Through well-being programs and practices employees can learn how to handle unforeseen work and personal related circumstances, helping them to improve their quality of life and manage crisis situations without panic.

Increases Creativity and innovation

A positive work environment can translate to a more positive attitude among employees. When employees feel more positive, they are more inclined to think creatively on the job. Creativity in the workplace, in turn, has a direct connection to a company's growth and prosperity.

Our recent study showed that:

In the framework of the “*THRIVE@WORK - Training programme for well-being at work for HR managers that want their organizations to thrive*”, partners from five different European countries (Greece, Cyprus, Italy, Bulgaria, Belgium) developed a national report based on desk research and primary findings collected through an online questionnaire.

Primary research results from data collected through an online survey, aimed to assess HR professionals’ perceptions and viewpoints on the importance of implementing well-being practices in the workplace, challenges they face during these efforts, the needs they might have and their intentions in developing well-being programmes. A total of 156 participants from all 5 participating countries took part in the online study.

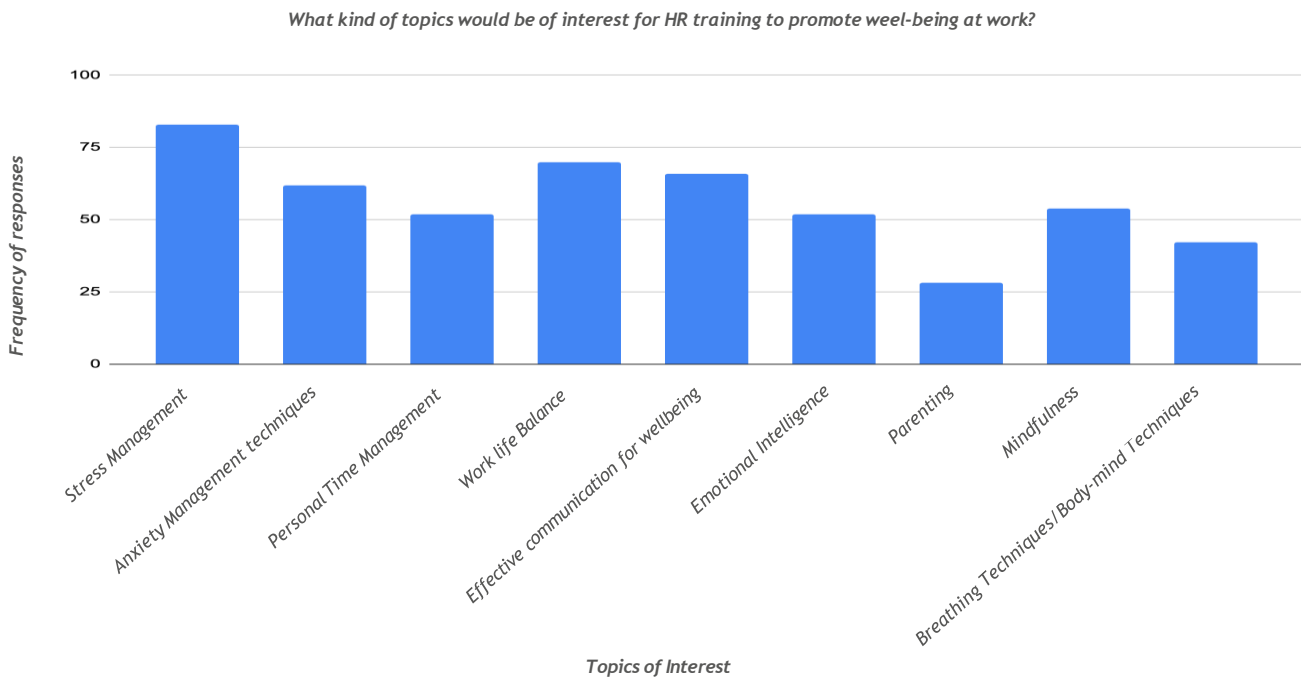


Figure 1. Training topics of interest for HR professionals to promote well-being at work.

Findings indicated that overall organizations in these five countries hold a positive approach towards well-being in terms of taking a positive action on health and well-being, taking employees well-being seriously, committing resources to promote employee’s well-being, and understanding the importance of employee well-being. HR professionals were also asked to rate on a scale from 1 (strongly disagree) to 5 (strongly agree) perceived factors that influence well-being at work. Organizations across all 5 countries scored moderately on *workload*, *Work-life balance* and *leadership commitment*. All five countries scored moderately to high on the *Health and Safety*, and the *Relationships* factor, suggesting that overall organizations are working towards creating positive work relationships and promoting health and safety at work.

Trainings that HR professionals across Europe are interested in implementing

Respondents mentioned a number of specific training to promote well-being at work that they would be interested in attending. It is important to note here that the most frequently mentioned trainings were stress management, work-life balance, and effective communication for well-being in the workplace.

Take Home Lessons

- > The meaning of well-being is multidimensional and can differ from person to person.
- > The main focus of this Handbook will be on the psychological and social well-being.
- > The PERMA model (P-Positive Emotion, E-Engagement, R-Relationships, M-Meaning, A-Accomplishment) defines five core elements that can contribute to employees' healthy sense of well-being at work.
- > Well-being is a key factor in determining an organization's long-term effectiveness.
- > Among the factors that affect well-being and need to improve is workload and leadership commitment.
- > The most frequently mentioned trainings amongst EU countries that participated in the online survey were stress management, work-life balance, and effective communication for well-being in the workplace.



CHAPTER 2: FACTORS TO SUPPORT SUCCESSFUL WELL-BEING IMPLEMENTATION

Key points - Learning objectives

- > Become aware of the factors that generate successful well-being implementation.
- > Understand the importance of leadership commitment in promoting well-being.
- > Understand the importance of establishing a culture of well-being within the organization.
- > Learn about several success stories of well-being programmes' implementation in the world of entrepreneurship.

What defines a successful well-being programme?

Answers may differ from one company to the other, as this is a multi-dimensional and complex issue. Any change effort that involves human can be time consuming and challenging and the results can be disappointing if this is not right. However, most well-being experts will agree that it is all about creating tangible benefits for both the employees and the company. *If the programme does not achieve a win-win situation for both the employees and the company, then it will be abandoned or it will be used by a fraction of the workforce, having as the result the poor achievement of long-term and sustainable positive results for both sides.*

Based on Renee Cocchi (2022), factors that determine success include promoting awareness, strong support by leaders and soliciting input from employees. Moreover, two key success factors are real engagement and overcoming relevant barriers: this involves engagement and support from all people in the hierarchy, from the CEO and the other senior leadership team of the company, the HR team, the middle management, and the rest of the employees. A well-being strategy or programme will only come to live and have a positive impact if it engages the majority of the employees. Engagement, support, motivation and strategy are the key to success.

Knock Down the Barriers

A major barrier that many companies face is the fact that a lot of employees do not want to be lectured about their lifestyle choices. Thus, it is important to clearly communicate to the company employees that there is no danger of this happening within the well-being programme that you will be initiating.

Of course, the first step in designing a well-being programme is to evaluate the situation for

your company. Evaluate what employees want and need. Businesses will reap real benefits if individual employee needs, which impact their well-being, were understood by the leaders in the workplace. Employees who feel cared for by their leadership and company are better poised to do well at work. Once the employees' needs are clear, they must be aligned with the overall strategic and financial goals of the company, as a budget needs to be devoted to design and implement the well-being programme successfully. Also, the programme needs to be aligned with the leadership team of the company, in order to really support it from Day 1.

In a recent article at Superwellness.co.uk (Angela, 2021), six key success factors that contribute to the success of well-being programmes are presented, as follows:

1. Inclusive & diverse

Both in methods of delivery and in content. For example, you need to take into account the different needs and stages in life of different employees, in terms of gender, age group etc. This will create enhanced engagement as you will be able to address topics that are important to them at different stages in their life (e.g., menopause for women of older age or 'eco-friendly' eating for younger generations of employees).

2. Measurable outcomes

Unless you can track how well your well-being programme is doing and whether it is achieving its objectives, it is not easy to justify its need in the first place and develop it further once it is proven that it has long-term positive results on a number of dimensions for both the employees and the company's performance. Of course, it is not simple to measure the performance of well-being programme, however, there are several ways to start with basic measurements, such as:

- > Yearly health and well-being survey.
- > Track attendance on well-being activities (e.g., webinar attendees, video downloads or platform logins) each quarter.
- > Identify KPIs which can give you an idea of impact at an organization level: sickness absence, employee engagement, productivity measurement such as sales performance or customer service scores.
- > Consider external awards and assessments which can provide a framework and evaluate current performance (Investors in People, Workplace Well-being Charter, Britain's Healthiest Workplace etc).

3. Plan for the longer term

To achieve engagement, this is built over time.

- > You need to have a clear plan of what kind of activities you are offering on a monthly basis and to track the response and acceptance of each one of these activities so that you know what needs to change and where to put focus on
- > Once the plan is clear, the senior management team along with the HR team/person need to communicate in a systematic and continuous way this plan to all employees at different levels and to promote each activity effectively. This requires strong support from senior management
- > It helps to have a well-being committee and these members can discuss priorities on a yearly basis and agree on common themes for each quarter.

4. Accessible, fun & informative approach

A pragmatic, down-to-earth approach along with some doses of humour can be important attributes to the success of a well-being programme. This can be achieved:

- > By adding fun parts like challenges or competitions, long with small prizes for the winners/best performers.
- > By providing interesting workshops or eye-opening seminars so that people learn some new and interesting can be beneficial, as the focus is on “why” this has a health benefit instead of focusing on “this is what you should be doing”.
- > If photos and presentations from well-being activities are shared (either internally or on social media), this helps in gaining visibility and persuading more people to come along in the next activity.

5. Champion-led engagement

Well-being champions or ambassadors have a key role to play in the success of a well-being programme, as they can identify the real needs of the workforce and thus contribute in the development of a well-thought and customised well-being programme for the company. It is a good practice to ask employees to volunteer for these committees rather than nominating yourself. Once the committee is formed, provide clear role description, and ensure that they have a clear and structured agenda, with regular meetings and so on. Of course, these people also need to receive proper training in order to be able to fulfil their role.

6. Tailored implementation

As no two companies are the same, it is important to identify from the start the key needs and also the type of limitations that exist, as you will need to work around these. In some situations, communication options are limited or there are organizations with employees from different cultures and levels of education. All these needs have to be taken into account both during the design and the implementation of the well-being programme. These six factors from the Superwellness.co.uk article form the word IMPACT as illustrated in diagram.

The role of leadership commitment in creating a supporting work environment and promoting workplace well-being

A culture of well-being starts at the top. Bringing in senior stakeholders early in the planning stages usually can make the rest of the process easier and more fluid. We want leaders to championing the implementation of a well-being programme, not just checking off the boxes and moving on to something they consider more important.

Of course, not everyone in leadership or senior positions understand the importance of a well-being programme and that's where awareness and education seminars come into play, in relation to the importance not just on employee wellness and job satisfaction levels but also on business performance too.

Communication is vital so the leadership team will buy-in to the concept that improving access to mental health and wellness offerings isn't just the right thing to do, it is also good business. You may need to make a case for investment in time and finance and for the benefits of well-being for the organization's wider success. The HR manager that will be suggesting the design and development of a new well-being programme needs to emphasise to the top leadership team that these programmes help increase profitability, reduce turnover, increase employee engagement, and encourage better work performance. Plus, all the other benefits that come from happier and healthier employees. Moreover, there is real financial Return on Investment (ROI). To get the executive support and to convince all other relevant departments (like Finance, Procurement, etc.) you need to prove that there is high ROI on these programmes, and this can be manifested by setting metrics that tie wellness to ROI. Employers and managers worldwide require real-world evidence that workplace well-being programmes are an investment that yields valuable returns rather than a cost. Thus, the supporters and initiators of such programmes need to study relevant recent scientific papers that support this evidence and present it to the people that will be making the decision.

Unless you have a leadership team that really supports and champions a corporate wellness programme, this cannot be successful. It is a top-down process, and it is not straight-forward nor easy to achieve quick results. Thus, it needs leadership commitment, patience, continuous support and awareness efforts and changes when these are needed, to make the programme easier to follow, user friendly and attractive.

Culture

Generating a fertile environment, that is, creating the appropriate *culture*, is essential for a successful implementation of a well-being program within a company. Creating a culture of

well-being precedes the actual implementation of a well-being program, since a company's culture constitutes the seedbed determining the success or failure of such a program (Purcell, 2019). Consequently, there is a list of steps that need to be taken, as well as a strategic planning that needs to be designed, in order for the notion of 'well-being' to become part of all the procedures and policies, so as to make well-being programs stick within the company, rather than constituting an "add on" of the existing culture (Silcox, 2016). This will also help employees understand and embrace the importance of well-being per se, rather than perceiving the existence of well-being programs as a time-consuming process which holds them back from their daily tasks (Valencia, 2021).

- > The first action that needs to be taken is to get the support from the company's leaders, the Board of Directors, and make sure that they themselves perceive the importance of well-being programs. HR professionals need to increase leaders' and managers' awareness about the benefits of such programs through analyzed data and reports (Valencia, 2021). Leaders and managers, in turn, need to understand that they act as role models in conveying to the employees the feeling that leadership cares about their well-being, so as to encourage, as well, the engagement and participation of employees in well-being programs (Martic, 2020). Only if the top and middle management gets excited and willing to be involved in such a process can the success of a well-being program be ensured (Peterson, 2022).
- > Effective communication strategies should be applied in order to get people informed about the implementation of a well-being program. Implementing a program without anyone knowing about it, will definitely not work. Constructive awareness sessions are therefore important in getting everyone within the company aware of the benefits of well-being as such, the program itself and its activities. Moreover, face-to-face, or electronic communication, or even advertising the program through the company's media will help in subconsciously passing to the employees' minds the idea that well-being is and should be part of the company's culture, making it therefore easier for the change to stick within the company (Zula, 2014).
- > When it comes to facing challenges, in this case the cultivation of a new culture, finding allies within the company is vital. Allies are people who help, advise, or provide information to others. Having those people is thus essential when trying to implement a change within a company, since they act as collaborators in exchanging ideas and finding solutions to potential issues, something that will definitely make the process of implementation much smoother and quicker than if someone tries to get things done alone. However, in order to achieve building relationships of alliance, one needs to start by being supportive to people who need it, so as for them to repay the supportiveness received, while being in a constant engagement, through an open and timely communication. Consequently, having allies who share the same vision will positively contribute to the establishment of a well-being culture within the company (Mind Tools, 2022).
- > Apart from allies, internal sponsors and employee champions who passionately embrace the idea of well-being and have an influence on employees can get involved in the process of encouraging program participation (Silcox, 2016). For instance, people in positions of privilege can take advantage of their position in expressing the benefits of a well-being program, in an underground kind of way, though. For example, in meetings or

even informal gatherings, someone can mention during the discussion a potential positive outcome of a well-being program, or something that was previously learned through a different program implemented in the company. This will help in persuading employees, in a non-imposing kind of way, that well-being programs are necessary for the company.

- > Relationships and partnerships are also important for the utilization of all available resources in generating and establishing a successful well-being program. This is because, employee well-being programs constitute organized, employer sponsored programs, aiming to support employees in improving their life quality, while enhancing their personal effectiveness and the company's financial position. Hence, partnerships will help in creating more opportunities for well-being activities for employees to participate, without much additional cost to the employer. These include health plans as well as a variety of other opportunities of wellness activities offered by internal and external partners, which will make such programs more appealing to the employees (Zula, 2014).

Take Home Lessons

- > A well-being program requires a win-win situation for both employers and employees to achieve success.
- > Six different factors contribute to the success of a well-being program (i.e., inclusive, and diverse, measurable outcomes, plan for the longer term, etc.).
- > The success of a well-being program is a top-down process. Unless a supporting work environment is created through leadership commitment, success cannot be ensured.
- > The establishment of a well-being culture prior to the actual implementation of a well-being program is required. Well-being needs to become part of all the policies and procedures within the company, rather than an “add-on” to the existing ones (e.g., support from the leaders, effective communication, find allies, internal sponsors, etc.)





CHAPTER 3: HOW TO PLAN FOR A SOUND WELL-BEING PROGRAM

Key points - Learning objectives

- > Understand why planning is important
- > Know all the relevant steps in planning a well-being program
- > Learn from best practices of different forms of well-being programs
- > Know how to communicate about and raise awareness of well-being at work

We will now explain how to plan for a well-being program which can be implemented by an internal or external responsible party or a joint effort of both. It is important to note here that there is no one-size-fits-all-solution when it comes to well-being programs. Each organization needs to assess their own situation in terms of goals, ambitions and capabilities.

In general, a complete well-being program includes the following 8 steps:

> **Understand the strategic visions of the organization - and define goals for well-being policy**

The first step in planning a well-being program is to define the goals of the organization, at the individual, team and corporate levels, and use these goals as priorities for their well-being programs. In general, the goals and ambitions of an organization stem from the organizational visions, as declared in their overall Strategy. Relative to long-term organizational visions, short and middle-term goals function as periodical milestones. For example, a tech company aspires to become more innovative and competitive in the fast-paced industry. However, its employees experience a high level of stress due to their workload. In this case, the organization needs to focus on stress management, allocation of tasks at the individual and team levels when planning a well-being program.

> **Clarify who is responsible for employees' well-being**

In order to plan and implement a well-being program, organizations need to first clarify who will be responsible for employees' well-being. According to the law, the employer takes the responsibility of their company and what happens within. Based on the consolidated findings in the five above-mentioned partner countries, employees believe that HR, the management team, including higher management (ex., CEO) and the department heads, as well as the department head of the prevention/health, safety and wellness are the responsible internal party for employees' well-being. However, the employer is not the only responsible party;

employees themselves should also use the existing knowledge and resources and comply with the organizational well-being measures. It is very much about the role clarity within the organization, the clear communication about the roles, as well as the collaboration between individual employees and the organization.

> Internal service for prevention and protection at work

Every company should set up an internal prevention and protection service (IPPS), which consists of one or more persons within the company – prevention advisors – who support the management team in complying with regulations and implementing preventive measures. The profile of the prevention advisor depends on the size and the sector of the company. For example, in an organization with less than 20 employees, the employer (ex. owner of the company) can function as the prevention advisor, whereas in larger organizations, an employee can be appointed.

> External service for prevention and protection at work

Depending on the size, expertise and capacity of the organization, External prevention and protection service (EPPS) can be utilized. This service usually consists of two aspects: medical supervision and psychosocial risk management. When hiring external service providers, it is important to check their credentials, technical capabilities, and references. A list of recognized service providers can be consulted in certain countries such as Belgium. The EPPS works together with the IPPS or the prevention advisor of the organization to achieve well-being goals defined by the organization.



(Source: https://www.beswic.be/sites/default/files/public/content/download/files/NL/helder_handig/gids_web_nl.pdf)

> Assess the knowledge of the responsible party

It is essential that the responsible party of the IPPS and EPPS has sufficient knowledge in the field of workplace well-being, especially psychosocial risks analysis, including stress, burnout and harassment. In addition, the prevention advisor needs to have the capability of coordinating or implementing prevention activities. For example, a prevention advisor should have obtained at least a Master diploma in Psychology or Sociology, with 3 – 5 years of experience in the field related to psychosocial aspects. The consolidated findings on the European level show that 30% to nearly 60% of the participants indicated that there are no staff within their organization who have received a training on how to promote well-being at work. This implies a strong need for training and continuous training for the responsible individuals and parties across organizations in European countries. Responsible individuals have the right and obligation to take continuous trainings, to keep abreast of changes in regulations on workplace well-being and scientific and technical advances in the field. The obligation for additional training applies to all prevention advisers, regardless of their education background and experiences. In this training program, we propose a self-test for HR professionals or other responsible individuals involved in well-being programs or training within organizations. This short assessment helps responsible parties to identify their level of knowledge as well as areas for improvement. For example, in Belgium, an identification document is used to clearly describe the distribution of tasks between the internal and external parties. In principle, the identification document includes the following information:

- a. The objectives of the internal prevention service
- b. The competences that the organization possesses internally the know-how that is sought externally
- c. The composition of the responsible service
- d. The (minimum) duration of the engagement of the prevention service, so that tasks are performed properly and objectives are achieved
- e. The administrative, technical and financial resources of the internal service

This document needs to be kept up to date, so that responsible internal and external parties can use it as a blueprint.

(Source: https://www.beswic.be/sites/default/files/public/content/download/files/NL/helder_handig/gids_web_nl.pdf)

> Assess the well-being situation of the organization and analyse the needs of the employees

It is important to know the existing situation regarding the well-being in your organization and be able to describe the specific needs of your employees. Possible ways of assessing the overall well-being situation of the organization include well-being surveys, psychosocial risk analysis, absenteeism data, complaints from employees, conversations with employees, etc.

To get a comprehensive view of the well-being situation of an organization and the organizational dynamics, it is best to assess both positive and negative well-being indicators. For example, measuring negative well-being indicators such as stress, burnout, and harassment provides an indication of the psychosocial risks, whereas measuring positive indicators such as engagement, organizational commitment, and job satisfaction in the meanwhile provides insight in the positive aspects of employees' well-being. The positive aspects can be used as buffers against negative aspects. Together, they form a balanced view for the employer and the employees on how they are doing in terms of well-being. In addition, organizations need to assess the risk factors that have an impact on the well-being of employees. The impact factors situate at the organizational, team, management, task, as well as individual levels. For example, degree of bureaucracy (organizational level), social atmosphere within a team (team level), support from management (management level), job demands (task level), as well as resilience (individual level) all have an importance impact on the well-being of employees. Only a thorough understanding of the situation will help organizations to take meaningful and purposeful actions. The current situation analysis can further contribute to the determination of a SWOT analysis framework that summarizes the Strengths, the Weaknesses, the Opportunities and the Threats of the organization. The SWOT analysis shapes an empirical overview of the well-being status within the organization and enables decision makers to think and re-think possible measures and actions.

> Define the scope of the well-being program

Following the assessment of the current well-being situation the fifth step comprises the definition of the overall scope of the well-being program. To achieve the objects in the area of employee well-being, responsible parties can define short-term and long-term scope of the well-being program. The scope aligns and reflects the well-being strategy of the organization. For instance, the organization can start by drafting a global well-being plan, which usually consists of the following elements:

- a. The overall well-being situation of the organization, including positive and negative well-being indicators, as well as the factors at different levels that have an impact on employees' well-being.
- b. The objectives of the global plan based on the assessment of the well-being situation. The action plan that has been drafted based on the assessment.
- c. The concrete activities that need to be undertaken to achieve the objectives.
- d. The organizational, financial and human resources needed to undertake the planned activities.
- e. The role and responsibility of all the involved parties.

Besides the long-term global plan, it's necessary to have a detailed annual or periodic action plan. This short-term plan defines the objectives within the coming fiscal year or calendar year. In particular, the short-term well-being plan usually consists of the priority objectives in the coming year, the resources and methods to achieve the objectives, the roles and responsibilities of involved parties, and the adjustments that need to be made in the global

well-being plan if needed.

The consolidated national reports show that in various European countries, well-being programs have been implemented in the past two to five years, and employees also indicated the trainings and programs they wish to receive in the coming two years. In particular, work-related stress appears to be a major problem, and participants from all partner countries indicated a strong need for trainings about stress management. Successful programs have been implemented to reduce stress at work and improve employees' well-being.

For example, since 2015, the Center for Mental Health Care (CGG Kempen, Belgium) has been working on prevention of burnout by raising awareness and offering concrete tools for better self-care and adequate coping. In 2019, the following actions were taken:

- > An intensive 2-day group course 'Living in Balance' with four separate modules on 'informing and sensitizing', 'self-awareness and increasing capacity', 'discovering one's own values, talents and energy providers' and 'workload and energy consumers'
- > Internal trajectory: information session 'stress in the workplace', psycho-education about the effect of stress, the causes and consequences of stress.

Raising awareness contributes tremendously to the success of a well-being program. It helps employees to recognize that the organization attaches high importance to employees' well-being. It also provides practical information about how and where employees can access resources to improve their well-being. This way, employees take workplace well-being into their own hands.

> **Communicate to raise awareness of workplace well-being and the ongoing program**

Communication is key. It's important to note that communication in all channels needs to be mobilized. In specific, communication includes the following aspects:

- a. A clear documentation of the long-term and short-term well-being plans. This needs to be brought to the attention to and streamlined among all responsible parties (both internal and external) of the well-being program.
- b. The organization's vision, values and objectives of well-being should be made clear and visual to the employees, for example, by internal communication, website, newsletter, team events, social media, etc.
- c. The contact information of the responsible parties needs to be clearly communicated to employees.
- d. Information and materials of specific well-being themes need to be easily accessible to employees. For example, texts, tips, advice, exercises and videos about various well-being themes should be placed on the sharepoint (or other forms of information management platform) of the organization, so that employees can easily find it.
- e. Sensitizing messages need to be distributed and awareness raising campaigns need to be set up to reach as many employees as possible. Responsible parties should

also take timing into account to achieve maximum outreach. In particular, sensitizing message needs to distribute about 1 – 2 weeks before the launch of the program. During the implementation of the program, responsible parties can send weekly reminders to keep the enthusiasm of the employees.

- f. Feedback to the employees about the outcomes of the well-being program need to be planned. In this way, employees feel more rewarded for their input and effort. Being able to provide feedback empowers employees and increases their willingness to engage in future programs.

It goes without saying that organizations need to adapt these points according to their individual situation. For example, in Flemish, “u” en “je” (i.e. the respectful and casual forms of you) are used in different occasions. Depending on the organizational culture and communication style, adopting a casual form may reach more employees. For assuring a successful and smooth implementation of a well-being program it is recommended to develop a communication and sensibilization strategy that comprises successive unequally spaced actions in time, namely a) before launching of the program, b) by the launch of the program and c) ongoing – in the course of the implementation.

> **Implement the selected well-being program**

Experience shows that successful well-being strategy only come from sustainable approaches and integrated initiatives. It's important to clearly define the phases of implementation and the role and responsibilities of the responsible parties, both internal and external actors. Chapter 5 will discuss in detail how to implement a well-being program.

> **Evaluation of the well-being program and action planning for improvement**

Aligned with the long-term objectives, organizations and responsible parties draw up action plans based on the results of the implemented well-being program. This is a joint effort of all the parties involved, both internal and external. Management engagement and commitment plays an important role in the success of action plans. However, meaningful and effective action plans can only be developed together with employees. In this context it is from profound importance to evaluate the well-being outcomes and results after the first year of its implementation. The main target group of the evaluation are the beneficiaries, namely the employees of the organization. Employees' feedback can be collected through a short online evaluation questionnaire. Another target group are managers and key persons involved in the implementation of the programme. The deployment of focus groups and individual interviews plays hereby an important role to gain insight into the experience, thoughts, considerations and opinions.

In principle, an action plan needs to include the following elements:

- a. A clear description of the goal(s);
- b. Steps / actions that need to be carried out to reach the goal;
- c. Role and responsibility of the working group;
- d. Deadlines and milestones;
- e. Resources needed;
- f. Evaluation of progress. There are various well-established methods to develop action plans, and a variety of templates with free access can be found online.
- g. Workshop with the management team to determine the priorities and objectives for the well-being program of the next period, considering the outcomes of the evaluation.

Best practice: An integrated approach to resilience and well-being: Feelgreat@Proximus

The Feelgreat@Proximus journey is an integrated well-being approach, focusing on the employees' resilience. A complementary investment is made at the organizational level, assessing the work environment regarding workload, motivation, teamwork, leadership and the context in which the employees are working. This way, the stress-inducing factors can be reduced and the motivating factors can be maximized at the group level, on top of increasing the resilience on an individual level.

This program is implemented in cycles of 3 phases:

> First

An analysis of psychosocial risks, a first step in tackling well-being at the organizational level, gaining insight in how the work environment affects employee well-being, motivation and performance, not on an individual level but on team and group level.

> Second

These insights are translated into actionable solutions for each specific subgroup.

> Third

The effects of these solutions are measured to see if they actually contributed to the general level of engagement within the organization.

In concrete, Proximus started with a working group consisting of external experts, social unit consultant, HR and the prevention advisor, who defined together the different steps. The first step is about awareness, discussing with the company how to involve employees and to show that the company cares about them. A video was made where the prevention advisor and head of sales introduced the psychosocial risk analysis.

Next, the working group reviewed the questionnaire with the external service provider and adapted it to the target group based on interviews done with direct sales employees of different shops. Unions were informed during the entire exercise. Once the results were known, the working group started to work on an action plan on corporate level. Additionally, workshops were held on district and shop level to have a specific action plan based on their own results. Results G action plans were communicated towards all employees in a video. The execution phase of the action plan takes 6 to 12 months. The progress of actions is measured with a barometer. Besides, Proximus has organised a wide range of activities to make their employees aware and give them food for thought and inspiration. They took it even one step further by partnering up again with Pulso in order to provide their employees with tools to take their resilience in their own hands.

Take Home Lessons

Plan a well-being program in 8 steps:

1. Understand the strategic visions of the organization - and define goals for well-being policy
2. Clarify who is responsible for employees' well-being
3. Assess the knowledge of the responsible party
4. Assess the well-being situation of the organization and analyse the needs of the employees
5. Define the scope of the well-being program
6. Communicate via various channels to raise awareness of workplace well-being and the ongoing program
7. Implement the selected well-being program
8. Evaluation of the well-being program and action planning for improvement





CHAPTER 4: INTERNAL CAPABILITIES, RESOURCES, AND INDICATORS TO SUPPORT A WELL-BEING PROGRAM

Key points - Learning objectives

- > How to assess the well-being status on organizational level and the employees' attitudes towards well-being programs?
- > How to assess my HR capabilities for preparation and implementation of a well-being programme?
- > Different kind of well-being and psychological assessment tools on individual, managerial and company level.
- > Indicators that facilitate successful workplace well-being program
- > Quantitative and Qualitative criteria for workplace well-being.

This chapter provides exemplary tools, elaborated for the purposes of the current Handbook, as well as ideas for free resources and tools in order to help organizations to carry out a preliminary assessment of the workplace well-being and to get a clear understanding of factors that influence well-being at work.

Employee's feedback can also be gathered through informal meetings or conversations, focus groups, team meetings or suggestion boxes. It is essential that feedback is encouraged from employees in all departments whether they work onsite or offsite.

> **HR Capabilities self-assessment tool**

An important part of the successful planning and implementation of a well-being programme at organizations is the self-assessment of your capabilities - knowledge, skills and attitudes with regards to the topic. This self-assessment can take the form of a questionnaire which could be used by HR specialists, well-being experts, Health & Safety experts, prevention advisors or other people in the organizations, who have been assigned the responsibility for the well-being programmes. An exemplary questionnaire is presented in [Appendix No. 1/ Annex 4.1](#).

> Focus groups/interviews

Focus groups are a powerful tool to help you engage in consultation with workers. Focus groups can help you identify and analyse emerging psychosocial hazards and inform future planning identified in the risk assessment process. They're ideal for consulting with workers and enable the collection of meaningful data on people's perceptions of their work environment. Reasons for using focus groups include:

- > to obtain more detailed information and insights into the importance of psychosocial hazards
- > to better understand opinions and issues regarding the work environment and design of work
- > to establish a safe and open environment to express views about the people at work survey results
- > to provide a broad representation of diverse ideas and experiences on the topic
- > to generate strategies and solutions for addressing psychosocial hazards in the future.

Free resource:

- > Focus group guide how to prepare, how to conduct the focus group, and how to analyse and report on the data: https://www.worksafe.qld.gov.au/_data/assets/pdf_file/0017/15740/focus-group-guide.pdf

> Other tools and instruments to assess well-being at work

Healthy Workplace Audit tool

The work health and well-being risk assessment tools and surveys listed below, will help you identify and assess your risks. They focus on work organization, work environment, workers and provide information about:

- > your existing organizational structures, systems and processes as well as leadership commitment
- > your organization's key motivators or priorities for investing in work health and well-being
- > your worker's chronic disease risks.

The Healthy Workplace Audit assists you to record current or preexisting strategies, identify areas of untapped potential and consider areas of interest to set your workplace health and well-being goals.

Free resources:

- > Healthy Workplace Audit tool: <https://www.worksafe.qld.gov.au/safety-and-prevention/health-and-well-being/healthy-workplace-audit-tool>
- > Free online resources to increase understanding of mental health in the workplace: <https://www.headsup.org.au/training-and-resources/educational-and-training/beyondblue-resources>

> How to assess and prioritise psychosocial risk for managers and workers

The risk management process involves assessing the likelihood and consequences of injury or illness that may result from exposure to psychosocial hazards.

Free resources:

- > Psychosocial risk assessment tool for managers: https://www.worksafe.qld.gov.au/_data/assets/pdf_file/0027/19476/psychosocial-risk-assessment.pdf
- > Stress management competency indicator tool: <https://www.hse.gov.uk/stress/mcit.pdf>
- > Self-care assessment tool: <https://au.reachout.com/articles/quiz-checking-in-with-yourself>
- > Psychosocial risk assessment for workers: <https://www.worksafe.qld.gov.au/safety-and-prevention/mental-health/people-at-work>

After gathering baseline information about the workplace environment and employees, you should then be able to identify where the gaps and needs are and what areas to focus on before you implement your programme. When it is time to evaluate the programme you can go back and reuse these surveys again to allow you to see what positive changes have been made or if there are things that could still be improved.

> Quantitative and Qualitative criteria for workplace well-being

Individual-level health promotion and risk reduction well-being programmes aim to (one or more of):

- a. prevent poor mental well-being;
- b. promote positive mental well-being;
- c. improve mental well-being.

When you develop your own assessment tools, you might consider the following quantitative and qualitative indicators:

QUANTITATIVE	QUALITATIVE
<p>Employee outcomes</p> <p>Any measure of mental well-being (using objective measures and/ or validated self-report measures)</p> <p>Job stress, burnout or fatigue (using objective measures and/ or validated self-report measures)</p> <p>Symptoms of mental health conditions such as depression, anxiety, insomnia (using validated self report measures)</p> <p>Absenteeism</p> <p>Presenteeism</p> <p>Productivity</p> <p>Job satisfaction, engagement or motivation</p> <p>Uptake of support services</p> <p>Quality of life</p>	<p>Eligible studies will include as outcomes the views and experiences with the interventions of:</p> <p>employees receiving the interventions</p> <p>employers</p> <p>Those delivering the interventions (HR/ Health Safety/Well-being Experts)</p>
<p>Employer outcomes</p> <p>Productivity</p> <p>Absenteeism</p> <p>Presenteeism</p>	

Take Home Lessons

- > Different assessment tools (questionnaires, focus groups, interviews) should be use to assess the workplace well-being on organizational, team, management, as well as individual level.
- > The assessment tools allows you to gather baseline information about the workplace environment and employees at the very beginning. You should then be able to identify where the gaps and needs are and what areas to focus on before you implement your programme.
- > It is important to identify and assess risks in the workplace that have the potential to cause poor physical and mental health conditions including the chronic disease risk factors.





CHAPTER 5: THE IMPLEMENTATION PHASE: GUIDELINES AND MEASURES FOR PROGRAM IMPLEMENTATION AND RISK MANAGEMENT

Key points - Learning objectives

- > What are the three main phases of program implementation?
- > What are the steps that need to be followed in each of the three phases of implementation?
- > What are the main risks that can be encountered in the implementation phase?
- > How could and should these risks be managed, tackled, or mitigated in order to maximize the impact of the program?

This chapter defines steps and guidelines for the implementation of the program, which follows the planning phase described in Chapter 3, and provides mitigation measures and strategies for the management and resolution of risks and problems that may emerge throughout the implementation phase.

Section 1 - The three phases of program implementation: a step-by-step approach

Program implementation follows the planning phase, as detailed in Chapter 3, and entails three main phases:

- a. Preparatory phase
- b. Actual implementation phase
- c. Follow-up

This section presents the three phases of program implementation and defines guidelines for each phase. It is important to bear in mind that the instructions below aim at providing general guidance; they do not refer to a specific program and the specificities of each well-being program may require some kind of adaptation or modification of the steps defined.

The preparatory phase: mapping employees' preferences and availability

The preparatory phase starts once the program has been planned and the activities, providers and modalities have been defined, according to guidelines in Chapter 3. Once the program has a structure, the HR professional, in-company VET trainer, or whoever is responsible for the program can proceed to the preparatory phase. This phase consists of a mapping of employees' availability and preferences, which helps the HR manager to define a schedule of relevant activities to be conducted.

The mapping can be done through a questionnaire that is distributed to the staff and inquiries about:

> Preferences on which activities to implement:

Based on the program developed, employees are presented with a few options of possible activities for well-being at work among which they can choose and express their preferences.

> Availability:

Dates and time slots are proposed, and employees choose their preferences according to their availability. Alternatively, general moments of the day are proposed (e.g. beginning of the workday, end of the workday, during or after the lunch break, etc.).

The HR manager collects staff preferences and availability and selects which activities from the program to implement, on which days and at which time, and either online or in-person. An agenda with all the activities is eventually finalized.

The actual implementation phase: a step-by-step guide

The steps that need to be followed for the implementation of the activities envisioned in the final program and agenda vary according to whether the activities are online or in-person.

Online activities

> Step 1: Promoting the programme and raising awareness

The agenda and schedule of all the activities is shared with the staff. Employees are informed on the schedule of activities and on detailed information related to the type of activities and the material and equipment that is expected from them. In addition, a registration form is shared so that the employees can record their participation, which allows the HR manager to have the number of participants and keep a record. The material can be shared via email or through any sharing tool that the organization normally uses.

> **Step 2: What communication tool?**

The HR manager opens a channel of communication with the staff for the periodic sharing of the activity and any program-related communication: it can be a Skype Group, a Facebook private group, a mailing list, WhatsApp group, Trello, or any other application that employers and employees are more familiar with.

> **Step 3: Circulation of the activity**

The person responsible for the implementation shares the activity with the staff on selected days, according to schedule. The staff is given a time slot when to carry out the specific activity, which may be guided through an app, a video, or other kind of instructions, and is Responsible to implement the activity in autonomy.

In-person activities

> **Step 1: Circulation of the agenda**

The agenda and schedule of all the activities is shared with the staff. Employees are informed on the schedule of activities – date, time, venue- and they are provided with detailed information related to the type of activities and the material and equipment that is expected from them. In addition, a registration form is shared so that the employees can record their participation, which allows the HR manager to have the number of participants and keep a record. The material can be shared via email or through any sharing tool that the organization normally uses.

> **Step 2: Sharing of activity-specific information**

The person responsible for the implementation shares detailed information a few days before the upcoming activity with the staff: this could be done as an info-pack with all the needed information on the date, time, venue, any needed equipment or preparation that is expected from the staff.

> **Step 3: Implementation of the activity**

The activity is carried according to what has been planned. Participants record their participation on a registration form.

> **Step 4: End of activities**

The HR manager collects all the registration form and any other material requested from the participants.

In general, when implementing the program, it is important to inform employees about specific activities and to always facilitate their active participation. In addition, it is important

to keep records, monitor participation in activities, identify barriers on an ongoing basis and solve problems.

The Follow-up Phase

The follow-up phase is as important as the actual implementation phase and needs to be included in the planning. A follow-up ensures that the program implemented has an impact as it allows the HR manager, the staff and the trainer/s to make sense of the activities carried out, collect feedback and plan activities ahead, so that the promotion of well-being at work is integrated into the annual planning of the organization/company. The follow-up session/s are integral part of the Monitoring and Evaluation process, described in detail in Chapter 6.

Section 2 - Obstacles and Risks: Mitigation Measures and Potential Solutions

Principles of risk management

Possible risks and obstacles may emerge throughout the implementation phase and may hinder the carrying out of the program. Each company and organization possess the capacity to adequately address, and eventually resolve, any project risks that might jeopardize the successful implementation of activities and the delivery of planned results. To formalize the process of risks' identification, evaluation and resolution, a Risk Management Plan should be an inseparable part of the well-being program and should define the risk management procedures, the areas of application, the implementation processes and the roles and responsibilities.

In general, effective risk management requires the following ingredients:

- a. Flexibility, and the ability to re-adapt and re-shape the program during the implementation phase.
- b. Active listening, in particular towards employees, their needs and preferences, in order to maximize the impact of the well-being program
- c. Constant monitoring, and, to this end, a *health and well-being champion* may be appointed, functioning as an intermediary and a link between human resources professionals, trainers, employees and employers.

The Risk Management Plan

There are numerous risks and obstacles which frequently emerge throughout the implementation of well-being programs. Below is a list of the most common ones as well as of those identified through primary research conducted with Human Resources professionals by the THRIVE@WORK consortium in five different EU countries; for each of the risk/obstacle identified, one or more mitigation measures are reported, which may serve as suggestions for problem-solving and risk management.

RISK MANAGEMENT PLAN

RISKS	POSSIBLE MITIGATION STRATEGIES
Lack of resources	<ul style="list-style-type: none"> > Resorting to online applications, videos that are free of charge > Resorting to volunteers working in the organization/company
Lack of motivation from staff or dropout	<ul style="list-style-type: none"> > Ensuring constant monitoring, collecting employees' feedback <i>during</i> the implementation phase and adapting the program to participants' preferences and needs as they emerge – this can be done through surveys, and individual or group sessions > Appointing a <i>health and well-being champion</i> that monitors the progress of activities and functions as a link between employees, trainer/s, human resources professionals and CEOs – <i>see also “Appointment of a health and well-being champion” below.</i> > Organizing sessions beforehand to raise awareness on the benefits of well-being at work
Lack of leadership commitment or flexibility	Organizing awareness-raising sessions with leadership on benefits of well-being at work for staff performance and on the importance of giving staff the time for these activities
Lack of expertise in promoting well-being at work	<ul style="list-style-type: none"> > Resorting to external providers > Capitalizing on skills of staff > Looking for and investing in training opportunities for future trainers/ HR managers of the well-being program
Lack of continuity and follow-up	Including follow-up within the program, appointing <i>health and well-being champion</i> responsible for follow-up
Worsening of the Covid-19 pandemic – lockdowns, restrictions on movement and/ or in-person meetings	Contingency plan for the implementation of activities online

Take Home Lessons

- > It is important to identify and implement the steps of both online and in-person activities which follows the planning phase
- > There are numerous risks and obstacles which frequently emerge throughout the implementation of well-being programs. However, for each of the risk/obstacle identified, there are mitigation measures for problem-solving and risk management.





CHAPTER 6: EVALUATION AND FOLLOW UP

Key points - Learning objectives

- > To understand the importance of the evaluation process
- > To get a realistic view of how to conduct an evaluation
- > To know how to obtain useful data
- > To understand what a good evaluation tool looks like

The evaluation phase is important because it allows HR professionals or managers to make decisions about the well-being training program. Decision makers need to know whether they need to change, continue, or modify a program. To support these decisions, HR managers need data which can be obtained through tools.

What does a good evaluation well-being measure look like?

- > **Good quality:** captures the concept of well-being (validity) and gives results that can be reproduced (reliability) also it is
- > **Easy to use:** Succinct and suitable for use in surveys; easy to understand, score and interpret; provides helpful results and can be used online
- > **Ethical considerations:** Any well-being evaluation should fit with your established approaches and safeguarding policies

Data to evaluate a well-being program can be obtained through:

- a. The recipients of the well-being program.** We can measure the reactions or their overall satisfaction with the well-being program through questionnaires or interviews and focus groups. This data will enable you to assess important training outcomes in order to monitor the progress of the well-being training program, to get early feedback, and to take corrective action. You can administer a questionnaire to the participants of the well-being program after the completion of the training or during its implementation. If you choose to administer the questionnaire at the end, you will get an overall and final assessment of your well-being program. If you choose to measure recipients' reaction or satisfaction during the implementation, you will have the time to take corrective action before the completion of the program.

Example

An example of such a questionnaire can be found in the Appendix 2. The first 4 questions measure overall satisfaction with the well-being program (which could be training or any other form). Questions 5 and 6 are open ended aiming at capturing the strengths and areas of improvement of the well-being program. You can include this short scale in your annual opinion survey to save time and money.

You can also conduct interviews or focus groups as described in chapter 4. When you conduct an evaluation of a well-being program you need to be aware that:

When collecting well-being data through a focus group or a personal interview you will be talking about sensitive topics and some of your employees may:

- > **feel distressed or ashamed**
- > **reluctant to share feelings or experiences**
- > **think that this is related to their performance evaluation**

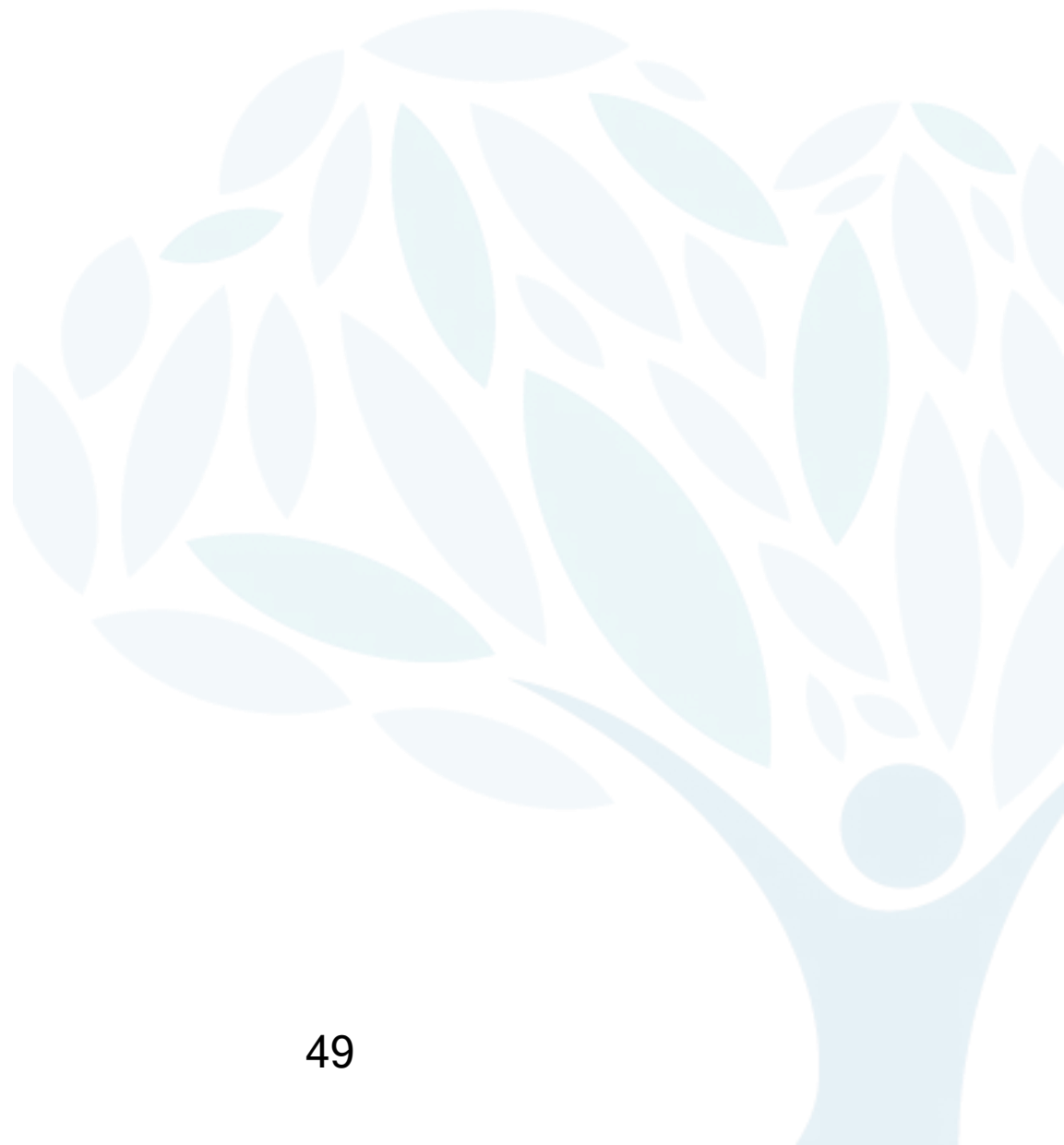
Therefore, you need to make sure that:

- > **There is anonymity and confidentiality in the process**
- > **There is experience in how to handle sensitive issues**

b. The Return On Investment of Well-being. It is important to note the positive results that a well-being program has on various business outcomes. Well-being programs have been shown to improve employee engagement and company culture and encourage collaboration across teams. They can also help you attract and retain key talent. Important indicators which can be obtained through annual surveys, feedback reports or other sources in your organization. These indicators could be, for example, the level of work engagement, the intention to quit, the job satisfaction, the organizational commitment etc. The results of the evaluation of well-being program need to be communicated to ensure further support.

Take Home Lessons

- > Make decisions regarding the well-being program based on data
- > Data can be obtained through the reactions of program recipients and indicators
- > Return on investment on well-being can be calculated through various indicators
- > Make sure there is anonymity and confidentiality in the data collection process





CHAPTER 7: HOW TO MAKE WELL-BEING STICK WITH YOUR ORGANIZATION

Key points - Learning objectives

- > To understand why you need to incorporate well-being in your company's culture.
- > To know that well-being needs to be supported
- > To understand the ways that well-being can be part of company's culture
- > To examine each way and understand its meaning

The training on well-being is now planned, implemented, and evaluated. But the effect of this training needs to be part of your organization's everyday life. Otherwise, it will fade out. The best way to do it is to create cultures of well-being needs to be everybody's effort. Taking cultural change seriously, making the workplace an environment that supports well-being and helping employees address issues with which they struggle are the real building blocks to creating a workplace where everyone can thrive.

Company culture tells people what's acceptable - it's traditionally seen as the beliefs, norms and behaviors that show people "how things are done in here." The purpose is for well-being to be supported and not be left on to posters and forgotten e-mails. To do that, we have identified some effective ways which are presented below:

> **Build well-being into the corporate ethos**

It is important to build well-being into corporate policies like paid vacation, into accepted norms like walking meetings with your manager, and into daily work life with tools and resources

> **Leading by example**

You need to train your organizations managers to lead by their example. That means that they need to take well-being seriously and show their commitment in action. Make a list of things that they should avoid i.e don't send e-mails outside the working hours and train them to reward behaviours that promote well-being i.e reward not the fastest reply to an email but the best one.

> **Involve employees in well-being program design and implementation**

Involving employees in the design of the specific well-being programs ensures that the right programs are offered and creates a sense of ownership. This reinforces a supportive culture and make employees value their participation.

> **Well-being ambassadors**

These are employees who challenge stigma and encourage positive mental health in the organization and for its workforce. They work alongside your human resources (HR) team to help create a positive mental health culture at their workplace.

> **Organize company-wide communication events**

It is important to remind that well-being is supported in your organization. Those events can be useful to support your teams and to build a culture of care for each other. Examples could include, participation in athletic events such a running for good cause, set up specific dates during the year to celebrate health and well-being with symbolic actions.

> **Engage leaders and get top management commitment**

Well-being and its incorporation to the organizational culture is not just HR responsibility. It requires follow up and constant monitoring as a standing leadership priority and commitment the company's most critical asset: its people.

Take Home Lessons

- > The effect of well-being can fade out
- > The best way to avoid that it is to incorporate well-being in your company's culture
- > The purpose is for well-being to be supported and not be left on to posters and forgotten e-mails.
- > Engage in specific actions such as leading by example, involve employees and create well-being ambassadors.

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APPENDIX

Appendix No. 1 / Annex 4.1: HR Capabilities self-assessment

NO.	QUESTIONS/STATEMENTS	RESPONSE SCALE
	To what extent are you familiar with the following statements?	Familiarity scale
Q1	Overall strategic vision of the organization, the short-, middle and long-term business priorities which should be reflected in the goals of the well-being programme.	1. Never heard of it 2. Heard of it 3. Know a little 4. Know a fair amount 5. Know it well
Q2	Who has taken the overall responsibility for planning and implementing the well-being programme: - Internal people for prevention and protection at work (HR person, prevention advisors, a well-being group/ committee) - External people for prevention and protection at work (psychologist, coaches, consultants etc.)	1. Never heard of it 2. Heard of it 3. Know a little 4. Know a fair amount 5. Know it well
Q3	Self-assessment methods for evaluation of the sufficient knowledge in the field of workplace well-being, especially psychosocial risks analysis, including stress, burnout and harassment, as well as of the abilities to coordinate or implement prevention activities.	1. Never heard of it 2. Heard of it 3. Know a little 4. Know a fair amount 5. Know it well
Q4	Assessment methods for evaluating the overall well-being situation of the organization – the positive and negative factors influencing it, as well as the levels, at which they occur: organizational, team, management, task, and individual levels.	1. Never heard of it 2. Heard of it 3. Know a little 4. Know a fair amount 5. Know it well

NO.	QUESTIONS/STATEMENTS	RESPONSE SCALE
Q5	Definition of the scope of the well-being programme: long-term goals and specific objectives, action plan with concrete activities, the organizational, financial and human resources needed to undertake the planned activities, and the role and responsibility of all the involved parties.	1. Never heard of it 2. Heard of it 3. Know a little 4. Know a fair amount 5. Know it well
Q6	Communication strategy, channels, messages in order to properly address and actively engage the employees in making use of the workplace well-being programme.	1. Never heard of it 2. Heard of it 3. Know a little 4. Know a fair amount 5. Know it well
Q7	The success factors for the implementation of the well-being programme - phases of implementation, roles and responsibilities of the responsible parties, both internal and external actors, and most important how to get the leadership commitment to the programme.	1. Never heard of it 2. Heard of it 3. Know a little 4. Know a fair amount 5. Know it well
Q8	Methods for evaluation of the well-being program and action planning for improvement.	1. Never heard of it 2. Heard of it 3. Know a little 4. Know a fair amount 5. Know it well

Appendix No. 2 / Annex 4.1: How to evaluate the well-being training program, after its implementation

NO.	QUESTION	RESPONSE SCALE
1	I am satisfied with the well-being (training) program.	1. Strongly disagree 2. Disagree 3. Neither agree nor disagree 4. Agree 5. Strongly agree

NO.	QUESTION	RESPONSE SCALE
2	I enjoyed this well-being training program.	1. Strongly disagree 2. Disagree 3. Neither agree nor disagree 4. Agree 5. Strongly agree
3	I would recommend this well-being training program to others.	1. Strongly disagree 2. Disagree 3. Neither agree nor disagree 4. Agree 5. Strongly agree
4	Overall, I am satisfied with the quality of the well-being training program that I have just being involved.	1. Strongly disagree 2. Disagree 3. Neither agree nor disagree 4. Agree 5. Strongly agree
5	Please suggest here any ideas for improvement	Open-ended question
6	Please describe here the main strengths of the well-being program	Open-ended question



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