

## **Methods note**

This document outlines the methods, sample and provides the consent forms and interview schedules.

Data were collected from six organisations. Data were collected over a two-month period in 2019. Twenty-eight interviews took place over the telephone due to travelling distance and 13 were conducted face-to-face at the interviewees' places of work. Interviewing was undertaken by four team members in pairs as a verification procedure to ensure completeness of data. Interviews lasted approximately an hour, were voice recorded and transcribed verbatim by a professional transcription service. In some instances (noted below), we interviewed two people at once. The interview transcripts are redacted to ensure individuals and companies cannot be identified.

## **Recruitment and sample**

Recruitment of organisations reporting good practice in wellbeing interventions were made via a call for interest and contacts of the research team, using a purposive sampling strategy. Six organisations of varying sizes were recruited from three sectors (construction, professional services, and care/social), representing differing levels of pay and job skill (i.e. high and low) for ecological validity of findings.

Interviewees represented multiple stakeholders involved in developing, delivering and experiencing the wellbeing programme in each case study organisation.

Cases, sector, size and interviewees comprised:

'Large construction'. Eight interviewees from a large construction company, employing many thousands of staff and sub-contractors. Interviewees included senior human resources and safety managers, mid-level managers and on-site workers. Two on-site workers were interviewed simultaneously.

'Medium construction'. Seven interviewees from a construction firm with less than 500 employees. Interviewees included a senior human resources manager, mid-level managers and technical professionals.

'Large professional services'. Seven interviewees from a multinational professional services firm with many thousands of employees. Interviewees included a senior human resources manager, mid-level managers and technical professionals. Two interviewees with health and wellbeing managers were interviewed together.

'Prof services SME'. Six interviewees from a professional services firm with around 500 employees. Interviews included senior managers, human resources and wellbeing leads, technical professionals.

'Large care properties'. Seven interviewees from a multidivisional business specialising in properties for social care and other social purposes with many thousands of employees. Interviews included senior and mid-level managers and human resources managers. In one case, another workers was present in the interview as this other person was going to take over the interviewees job.

‘Small care’. Four interviewees with a small care home that was part of a larger group. Interviewees included the care home manager, another managers and two care workers (interviewed at the same time).

### **Data gathering**

Data gathering methods comprised semi-structured interviews and organizational documentation. Interview guides were devised for the leader/sponsor (i.e., those responsible for directing the programme), manager/agent (i.e., those involved in putting the programme in place) and worker (i.e., recipients of the programme). Interview guides and consent forms are shown later in the document.

Questioning was directed at understanding the what, how and why of the organisational wellbeing initiatives. Leader interviews also probed how the internal and external contextual factors may have influenced the choice and implementation of interventions, as well as implementation issues. Manager and worker questions were also directed at experiences and perceptions of the initiatives, as well as views on the processes of how these interventions may have affected wellbeing and performance.

# UNDERSTANDING SUCCESSFUL IMPLEMENTATION OF WELLBEING INITIATIVES – INTERVIEW PRIVACY NOTICE

## **Overview of the research**

The research aims to understand how organisations successfully implement initiatives that lead to employee sustainability, in terms of health and wellbeing at work. The research is funded by the Economic and Social Research Council (ESRC) and is part of the What Works Wellbeing Work and Learning programme and undertaken by researchers from Norwich Business School, University of East Anglia.

## **Rationale for the research**

Although there has been substantial research into ‘what’ health and wellbeing initiatives are implemented, we do not fully understand the processes that lead to successful implementation. Furthermore, research tends to focus on wellbeing-specific initiatives, but changes directed at for example, the quality of jobs or employee engagement also have a very strong association with wellbeing. Therefore, in this research we: a) focus on how successful wellbeing-related initiatives are implemented and b) take a broad view of initiatives that lead to improved wellbeing.

## **Taking part**

We would like you to take part in an interview that will last about an hour. This will be recorded before being transcribed by a contracted professional. Findings from the interview will contribute towards a case study, which will illustrate to employers and other stakeholders good practice in initiatives that lead to health and wellbeing at work. Your data will also be used to generate publications for scientific journals. The research team will ensure the confidentiality of your responses, as well as your anonymity in any and all output materials.

## **Research team and Contact information**

The research team includes Professor Kevin Daniels, Professor Olga Tregaskis, Professor Sara Connolly, Dr Roberta Fida, Dr Rachel Nayani, Dr Dave Watson, Dr Ivan Mitchell, Dr Kevin Delany and Martin Hogg. Emails for your key contacts are:

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By signing below, you indicate your consent to participate in the research. You are free to withdraw your consent and cease participation at any time. Further information on your data rights is available at: <https://bit.ly/2SLDIHP>

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Date:

## **Interview Protocol - Sponsor (Initiator)**

### **1. Personal information**

Collate participant information (e.g., position, age, tenure, work responsibilities, role with respect to wellbeing related-initiatives, work area)

### **2. Organisation information**

The nature of the business and what it produces, locations, number of employees, configuration and characteristics of the workforce.

### **3. Contextual and Structural background**

Explore the historical contexts that led the organisation to where they are now, in terms of their view of wellbeing. Probe the current contextual and structural forces.

*Indicative questions:* 'What means do you have in place that helps you make wellbeing related changes, why do they help and where did the ideas for them come from?'

### **4. Overview of current initiatives and identification of initiatives to examine in-depth**

Explore initiatives or programmes in place or under consideration and identify the most significant for close examination.

*Indicative questions:* 'Of all the initiatives now and in the past, is there one initiative that has been particularly powerful in terms of for example, the way it stimulated changes to wellbeing here, or disrupted the status quo?' 'Which one, and why?'

'How did the initiative come about?'

### **5. Examination of the most significant initiative(s)**

Examine how the organisation implemented the initiative (start to finish chronologically), the forces that drove or restrained implementation, and the social and learning processes that drove or stalled momentum.

*Indicative questions:* 'Why did you do it? How did you do it? What actors involved (e.g., roles, relational context and social forces)? What happened then? Was there anything that did not work as you went along? What did you do about it? What helped? What hindered?'

### **6. Outcomes and consequences**

Explore what changed as a result of the initiative, e.g., skills, capabilities (who), job quality, contextual changes, unintended consequences, embeddedness.

*Indicative questions:* 'What changed? In what ways? Did your view of wellbeing change as a result? How? Why? What might you do differently in future?'

### **7. Post Interview**

Collate key findings and feedback to key actors for review

# Wellbeing Case Studies

## Interview Protocol - Manager / Agent of change

### 1. Work area information

Collate participant information (position, age, tenure, work responsibilities), number of employees reporting, a brief description of the nature of the work and employees' characteristics.

### 2. Contextual and structural background (manager view)

Explore how work area is organised, organisational structures that help wellbeing (e.g. HRM), Organisation-employee relations, history of past changes.

*Indicative questions:* 'What means do you have in place that helps you make wellbeing related changes, why do they help and where did the ideas for them come from?'

### 3. Overview of current initiatives and identification of initiative(s) to examine in-depth

Explore initiatives or programmes in place or under consideration and identify the most significant for close examination. Compare with the Sponsor view of most significant initiative(s).

*Indicative questions:* 'For you, is there one initiative that has been particularly powerful in terms of for example, the way it stimulated changes to wellbeing here, or disrupted the status quo?' 'Which one and why?'

'How did the initiative come about?'

### 4. Examination of the most significant initiative(s)

Examine the manager's role in the implementation of the initiative (start to finish chronologically), focussing on what they did, why and how. Explore the forces that drove or restrained implementation, and the social and learning processes at the work group level that drove or stalled momentum.

*Indicative questions:* 'Why did you do it? How did you do it? Who else was involved (e.g., roles, relational context and social forces)? What happened then? Was there anything that did not work as you went along? What did you do about it? What helped? What hindered?'

### 5. Outcomes and consequences

Explore what changed as a result of the initiative, e.g., skills, capabilities (who), job quality, contextual changes, unintended consequences, embeddedness.

*Indicative questions:* 'In your work area, what changed? In what ways? Did your view of wellbeing change as a result? How? Why? What might you do differently in future?'

### 6. Post Interview

Collate key findings and feedback to key actors for review

# Wellbeing Case Studies

## Interview Protocol - Worker / Recipient of change

### 1. Personal information

Collate participant information (position, age, tenure, work responsibilities).

### 2. Work area information

Collate a brief description of the nature of the employee's job and their work role.

### 3. Contextual and structural background (manager view)

Explore role the way their work is organised, organisational structures that help personal wellbeing (e.g. HRM), organisation-employee relations/ fit, history of past changes for their work area.

*Indicative questions:* 'What does your organisation have in place that helps you have as positive experience as possible at work? Why do they help?'

### 4. Overview of current initiatives and identification of initiative(s) to examine in-depth

Explore initiatives or programmes that the worker is aware of and identify the most significant for close examination. Compare with Sponsor and manager view of most significant initiative(s).

*Indicative questions:* 'Was there one thing that you organisation put in place that has been particularly powerful in terms of for example, the way it stimulated changes to wellbeing here, or disrupted the status quo?' 'Which one, and why?'

### 5. Examination of the most significant initiative(s)

Examine the workers perception and interpretation of the initiative (start to finish chronologically), focussing on who communicated with them, interacted with them, things they had to do differently etc. Explore the forces that drove or restrained implementation at the employee level. Focus on sense-making and meaning-making.

*Indicative questions:* 'What happened? How did you view it? Did your view change? In what ways and why? Did anything anyone do change the way you viewed it? Was there anything that did not work for you? What did you do about it? What helped? What hindered?'

### 6. Outcomes and consequences

Explore what changed as a result of the initiative, e.g., skills, capabilities (who), job quality, contextual changes, unintended consequences, embeddedness.

*Indicative questions:* 'For you, what changed as a result of the initiative? In what ways? Did your view of your own wellbeing change as a result? How? Why? What might you differently in future?'

### 7. Post Interview

Collate key findings and feedback to key actors for review