Employee interview - employee owned

## Grand tour

Tell me the history of working at this company, from first hearing of the company through today.

## Tell me about your career prior to here

* Education
* Prior jobs

# Attract

* If hired at an ongoing coop or ESOP:
  + When did you learn the company was employee owned?
  + What attracted you to this model?
  + Interview and selection process
* If employed when the company when transitioned to ESOP:
  + How did you feel when the company transitioned to an employee-owned model, and how has your perception of the organization changed since then?
  + Have you noticed any changes in the company's communication and transparency since it became employee-owned?

Can you describe your role in the company and how long you have been part of the firm?

## Hiring process

* Tell me about the training you have received
  + Education on being an owner and a manager
* Becoming an owner
  + Buying in
* What sort of information does management share with employees?

## Compensation

* How are profits shared among worker-owners? How do you feel about this system?
* How is performance measured and evaluated in your role? Is there any link between performance and profit-sharing?
* In what ways does the employee ownership model affect career growth opportunities and employee development programs?

**How is the company managed today?**

* Control
  + Employee owner meetings
  + Appointing executives
  + Other forms of employee voice?
  + If a union: Role of the union
* How does employee ownership affect the workplace culture?
* Do you feel your voice and opinion is heard and valued in the company? Can you provide any examples?
* How does being an employee-owner influence your sense of accountability and commitment to the company's success?
* Can you share any experiences where your input or suggestions led to a significant change or decision in the firm?

**Culture**

* How does the company address potential challenges or conflicts that may arise among employees due to the employee ownership model?
* How does the worker-owned structure influence your relationship with colleagues and managers? The company's culture and work environment?
* How does the firm foster a sense of shared purpose and alignment among employees despite having a diverse range of ownership stakes?

Respect and Sexual Harassment within the workplace

* Can you explain how the company does or does not foster a culture of respect in the workplace?
* Are any specific policies or initiatives in place to promote diversity, inclusion, and respectful communication?
* How does the company handle instances of disrespect or harassment to ensure that all employees feel valued and heard?

[Note: Our case studies are placement agencies]

Have you had to deal with a situation where someone at the client's workplace acted inappropriately? For example, a doctor harassed you [an adult child regularly asked you to make her dinner when you made dinner for the client?

* If yes: What happened?
  + Did you expect your employer would support you?
* If no: What do you think would happen if this inappropriate treatment occurred?

# Effects on employees and management

* Benefits
  + Retention
  + Motivation
* Costs
  + Meetings/ coordination
* In what ways do you contribute to decision-making processes within the firm?
* Can you share examples of how the firm encourages and supports employee participation and decision-making in the organization?
* Can you share any experiences where the worker-owned structure had a direct impact on your job or the work environment?
* How does worker ownership affect your motivation or commitment to the firm?
* Can you give me an example when a customer had a problem, or you had a problem with a customer? What happened?
  + Note: use "Client" or "Patient" , not "Customer'', as relevant.

## Externalities of empowerment

Anything you learn here that applies outside of the workplace?

* How does the worker-owned model affect your work-life balance?
* Any lessons from work apply at home? Change your relationships outside of work?

## Generic questions to consider

* What is the hardest thing about working for a worker-owned firm?
* What is the best thing about working for a worker-owned firm?
* What are lessons learned from this coop for other coops? What advice would you give other coops?
* If a buddy was thinking of working at an employee-owned firm, what advice would you give? What questions would you suggest they ask?
* If a founder: What would you do differently if founding it over again?
* {To find a comparison group}
  + Who are your competitors for employers and for customers? Are any of them about your size?

## Closing

* Any topics you'd like to clarify related to what we discussed?
* What else should I know?
* Who else should I speak to?
* Thanks!