

Appendix D-1: Post-pilot Survey Individual Interview Guide

INTRO (researcher to talk to interviewee at beginning of interview): This research study is being conducted by the John J. Heldrich Center for Workforce Development at Rutgers University. Researchers are interested in documenting the experiences and opinions of American workers about workplace culture and ways to make workplaces more inclusive. This 30-minute conversation includes questions about your employment experiences, and public policy issues. The study will help inform employers, policymakers, and researchers about ways to reduce unfair treatment and improve opportunities for workers in the American workplace. As a token of our appreciation, you will be asked if you would like to receive a \$100 electronic Amazon gift card for your participation. We will use your first name and e-mail address to send the gift card. All identifying and contact information for study participants receiving the incentive will be stored separately from interview responses in a secure file requiring a password to gain access and will be destroyed immediately after verification. Thank you for your participation.

If you have any questions about this research study, please contact:

Carl Van Horn (vanhorn@rutgers.edu)
Distinguished Professor and Director
Heldrich Center for Workforce Development, Rutgers University

Suggested Interview Guide/Questions/Topic Areas

This is a semi-structured interview. These questions are meant to guide, not direct, the conversation.

1. First, I would like to ask you about your current job. Tell me about your work on a day-to-day basis. How often do you go to work? Who do you typically interact with on a day-to-day basis? What type of work activities do you do on a typical day?
2. Thinking about how workers like you think about their workplaces...do you think most workers feel like they are included (comfortable, matter) in the workplace, or not? What does inclusivity in the workplace mean to you?
 - a. Follow-ups: Unintentional or intentional actions that may make a worker feel not included or treated unfairly (such as micro-aggressions, jokes, lack of competency, isolation etc.). Use bias/discrimination wording if appropriate for the specific interview (if mentioned by respondent).
 - b. Follow-ups: Reasons why workers may not feel included - (try to get at race/ethnicity and gender)
3. And thinking about the ways in which you interact with your colleagues, your supervisors (if applicable), and visitors, would you say you feel comfortable and/or included and/or are treated fairly in your workplace (if remote: working with others)? Why or why not? In what ways?
4. Other than your work environment, how satisfied are you with other aspects of your job? Do you think you are treated fairly when it comes to something like your potential for advancement, compared to your colleagues? [Probe: job security, your work performance and productivity, your productivity at home (if necessary), the assignments you get.]

5. And thinking about your work, in what ways are you comfortable or not comfortable talking to a supervisor, manager, or human resource colleague about your needs and experiences as a worker? Do you think your supervisor/employer cares about you as a person?
6. [If applicable: Thinking about some of the issues you brought about (workplaces/your workplace)], are there things that (your employer/employers) can do to help workers feel (more included, they are being treated fairly, they are comfortable, they matter)? How can employers better support workers? What is the role of government in dealing with issues of inclusivity (bias/discrimination) in the workplace?
 - a. Follow-ups: reporting data to the government, sponsorships in the workplace, etc.

Appendix D-2: Post-main Survey Individual Interview Guide

INTRO (Researcher to talk to interviewee at beginning of interview): This research study is being conducted by the John J. Heldrich Center for Workforce Development at Rutgers University. Researchers are interested in documenting the experiences and opinions of American workers about workplace culture and ways to make workplaces more inclusive. This 30-minute conversation includes questions about your employment experiences. The study will help inform employers, policymakers, and researchers about ways to reduce unfair treatment and discrimination, and improve opportunities for workers in the American workplace. As a token of our appreciation, you will be asked if you would like to receive a \$100 electronic Amazon gift card for your participation. We will use your first name and e-mail address to send the gift card. All identifying and contact information for study participants receiving the incentive will be stored separately from interview responses in a secure file requiring a password to gain access and will be destroyed immediately after verification. Thank you for your participation.

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Suggested Interview Guide/Questions/Topic Areas

This is a semi-structured interview. These questions are meant to guide, not direct, the conversation.

1. As you recall, you recently completed an AmeriSpeak® survey asking you about your experiences with diversity, equity, inclusion, and discrimination in the workplace. You indicated that your race or your ethnicity has made it (INSERT BASED ON SURVEY RESPONSE - HARDER OR EASIER) for you to succeed at work. In what ways has your race or your ethnicity affected your success at work? [See probes/follow-ups]:
 - a. Do you feel this way now, in the past, or both? How has this affected your satisfaction with your work and your productivity at work today?
 - b. Are you thinking about your race – your ethnicity – both – or is it combined with some other personal characteristic, such as your gender?
2. In the survey, you indicated that there have been situations in the past where a colleague has gotten a promotion or pay raise faster than you did because of your race or ethnicity.
 - a. What happened – was it a pay raise, or a promotion? When did this happen?
 - b. How did this experience make you feel? How certain are you that it was race or ethnicity that was the reason for the experience?
 - c. What did you learn from the experience, if anything? How does this affect your satisfaction with your work and productivity at work today, if at all?

3. I would like to ask you about your current job. Tell me about your work on a day-to-day basis. How often do you go to work? Who do you typically interact with on a day-to-day basis? What type of work activities do you do on a typical day?
4. You indicated that discrimination because of race or ethnicity is a major problem in your workplace. Can you give me an example of what you have observed or experienced that led you to indicate that discrimination is a major problem? [See probe/follow-ups]:
 - a. How much do each of the following contribute to the problem? Intentional prejudice of individual people; existing policies, procedures, or systems in the workplace; unconscious bias.
5. What can help improve these situations at your workplace? On a scale of 1 to 10, how much do you think each of the following help? Why or why not? [Probe: Companies' intentions, size of company, need.] Do you know what they are? Do you have them in your workplace?
 - Required training for employees given on a regular basis
 - Optional training for employees
 - Policies to ensure equality in pay, hiring practices, or promotions
 - A task force or committee, or group, to deal with these issues
 - Anonymous reporting hotline
 - Mentoring program
 - Clear anti-discrimination policy
 - Single person/employee responsible for these issues in the business
 - Required training for White managers, supervisors, leaders
 - Employee surveys