**List of questions**

**Overview of human capital**

* Could you provide an overview of workers’ qualifications in the different business units of the plant?
* I would like to consider two business units characterised by relatively different human capital profiles (e.g. assembly line and quality assurance): Could you provide more information in regard to workers’ qualifications in these particular units?
* In the literature human capital is often described along two dimensions:

- Value: it is the potential of human capital to improve the efficiency and effectiveness of the firm (e.g. instrumental for creating innovation in the product and in the production process);

- Uniqueness: the degree to which it is rare, specialized and, in the extreme, firm-specific.

Could you please attempt to discuss/rate the human capital profiles above along these dimensions?

**Human capital formation**

* In this plant what professional figures are typically recruited externally? And which ones are typically hired after the apprenticeship at your company?
* Thinking about the abovementioned human capital profiles, could you please describe the training provisions they benefitted of at your company (if any)? In this regard, details will be asked about the apprenticeship programme (e.g. average hours of training, balance between on-the-job and off-the-job training).

**Human capital utilisation**

* Could you please illustrate how the work organisation system in your company allows employees’ knowledge to feed into the production process? I am particularly interested in:
* The functioning of teamwork
* The degree of autonomy of teams/individuals
* Visual control
* Feedback mechanisms across hierarchical levels

**Human capital retention and development**

* Could you give me an overview of the compensation system at your company for the abovementioned human capital profiles?
* Average salary levels across qualifications
* Performance pay system
* Promotion prospects
* Which human capital profiles require an investment in continuous training?
* Does your company employ workers through staff agencies or subcontracting arrangements? Which qualification profiles?

**Human capital evaluation**

* What KPIs do you typically use for evaluating the performance of your employees? Are they team-based or individually-based? Do they vary across qualification profiles, business units, task groups?
* Are there any human resource practices (e.g. innovations in the incentive systems, training, work organisation) which improved employees’ human capital and its utilisation in production?