

## Appendix A: Interview Questions

### **Interview introduction/script:**

We are graduate students at Cal State Long Beach in the Industrial/Organizational Psychology program. We're examining the job of a Nekter store manager in order to drill down and learn what essential characteristics and knowledge, skills, and abilities are required to be successful at this job. This interview won't affect your job, pay, or promotions in any way, so please feel free to be open and honest in your responses. Is it okay if we record this conversation? The recording will only be used by our research group and won't be released to anybody else.

### **Interview questions:**

#### *General questions:*

- 1) What would you say is the most essential knowledge required to perform this job?
- 2) What would you say are the most essential skills and abilities required for performing this job?
- 3) What characteristics should somebody performing this job possess?
- 4) What are the educational requirements for this position? (High school diploma or equivalent, Associate's degree, Bachelor's degree, Master's degree, professional license/specialized training)

#### *Job duties:*

- 5) The job requirements for this position list that a "food handler's certification" is required. Is this training provided on the job or do you need to have it before you can be hired?
  - a. What is the process to acquire the food handler's certification?

- 6) Walk me through a normal day on the job for you. What do you do? When in your shift do you do it?
  - a. Do you have any periodic responsibilities?
    - i. If so, what are they and how often do you perform them? (weekly, monthly, quarterly, etc.)
  - b. How long have you been performing these responsibilities?
  - c. Are you performing unnecessary responsibilities? If yes, please describe.
  - d. Should you be performing duties that are not currently included in your responsibilities? If yes, please describe
- 7) What are the job duties you consider to be the most important and/or most difficult?
- 8) What types of tools and equipment do you use on the job?
  - a. Do you maintain or clean the equipment you use on the job? How?

*Management tasks:*

- 9) How many juicers and shift leads are assigned to one General Manager?
- 10) We understand that each General Manager is responsible for one store. Are there times when you overlap on the sites and collaborate?
- 11) How important is communicating with other general managers?
- 12) What administrative duties do you have to perform as a manager in this job?
  - a. What percentage of your day is spent working on managerial tasks?
- 13) How much time do you spend working with customers and preparing food/drinks?
- 14) Do you deal with customer complaints?
  - a. How often?
- 15) How do you go about conducting audits, such as:

- a. Counting cash?
  - b. Auditing Team Member files?
- 16) How do you analyze and cross-check the Profit & Loss? Are you familiar with the laws and regulations in relation to this?
- a. What tasks do you perform to improve your P&Ls?
- 17) Do you maintain up-to-date knowledge of the store trade area and the surrounding community?
- a. What do you do to accomplish this?
- 18) Do you make decisions about employees under your management?
- a. Promotion
  - b. Relocation
  - c. Write-ups
  - d. Termination
- 19) What are some challenges you face in your job?

*Hiring/training:*

- 20) What knowledge or skills should a manager absolutely possess before starting the job?
- 21) What is the process for onboarding and training new team members that you hire?
- 22) How long do you estimate the average manager sticks around?
- a. Why is that?
- 23) What do you see changing in your job in the next five years?

End.

Thank you for taking the time to talk to us today! We truly appreciate your insight. If you don't mind, we'd like to send you some task statements and knowledge, skills, and abilities that we come up with in relation to your job and have you rate their importance. We'll be sending these to you in about 2-4 weeks.