

Manager

## Interview Protocol – PLANT MANAGERS

### OPENING

Thank you for taking the time to talk with us today. This interview is part of a study for the Robert Wood Johnson Foundation on the link between community health and business performance. I have a number of questions for you about your position and your team, how you evaluate performance, and how community health may impact your work.

I want to emphasize that the information you share with me today will be kept confidential, meaning that we will not report your name or position in any reports, and we will not attribute specific quotes to specific individuals. We will be conducting approximately 24 interviews with managers from *NAME OF COMPANY*, and our findings will be bundled so that no single individual is identifiable in our reporting.

As part of the study, we are also analyzing human resources data from *Name of Company* on all employees at the plant. That data is de-identified, meaning that we do not have access to names or identifying information attached to the data.

I'd like to emphasize that your participation is voluntary. You may stop the interview at any time or decline to answer specific questions. If you stop the interview or decline to answer a question, there will be no consequences. We will not report your participation -- or non-participation -- to anyone.

I'd also like you to take a minute to look over this consent form. We can also give you a copy to take home. If you have any questions now or after the interview, you can contact us. Our contact information is included on the consent form. When you are ready, please sign the consent form to show that you agree to participate in the focus group. We will give you another copy to retain for your records.

With your permission, we would like to record the interview to make sure that we fully capture your responses. Only three members of our research team will have access to the recording, and it will be destroyed once we complete the study.

Do you have any questions before we begin? Do you consent to participate in this interview and to my recording of the interview?

Manager

### Overview of Position

Would you please tell us your job title and briefly describe your major responsibilities?

How many employees do you manage and what sort of work do they do?

How long have you been in your current position?

Have you worked in other locations for *Name of Company*? If so, where?

What are the key measures that you use to evaluate the performance of your group/department?

What are the key measures that you use to evaluate the performance of your direct reports? Are there other ways in which you judge your team's success?

What are the most important day-to-day decisions that you make in your position?

What are the biggest challenges you face as a manager?

### Performance Drivers

Thinking about the times when your team performed its best, what factors made the difference?

What other factors, would you say, drive performance on *MEASURES LISTED ABOVE*?

Thinking about all the different factors that may affect performance, what role do you think employee health plays?

- What aspects of health are most important for your team to do their job well? (e.g., flu vs chronic illness vs fitness vs health behaviors)
- Do you think employee health is as important to performance as the work environment or company leadership?

When your employees have an unplanned absence, what are the most frequent reasons for the absence?

When your employees are late for a shift, what are the most frequent reasons for the tardiness?

When accidents occur on the job, what are the most frequent causes of the accidents?

When an employee leaves the company, what are the most frequent causes for the departure?

Imagine two teams like yours – one relatively healthy (e.g., no smoking, obesity, diabetes or back pain), and one relatively unhealthy.

What differences in performance would you expect to see between these two teams?

How might this performance difference impact labor productivity?

How might this performance difference affect production costs?

How might differences in the health of your employees affect your decision making regarding *STRATEGIC AND OPERATIONAL DECISIONS LISTED ABOVE*?

Manager

Community Health and Organizational Health

I want to share with you some information we gathered on the health statistics of *Name of County*. This table contains information on health and health behaviors for residents in the county.

How closely do you think these health statistics for *Name of County* reflect your employee population here at the plant?

How, if at all, do you think these health behaviors or health outcomes in *Name of County* and surrounding areas affect *Name of Company*? How do they affect performance among your team?

Are there one or two health statistics on this list that you think have a bigger impact on performance than others?

Are there other aspects of community health – other than those included in this table – that you think impact performance?

If time: Pain/opioids

Closing

Is there anything that you would like to share that I haven't already asked about?

## Focus Group

### Welcome & Logistics

#### *Introductions of moderator and note taker*

Thank you for agreeing to participate in this focus group. We are conducting this focus group as part of a study on the link between community health and business health. We hope to learn things that could ultimately lead to greater business investment in community health. This study is being funded by the Robert Wood Johnson Foundation, and *Name of Company* is one of two manufacturing companies participating in the study.

As part of the study, we are analyzing human resources data from *Name of Company* on all employees at two plants. That data are de-identified, meaning that we do not have access to names or identifying information attached to the data. Additionally, we are conducting focus groups to gain a more complete picture on the issue of community health and business health.

We will not report your names or job titles to anyone in our reporting. We are keeping your identities confidential in our reporting because we want to encourage you to speak openly and honestly. We also ask that you respect each other's privacy and confidentiality. Please consider this conversation to be private and confidential. Our questions will focus on your perceptions on how the health of employees affects the work that goes on here.

We would like to record the focus group so that we can make sure to capture the thoughts, opinions, and ideas from the group. We will destroy the recording as soon as we get it transcribed.

Your participation in this focus group is voluntary, which means you can decide to leave at any time, and you can decline to answer specific questions.

This focus group will last no more than 90 minutes. Feel free to get up or take a break if you need to. The rest rooms are...*give directions*. Please silence your cell phone, if possible.

There are no right or wrong answers. We are interested in your opinions and perceptions. It's okay to disagree with each other, and to change your mind. I ask that everyone remain respectful at all times so that everyone feels comfortable sharing what they really think. I would like this to be a group discussion so feel free to respond to a question and to other members of the group without waiting to be called on. I would like for everyone to participate in the conversation. However, I would appreciate it if only one person talks at a time. And please stay with the group, rather than have side conversations. And it's okay to have fun.

We have name cards on the table. Please write a first name on your card – you can use your real name, or choose a different name to use during this focus group.

If you have any questions now or after the focus group, you can contact us. Our contact information is included on the consent form. We have provided an additional copy for you to review.

## Focus Group

### Introductions

Let's start by everyone sharing your first name, what you do at *Name of Company* in just a sentence or two, and one thing you really like about living in or around *Name of City*.

### Job Performance and Health

1. How do you -- or your coworkers at the plant -- know when you are doing a good job? Are there certain performance measures that are used?

In your opinion, what are the most important performance measures? Why?

2. What are the most important factors that influence your, or your coworkers', performance?

3. Imagine two people working at the plant -- one is relatively healthy (fit, non-smoker, no chronic illnesses) and the other one is relatively unhealthy. What difference in performance might you expect to see between these two employees? [Probe, if needed: If an employee is in poor health, is it apparent in the workplace? How?]

- Is health what differentiates a high-performing employee from a low-performing employee?
- Is being healthy essential for being successful at your job?
- What aspects about health are most important for you to do your job well?

4. Thinking about all the different factors that may affect performance, what role do you think employee health plays compared to other factors, like characteristics of the work environment or company leadership?

### Community Health

We collected some health statistics on *Name of County* that I'd like to share with everyone. It includes statistics on smoking, obesity, and physical and mental health -- measures of community health. I'd like for you to take a minute to look over some of these numbers.

How do you think the health of the community impacts the Plant?

Are there one or two health statistics on this list that you think have a bigger impact on company performance than others?

Are there other aspects of community health -- other than those included in this table -- that you think impact performance at the Plant?

## Focus Group

### Human Resource Measures

Big manufacturing companies like *Name of Company* track certain employee performance measures.

When employees at the plant have an unplanned absence, what are some common reasons for the absence?

When employees at the plant are late for a shift, what are some common reasons for the tardiness?

When accidents occur on the job, what are the most frequent causes of the accidents?

When an employee leaves the company, what are some common causes for the departure?

What would you say are the most common sources of stress for employees at the plant?

### Closing

We are reaching the end of our time together. Would anyone like to share any other thoughts about the link between community health and company performance?