



Manager Follow-up Interview Guide Research-to-Practice Toolkit Study

Purpose: To systematically collect valuable information about attitudes and perceptions of managers in these domains:

- Program effectiveness/outcomes
- Barriers and promoters of program effectiveness
- Resources needed for program sustainability
- Feasibility and usefulness of selected program tools and training materials.

Evaluator instructions:

Manager follow up interviews should be conducted with key manager(s) in the company who are in a position to provide valuable opinions of the effectiveness and impacts of the Healthy Work Participatory Program. Prospective participants should meet at least 2 of the following criteria:

- Manager or supervisor who was involved in the program start up phase
- Manager or supervisor who is a current or former member of the program Steering Committee
- Current supervisor of a current Design Team member

Allow at least 45 minutes, if possible for discussion; a minimum of 30 minutes is needed to cover all of the questions.

Supplies needed: Interview question guide (for interviewer), note paper and pens (for participants), recording device, Informed Consent Forms, demographic forms.

Introduction: (5 min)

Request participant sign informed consent if they have not already done so.

Introduce co-worker and explain that they will be taking notes.

(COMPANY NAME) has participated in the Healthy Work Participatory Program since (START DATE). This interview is part of an evaluation we are performing in order to gauge the progress of the program. We want to hear your opinions about the overall program, what benefits, if any, you observed for the employees and the organization and whether you see this program



continuing in the future. We will use the information to modify and improve the program implementation and training materials.

We will never use names or reveal what individuals say in our written reports. You can help protect the confidentiality of our discussion by avoiding using employee names when you speak. We will include general conclusions of the discussion in a final report that will be made available to you and others in the organization.

GENERAL INFORMATION ABOUT ORGANIZATION OVER THE STUDY PERIOD (Q1 and 2 are OPTIONAL)

We would like to begin by asking about what's been happening generally in the organization over the past two years.

1. How long have you been in your current position? How long you been involved in this project?

(Skip this question if participant already gave this information in the baseline interview)

2. How has your organization changed over the past 2 years?

Probe:

- Has the economic crisis affected your organization?
- Major changes in leadership or staffing?
- Major changes in funding or other revenue sources?
- Other?



Next we would like to focus on the Design Team. The purpose of the Design Team was to provide a way for workers to participate in identifying important work related health concerns, and then design solutions that address some key sources of the concerns.

3. A. What do you see as the major accomplishments of the Design Team?

Probe: Can you recall key issues they wanted to address?

B. How about the Steering Committee; what do see as their accomplishments?

4. A. *(If person was on design team)* As a design team member did you feel as though this experience had any impacts, positive or negative, on you or other members of the design team?

(If person was on steering committee) Were you able to see (or did you hear of) any impacts, positive or negative, on the Design Team members as a result of their participation in this program?

Probes:

- New skills—communication, problem solving, etc.
- Changes in attitudes or behaviors
- Changes in productivity

B. *(If person was on steering committee)*) As a steering committee member did you feel as though this experience had any impacts, positive or negative, on you or other members of the steering committee?

(If person was on design team) Were you able to see (or did you hear of) any impacts, positive or negative, on the steering committee members as a result of their participation in this program



5. Thinking about the program overall...

- a. **How do you feel the organization or workplace has been impacted** as a result of this program? **Can you think of specific examples** of decisions that were made, or changes in resource allocation or work processes that came about based on the work of the Design Team and Steering Committee?

Probes:

- New staff hired or time allocated differently
- New policies developed and approved
- New programs, equipment or tools implemented

b. **How do you feel the employees have been impacted?**

- i. Can you point to any changes in attitude of workers as a result of DT activities?
- ii. Can you point to any changes in worker health as a result of DT activities?

6. What are some of the factors that made it possible to achieve some of the changes that you talked about?

Probe: Quality of the people involved, commitment of senior managers, etc.

7. Where there expectations about the program that were not met?

- What are some examples?
- Why do you feel this happened? What was partly to blame?



DESIGN PROCESS ACCEPTABILITY

(Ask these questions only if the interviewee was directly involved in the design process)

Now we would like to **shift the focus of our discussion to the design process** used to help create solutions to health and safety concerns in your workplace. As a reminder, here is a diagram that shows the whole process that was used (show and review the flow chart and the smart graphic, as needed).

Where you involved in any of these steps? (if not, then skip to FACILITATION)

8. Think about what it was like for you in the meetings when you were involved in any of these steps. Please tell us your thoughts about these aspects of the process:
 - a. What are your overall impressions of this design process?
 - b. Did the steps in the process make sense?
 - c. Length of time from issue identification to implementing solutions.
 - d. What were some of the challenges of the design process?
 - e. Can you think of any ways the process could be improved?

9. Did you have a chance to use the program materials—flow charts, scoring sheets, etc.)? If so, please tell us your thoughts on these aspects of the materials:
 - f. Ease of use?
 - g. Effectiveness for achieving the desired outcome or goal?
 - h. Suggestions for improvement?



PROGRAM FACILITATION

Now we would like to ask for your opinions on the how the program was facilitated and led. First we will ask you to give specific feedback regarding the effectiveness your program facilitator.

10. A. Please tell us your thoughts regarding the program facilitator's (NAME) ability and effectiveness in fulfilling each of the following roles:

- Impartially lead the Design Team and Steering Committee meetings

- Facilitate communication between the Design Team and Steering Committee

- Teach skills important to the design process

B. Do you think the process would work equally well if the facilitator was an employee of this organization, versus someone who is not a member of this organization? Why would one scenario be more favorable than another?



11. PROGRAM SUSTAINABILITY

Please tell us your thoughts on the future of this program.

A. Do you think it is feasible to continue the program?

B. What additional resources would be needed to improve this program in the future?

C. What would be the main obstacles to carrying on this program?

D. If your organization did want to carry on, what do you feel the most important training needs would be?

Thank you very much for your honest input today. Your responses will be very important to our overall evaluation and will help the organization improve the program.



If you would like to contact the research staff for more information or to provide additional input, please do not hesitate to contact the project manager (or site facilitator) at

_____.