



THRIVE
@WORK

Training Programme for well-being at work

Module 2:

How to plan a sound well-being programme

By Pulso



Co-funded by
the European Union

pulso
group

PASSIONATE PEOPLE, HEALTHY ORGANISATIONS

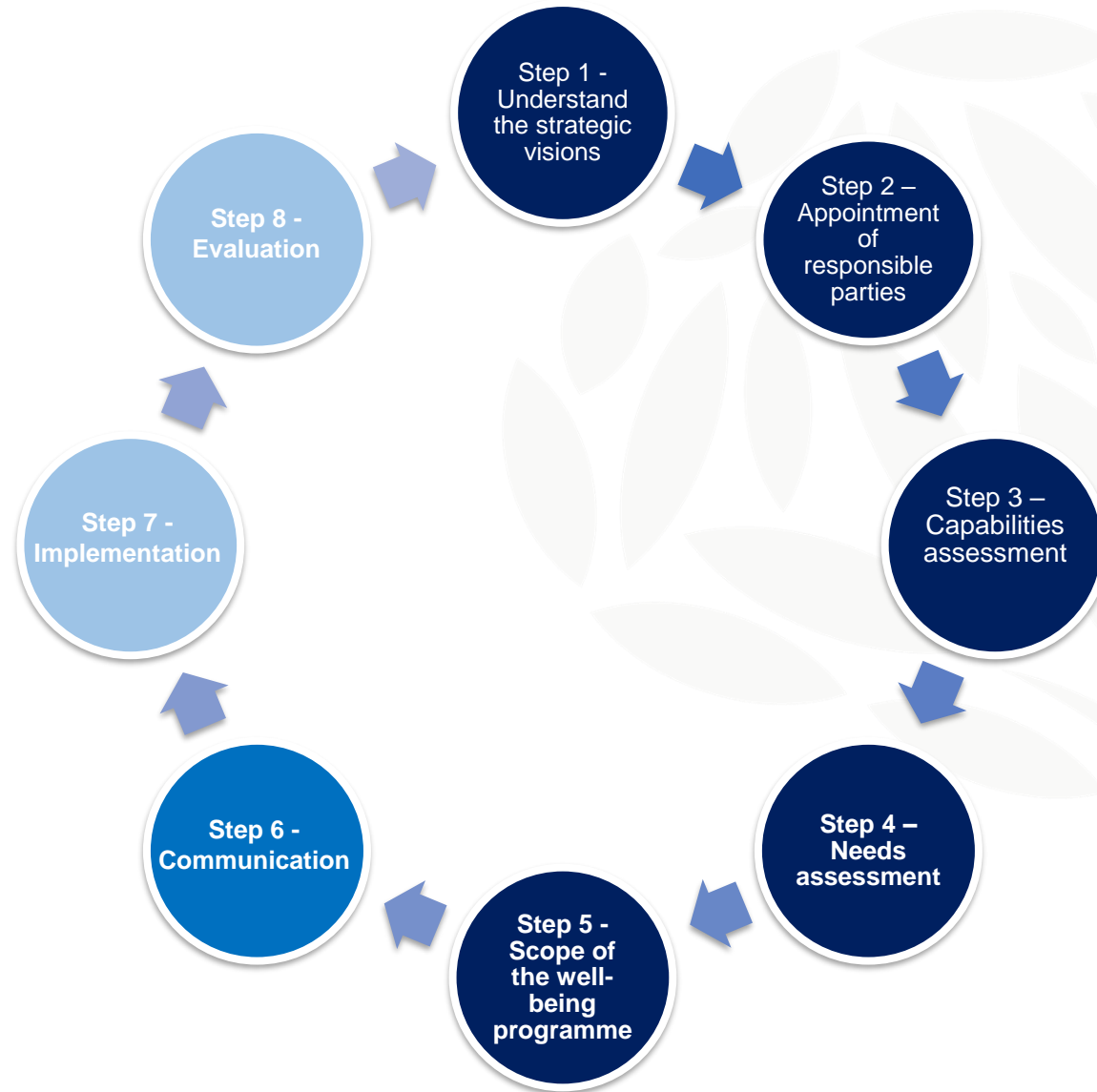
Objectives

1. Know the 8 relevant steps in planning a well-being programme
2. Know the different responsible parties for employees' well-being
3. Be able to differentiate positive and negative psychosocial factors within the well-being situation of an organisation
4. Be able to address the key elements of a well-being action plan at work
5. Be able to communicate and raise awareness for the well-being programme
6. Know the methods to evaluate the well-being programme

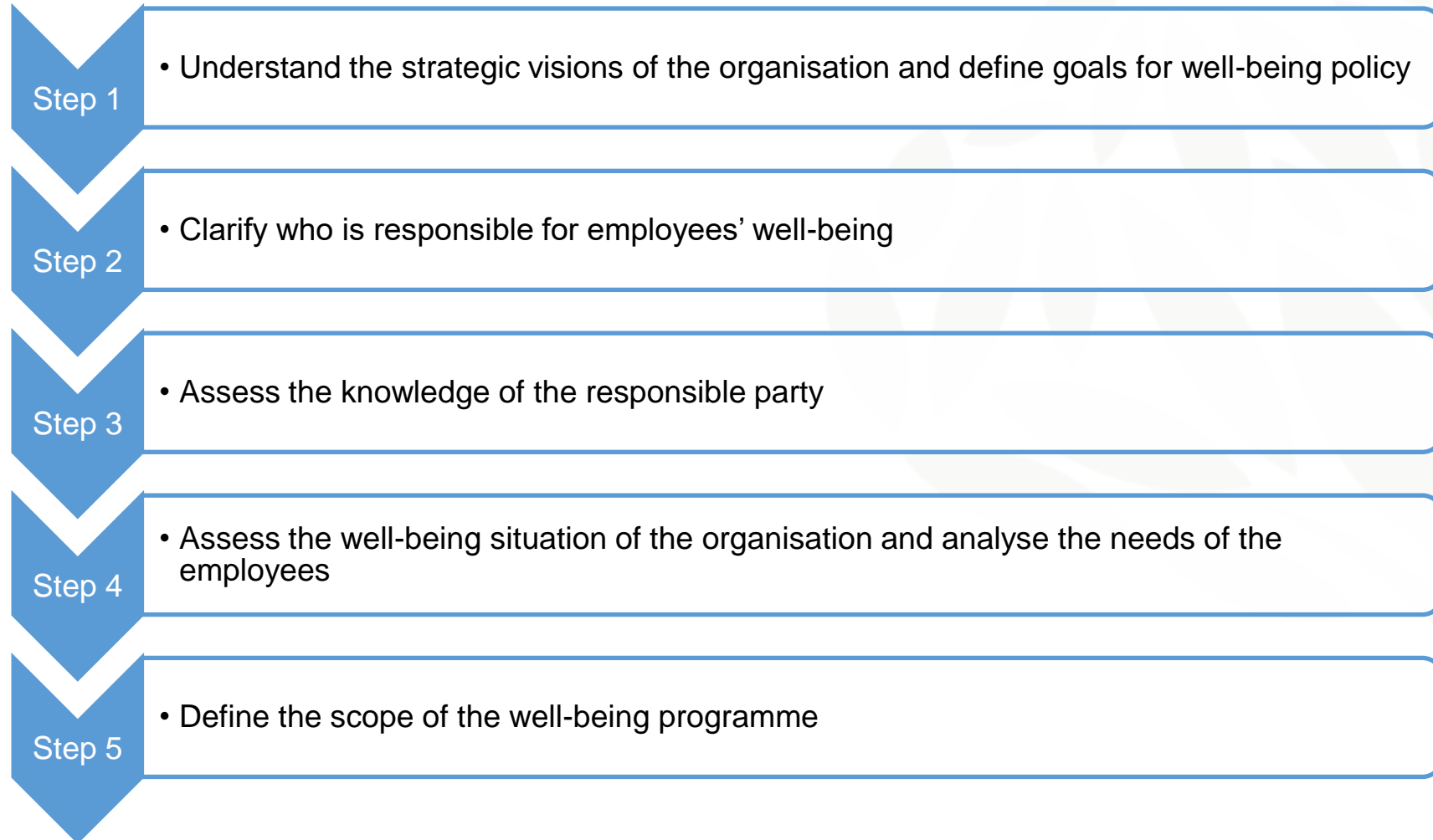
Structure

- Learning Unit 1: How to plan for a well-being programme – preparation and assessment
- Learning Unit 2: How to design the communication – raising awareness of well-being at work and the planned well-being programme
- Learning Unit 3: How to evaluate the well-being programme
- Learning Unit 4: Best practices/ Case studies

The life-cycle of a well-being programme – 8-step approach



Learning unit 1 – How to plan for a well-being programme – preparation and assessment



Learning unit 1 – How to plan for a well-being programme – preparation and assessment

Step 1

- Understand the strategic visions of the organisation and define goals for well-being policy

- Goals and ambitions of the organisation – visions and strategy
- Goals of the organisation: individual, team and corporate levels
- Prioritise well-being programmes based on these goals
- Long-term visions & short and mid-term milestones
- Take into account your specific characteristics

Learning unit 1 – How to plan for a well-being programme – preparation and assessment

Step 2

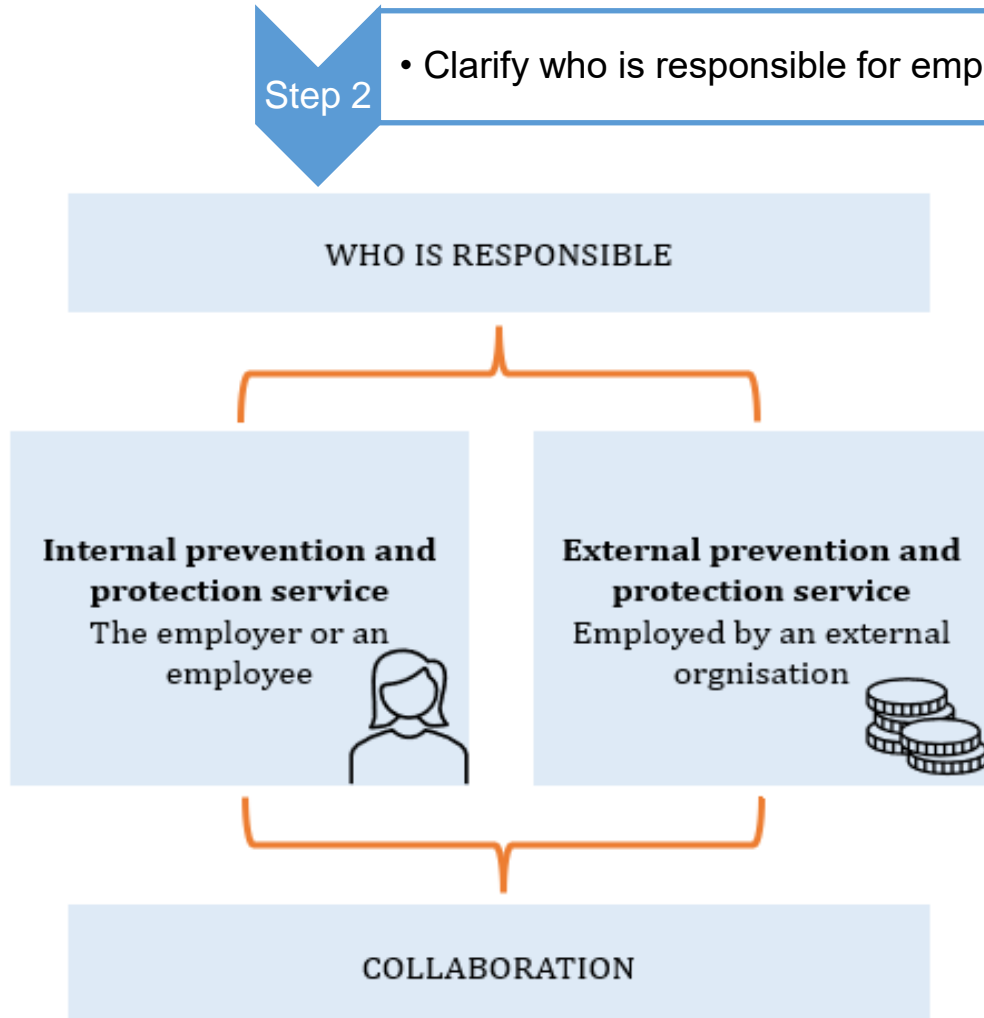
- Clarify who is responsible for employees' well-being

- The employer takes the responsibility of their company and what happens within – European regulation.
- EU report - employees believe that HR, management, incl. higher management and the department heads, as well as the department head of the prevention/health, safety and well-being are the responsible internal party for employees' well-being.
- Employees themselves – **shared responsibility**
- Knowledge and resources of employees
- Role clarity, clear communication, & collaboration

Learning unit 1 – How to plan for a well-being programme – preparation and assessment

Step 2

- Clarify who is responsible for employees' well-being



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

Zit je ergens mee? Praat er met iemand over!



Learning unit 1 – How to plan for a well-being programme – preparation and assessment

Step 3

- Assess the knowledge of the responsible party

- Knowledge of psychosocial well-being
- Capability of coordinating and implementing well-being programmes/activities
- EU report - 30% to nearly 60% of the participants indicated that there are no staff within their organisation who have received training on how to promote well-being at work → need for (continuous) training for the internal responsible parties
- Self-assessment for HR professionals or other responsible parties for well-being at work (see integrated training programme).

Learning unit 1 – How to plan for a well-being programme – preparation and assessment

Step 4

- Assess the well-being situation of the organisation and analyse the needs of the employees

- Starting point: knowledge of the well-being situation → identify situations that are or will become problematic within the organisation, to **optimally allocate resources**
- Possible ways of assessment: well-being surveys, psychosocial risk analysis, absenteeism data, complaints from employees, conversations/interviews with employees, etc.

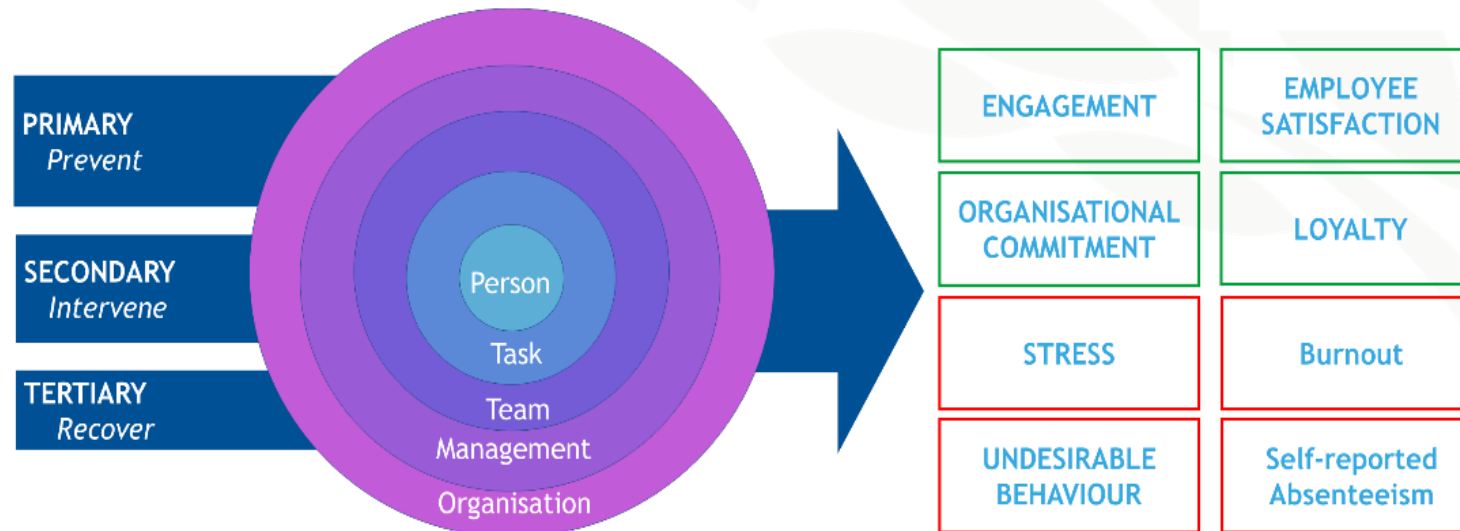


Learning unit 1 – How to plan for a well-being programme – preparation and assessment

Step 4

- Assess the well-being situation of the organisation and analyse the needs of the employees

- Comprehensive view of the well-being situation → positive & negative well-being dimensions + impact factors at work
- The analysis of the current situation feeds to a SWOT analysis, that enables decision makers to think about possible measures.



Learning unit 1 – How to plan for a well-being programme – preparation and assessment

Step 5

• Define the scope of the well-being programme

- Based on the assessment of the current well-being situation
- Align and reflect the well-being strategy of your organisation
- Short-term and long-term scope of the well-being programme



Learning unit 1 – How to plan for a well-being programme – preparation and assessment

Step 5

- Define the scope of the well-being programme

What does a global well-being plan consist of?

- The overall well-being situation of the organisation, incl. positive and negative well-being indicators, as well as the factors that have an impact on employees' well-being.
- 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.
- The concrete activities that need to be undertaken to achieve the objectives.
- The organisational, financial and human resources needed to undertake the planned activities.
- The role and responsibility of all the involved parties.

Learning unit 1 – How to plan for a well-being programme – preparation and assessment

Step 5

- Define the scope of the well-being programme

What does a short-term well-being plan consist of?

- Annual or periodic action plan
- Objectives/priorities within the coming fiscal year or calendar year
- Resources and methods to achieve the objectives
- The roles and responsibilities of involved parties
- The adjustments that need to be made in the global well-being plan if detected

Learning unit 1 – How to plan for a well-being programme – preparation and assessment

Step 5

- Define the scope of the well-being programme

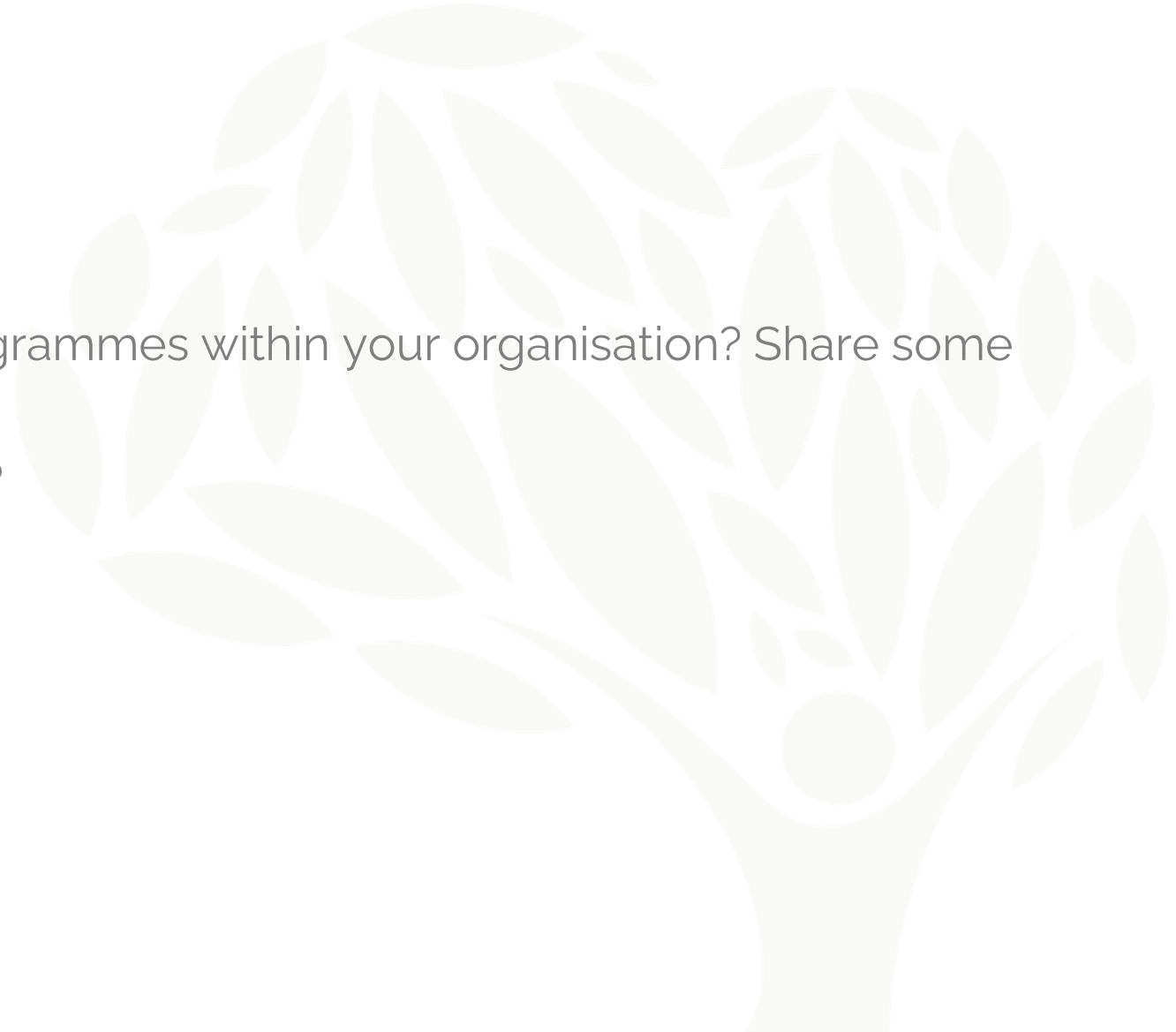
What did we find in the EU report?

- Well-being programmes have been implemented in the past two to five years
- Work-related stress appears to be a major problem in all partner countries → Training and programmes about stress management
- Importance of awareness raising:
 - The organisation values well-being
 - Practical information
 - **Shared responsibility**

Learning unit 1 – How to plan for a well-being programme – preparation and assessment

Group discussion:

- ✓ Are there well-defined well-being programmes within your organisation? Share some examples.
- ✓ What pieces of the puzzle are missing?



Step 6

- Communicate to raise awareness of workplace well-being and the ongoing programme

- Sensitize, inform, and raise awareness
- Comprehensive, organisation-specific, and structured
- Mobilise all your channels:
 - ✓ A clear documentation of the long-term and short-term well-being plans
 - ✓ The organisation's vision, values and objectives of well-being should be made clear to the employees, for example, by internal communication, posters, website, newsletter, team events, social media, etc.
 - ✓ The contact information of the responsible parties needs to be clearly communicated to employees.
 - ✓ Resources of specific well-being themes need to be easily accessible to employees, such as texts, exercises, videos, etc.
 - ✓ Maximum outreach of communication: before, during and after the implementation
- The language of your organisation (ex. formal or informal)

Learning unit 2 – Communication is KEY

Example: Communication Strategy for the implementation of an Employee Assistance Programme (EAP)

1. Before launching:

- ✓ 2-3 weeks before the official launch of the EAP an email will be sent by the HR or the CEO to all employees: scope and services of the new EAP.
- ✓ 1-2 weeks before the launch a series of introduction workshops can be held within the company aiming at presenting the EAP workflow, the offered services, the ways to access the EAP, the confidentiality arrangements, etc. In these sessions employees can ask questions and be informed in detail.

2. At launching: Another email on the official starting date of EAP that reminds employees of the offered services and the overall scope.

3. Ongoing: Every three months a reminder or a new email to all employees. Newsletters about mental health at work and psychosocial well-being can be developed and shared within the company.

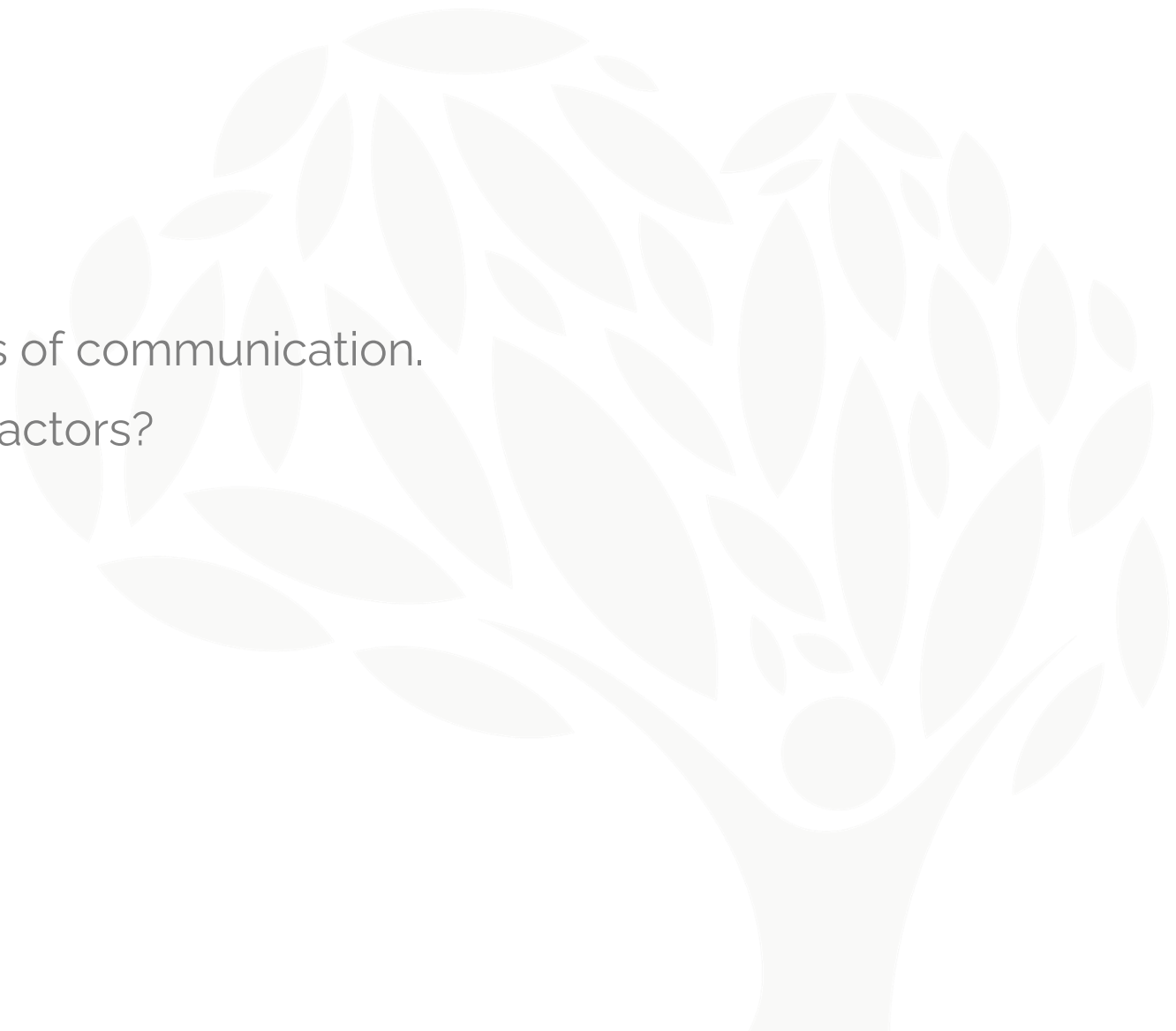
4. For new staff: Inform new colleagues about the EAP services.

5. Unscheduled reminders: In case of a crisis, such as the pandemic or another critical event that impacts the mental state of employees, HR can send emails to the employees highlighting the benefits of the EAP and encouraging them to use it if they feel the need.

Learning unit 2 – Communication is KEY

Group discussion:

- ✓ Share some good and bad experiences of communication.
- ✓ What are the most important success factors?



Learning unit 3 – Implementation and evaluation of well-being programmes

Step 7

- Implement the selected well-being programme

Step 8

- Evaluation of the well-being programme and action planning for improvement

Learning unit 3 – Implementation and evaluation of well-being programmes

Step 7

• Implement the selected well-being programme

- Experience shows that successful well-being strategies and programmes only come from sustainable approaches and integrated initiatives.
- Important to clearly define the phases of implementation and the role and responsibilities of the responsible parties, both internal and external actors.
- Shared responsibility organisation & individual employees
- Example of successful implementation of EAP:
 - ✓ Leadership support and commitment
 - ✓ Company policy
 - ✓ Utilisation targets
 - ✓ Promotional Communication
 - ✓ Internet-based services
 - ✓ Managers' training

Learning unit 3 – Implementation and evaluation of well-being programmes

Step 8

• Evaluation of the well-being programme and action planning for improvement

- Evaluate the outcomes (ex. after a year)
- Target group: the beneficiaries – the employees & managers and key persons involved in the implementation of the programme(s)
- Co-creation & shared responsibility
- What to include in an action plan:
 1. A clear description of the goal(s);
 2. Steps/actions that need to be carried out to reach the goal;
 3. Role and responsibility of the working group;
 4. Deadlines and milestones;
 5. Resources needed;
 6. Evaluation of progress. Ex, short surveys, interviews, etc.
 7. Workshop(s) with the management team to determine the priorities and objectives for the well-being programme of the next period, considering the outcomes of the evaluation.

Learning unit 4 – Best practices

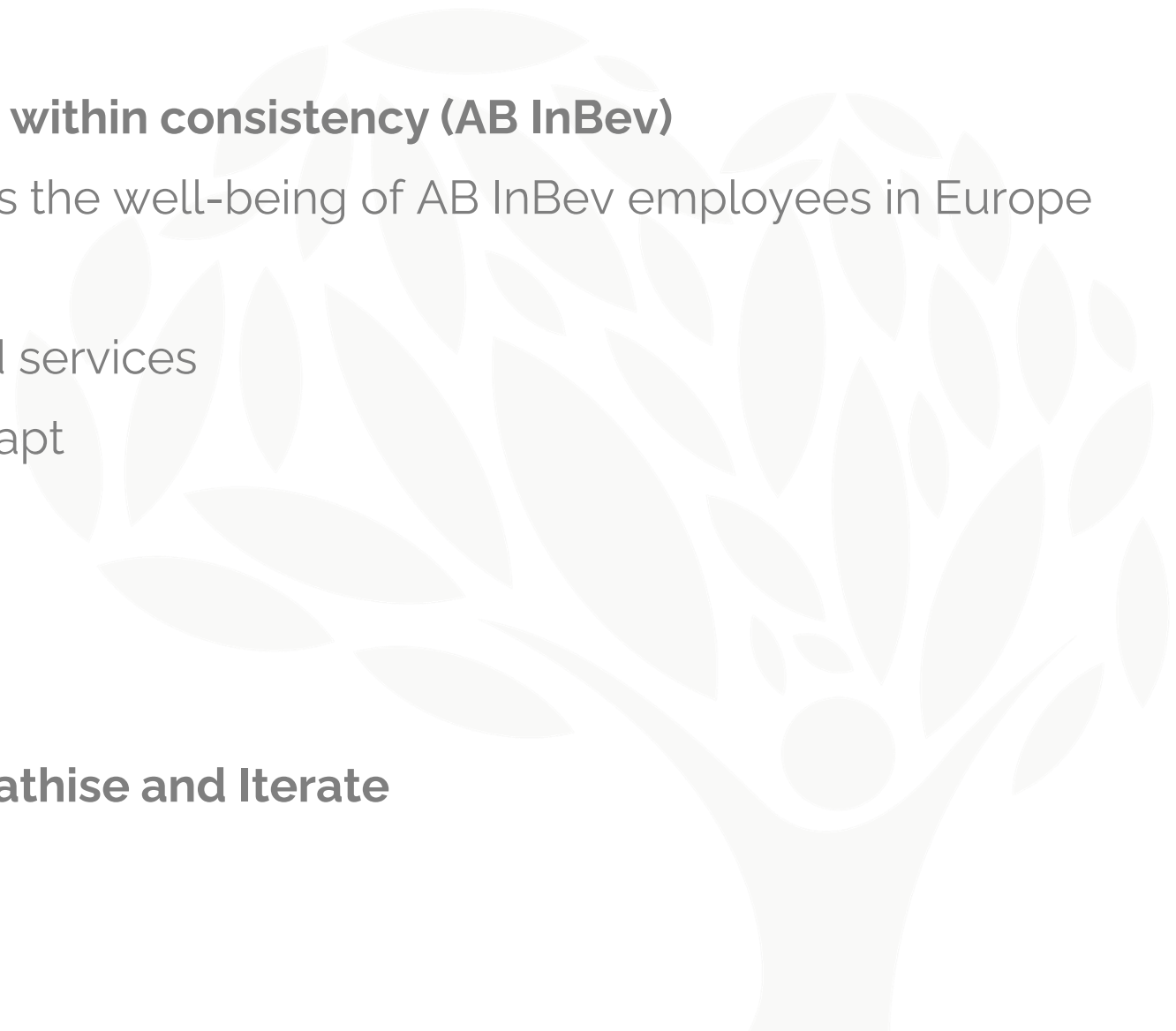
Case 1: An integrated approach to resilience and well-being: Feelgreat @Proximus

- An integrated well-being approach, focusing on the employees' resilience.
- Comprehensive assessment to reduce stress-inducing factors and maximise the motivating factors at the group level, on top of increasing the resilience on an individual level.
- Implementation of 3 phases:
 1. Analysis of psychosocial risks on team and group level
 2. Translate insights into actionable solutions for each specific subgroup
 3. Measure the effects of these solutions to see if they actually contributed to the general level of engagement and resilience within the organisation

Learning unit 4 – Best practices

Case 2: EAP across the borders: diversity within consistency (AB InBev)

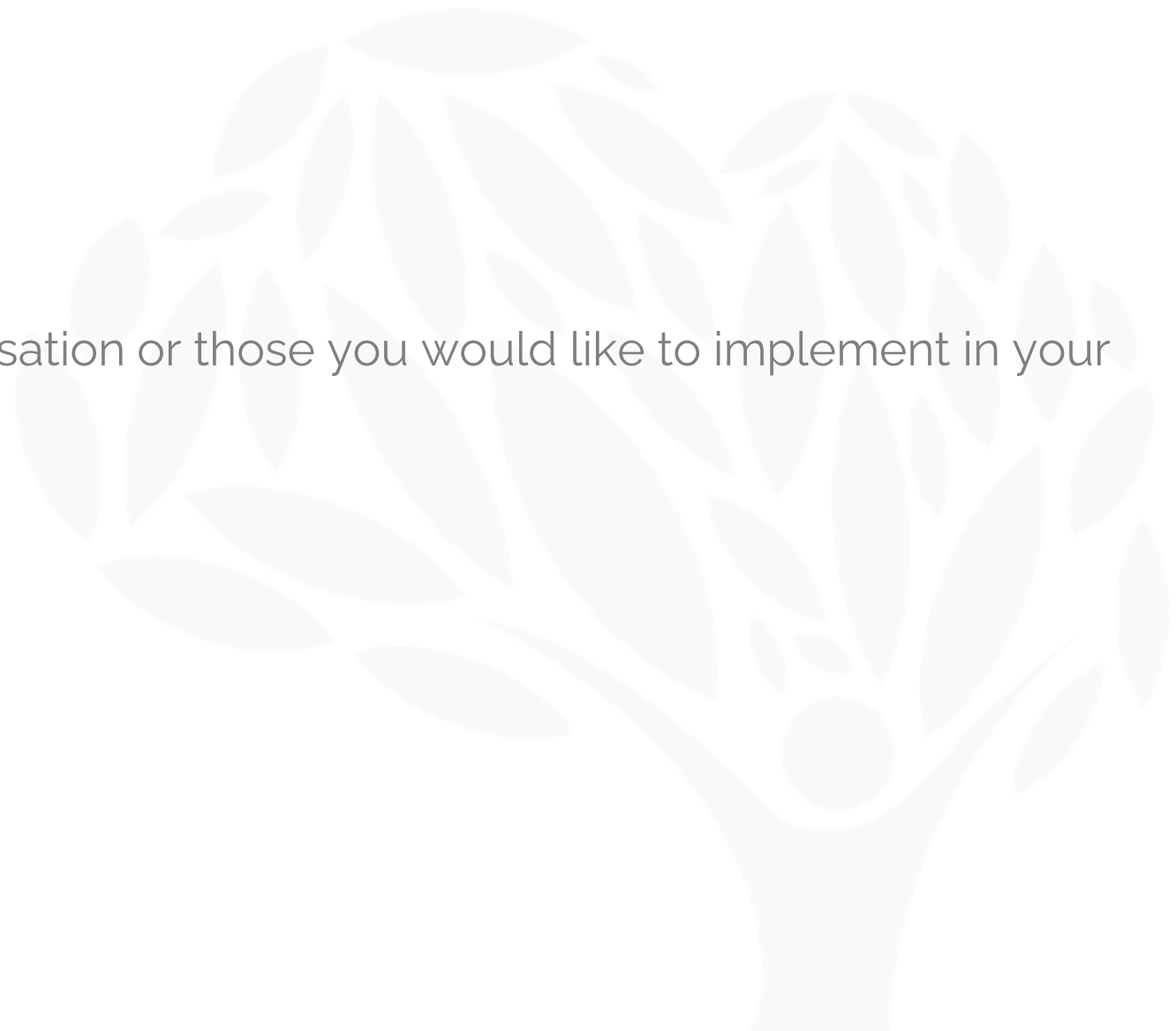
- Fonds Verhelst - ensures and enhances the well-being of AB InBev employees in Europe
- EAP since 2002
- Expanding type and quantity of offered services
- Continuous willingness to learn and adapt
- Key lessons learned:
 - ✓ Never Stop Communicating
 - ✓ EAP needs a face
 - ✓ Diversity in consistency
- ✓ Key success factors: **Partnership, Empathise and Iterate**



Learning unit 4 – Best practices

Group discussion:

- ✓ Share the best practices of your organisation or those you would like to implement in your organisation.
- ✓ What can you learn from them?





THRIVE
@WORK

Training Programme for well-being at work



The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



**Co-funded by
the European Union**