**HR MANAGER INTERVIEW SCHEDULE**

**Overview of the HR department**

1. Could you tell me about the structure of the HR department?
2. What is the current HR strategy and how does this relate to the business strategy?
3. How are new HR practices introduced into the firm?
4. Do you belong to any networks within or outside of the organisation? What role do these play?

**Qualification profile of employees**

1. Could you tell me the number of employees you have working within the firm?
2. Could you tell me about the types of employees that you have working within the firm?
3. What percentage of the employees are graduates and what percentage hold Masters degrees and Doctorates?

**HR practices and managing employees**

1. Please summarise the main HR policies & practices and management systems used in managing these higher-qualified ‘knowledge workers’? (PDP/performance management/appraisal; reward; succession planning; training & development; communication; incentive schemes)
2. In your view, to what extent do these practices operate in similar firms within your industry?
3. What challenges arise in delivering HR practices to knowledge workers and dealing with these workers more generally?
4. How would you evaluate the company’s approach to managing knowledge workers?
   1. Informal v formal
   2. Close supervision v freedom/autonomy
   3. Individual v team
5. In your experience, what factors cause knowledge workers to:
   * Join the organisation
   * Stay with the organisation?
   * Leave the organisation?

**Promoting Innovation & Knowledge-sharing**

1. How does the firm encourage or promote innovation among its knowledge workers, either as individuals or groups?
2. How does the firm promote knowledge-sharing among its knowledge workers (formal & informal systems, e.g. departmental & project meetings, idea forums etc)?
3. Please can you describe the company’s policy on secondments, either within or outside the organisation? (e.g. working in another department, with a client, industry body or university)
4. How would you evaluate the effectiveness of current policies in promoting innovation and knowledge sharing? What are the facilitators and obstacles?
   1. i.e. meeting & communication systems; also idea forums, incentive schemes, PDP/appraisal systems; other HR policies such as training & development

**Views on the Institutional Environment**

1. To what extent are you able to recruit the types of employees that you require from the existing skills base:
   1. In the UK?
   2. From overseas?
2. How would you evaluate the role and activities of Government, the Universities and other external agencies in:
   1. Providing the types of skills required by your firm?
   2. Helping you to upgrade the skills and qualifications of the existing workforce?
3. What contact, if any, do you have with outside agencies and institutions regarding skills supply and development? Significance/impact.
4. Do you think this is a good sector to work in (employment prospects/opportunities for skills development etc)? Do you think the government, universities etc are making it an attractive place to work?

**Employees’ careers**

1. How well do you feel the organisation manages the careers of knowledge workers?

**Your own career**

1. Can you tell me a little about your qualifications and when and where these were obtained?
2. Considering your education, to what extent does your current position utilise the knowledge that you have acquired?
3. In the last year, what training and development have you engaged in?
4. How satisfied are you with your career at present?
5. What factors would encourage you to:
   1. Stay with this organisation?
   2. Leave the organisation?