



Needs Analysis (Manager): Interview Guide



Introduction

Thank you for taking the time to speak with me today. The purpose of this interview is to understand your experiences, ideas, and perspectives as a [middle/senior] manager in this organisation around multi-level interventions to support your work and the organisation in pursuing the common goal of improving the mental health and well-being of employees. I want to review a few key points.

- Participation is voluntary.
- You may decide not to continue in the interview/project at any time without it being held against you (there will be no consequences).
- There are no right or wrong answers, and it is okay to say, "I don't know."
- The results from this interview can be reported – always aggregated and anonymously – at stakeholder meetings and feedback reports.
- This interview will take around 1.5 hours.
- Avoid reporting names or characteristics of the environment to safeguard privacy.
- I will respect your anonymity, confidentiality, and privacy.

First, I would like to ask a few questions about you and your background.

- How long have you been a manager at your organisation?
- How long have you been in this line of work?
- How many employees do you manage?



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Questions About Perceptions, Knowledge, and Attitudes Towards Mental Health in the Workplace

- What do you think are the key issues related to mental health and well-being in your workplace?
- As a middle manager, how do you communicate about mental health and working conditions to your employees?
- From your perspective, how do you perceive attitudes toward mental health problems at your organisation?
- What is your knowledge or experience regarding stigma and mental health in the workplace?
- Who is responsible for dealing with issues of mental health and well-being? (Employees, middle management, senior manager, organisation, HR, others)
- Who should be involved in mental health and well-being interventions?

Questions About Hindering and Facilitating Factors for the Middle/Senior Manager's Role in Promoting and/or Preventing Mental Health Issues at Work

- What is your role/How do you see your role in securing your employees' mental health and well-being?
 - How do you feel about it?
- Have you been trained to deal with mental health and well-being issues at work?
- What support and resources are available to you as a leader to ensure your and others' mental health and well-being at work?
- What would prevent you from ensuring mental health and well-being at your organisation?
- What is needed for you to ensure mental health and well-being at your organisation?



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Questions About the Opportunities to Create a Mentally Healthy Workplace

- What do you think would be important to change in the work environment to facilitate people to function optimally at work?
- What do you think needs to be changed to make your employees' jobs more engaging, inclusive, and satisfying?
- Do you feel that your employees need to develop their personal resources?
 - What resources may this be?
- Are there any specific groups (e.g., age, gender) or levels in the organisation that need interventions that address mental health and well-being issues?
 - And if so, why?

Questions About Barriers and Triggers Related to Implementing Mental Health Workplace Initiatives

- Do you have any policies and practices in your organisation that you think are central to mental health and well-being? (e.g., return to work, work-life balance, gender equality, Employee Assistance Programmes)
 - How do you think it works?
 - Is anything missing, something you would like to have in addition?
- Have any mental health and well-being interventions been implemented at your organisation previously?
 - What was your role?
 - Were these initiatives evaluated?
 - How?
 - Do you think they were successful in addressing mental health and well-being?
 - What worked well?
 - What did not work well?
 - What could have been done differently?
- What additional training do you think is necessary?



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- What would be your role if interventions on mental health and well-being were implemented?
 - What do you think would be essential for successful implementation?
 - What do you think would be the barriers to successful implementation?
 - What additional training do you think would be necessary?

Questions About Proposals to Successfully Create and Implement Mental Health Interventions in the Workplace

- What do you think should be the main things that should be improved and/or preserved to create a mentally healthy place to work?
- What do you think should be prioritised?
- What can be done to address these prioritised issues at the different IGLO levels?
- Which resources are needed?
- What could be the barriers to dealing with these issues?
- What would be your role in this?

Closure

- Is there anything else that you would like to add or anything else that we should consider?

Briefly summarise the most important discussion points and communicate the next steps (e.g., stakeholder meeting for action planning) foreseen in the intervention process.

Note: Please refer to [Step 2 of the H-WORK roadmap](#) for more detail.