**UCLA-UNIVERSITY OF MASSACHUSETTS RETAIL STUDY**

## Worker Interview Guide – Order fulfillment – August 2022 – Final R3

0) Present the study. [Note apparent gender and race of respondent]

1) History and basic job characteristics

1. We like to start our interviews with some personal history. Would you tell us your current job title?
2. Tell me a bit about your education and work history. First, education history?
3. What were your last three jobs before this one? [Over past 2 years?]
4. Do you have a family that you live with?
5. How long have you worked at the company where you work now?
6. Are you an employee of the company or are you something else—a temp agency worker, gig/contract worker, or working for a subcontracting company?
7. About how many people work at the store you work at? What is the range of items it sells?
8. Why did you choose to move to this company? [Probes: Pay? Benefits? Chance to move up? How you are treated?]
9. How did you find the job?
10. What did you have to do to apply? [Probes: did you have to take a test? What kind? Interview?]
11. What job did you start out in at [company]? [Elicit full job history within company] [If changed jobs within company:] Why did you choose to move to this job?
12. Can you tell us how [company] differs from other retailers you have worked at or where friends or acquaintances of yours have worked. Nature of the jobs? Chances to move up? Opportunities to learn skills? Relations among co-workers or with supervisors?
13. What are your work hours (per week, per month)? [Total hours and distribution over the week.]
14. Does your schedule vary from week to week? How far in advance are you informed of your schedule?
15. Have you always worked these hours?
16. Would you prefer to work more hours? [Probe: Full-time?] Fewer hours?
17. Does anyone in your current job classification work full-time?
18. About what share of the workers in your job title are part-timers in the store?
19. What country were you born in?

2) Tasks, technology, and work organization

1. [Verify] You said your current position is \_\_\_\_\_\_\_\_\_\_. Does that fall in a particular department? If yes, which? (Or across departments?)
2. What do you do on your job? What is your overall department responsible for?
3. How much of your time is devoted to order fulfillment? [If not all their time, what do they do the rest of the time?]
4. How long has your job involved order fulfillment?
5. How long did it take you to learn order fulfillment work?
6. Can you describe the process of fulfilling an order, from beginning to end? [Probe: What technology is involved? Who do you interact with while doing this work (supervisors, co-workers, customers)?]
7. Is there a target rate for order fulfillment, say the average time per order or the number of orders per hour?
8. About how many people work at doing order fulfillment at your store? Mix of part-time, full-time? Mix of direct employees of [company], gig workers (other companies)?
9. Has the number of people doing order fulfillment changed during the time you have been at the store?
10. Has that process, or the technology involved, changed over the time you have been doing it? Explain. When did the changes happen? Why do you think it has changed?
11. Do you expect the work to change over the next year or so? Explain.
12. Some retailers are moving to automated microfulfillment centers located at some of the stores. Have you heard about any plans to do this?
13. And some retailers are shifting order fulfillment to large remote warehouses. Have you heard about any plans to do this?
14. What are the main pluses and minuses of this kind of work? What are the major challenges? [Probes: Is your job physically demanding or difficult? Is your job stressful?]
15. Has the mix of pluses and minuses changed over the time you have been doing fulfillment? How has that mix change? What explains the change? [Probe: Is it related to changes in technology?]
16. Do you feel you have enough time to get things done reasonably well? Do you feel rushed or pushed in general? Some of the time? What do you feel you have to compromise?
17. Has that changed over the last three or four years [adjust interval for low-seniority people]? In what ways?
18. Have there been changes in how jobs are organized during your time in this job? How about in the kinds of work that is assigned to particular jobs?
19. Do you have a say in how the work of your department is organized? For example, how work is divided up between jobs, who staffs what tasks, backing up absent workers.
20. Do you have a say in how you do your job?
21. In your department, who reports to whom? How many employees at each level?
22. Do you work in a team? How is the work divided up within the team? What is your responsibility in the team, or if no team, within your department, compared to the other employees?
23. Could you describe the relations between people in your job, and your supervisors. How about handling problems that come up; dealing with hours flexibility if needed; conflicts that arise between employees; disciplining employees who are late, absent or under-perform?
24. Who do you turn to for non-routine problems?
25. What sorts of changes do you feel would help you work better, or provide a higher level of service to customers?
26. Is your work tracked by technology tools, equipment, or apps? E.g. cameras, cell phone trackers, task management software.
27. And has that changed over the time you have had your job at this company?
28. Are there other important changes in technology affecting your job or other jobs in the store during the time you have been with the company?
29. What is the name of the company you work at?
30. [If said they are a temp, gig worker, subcontractor] So, you said you are a XXX; what is the company that employs you directly?
31. What city and state is your job located in?

3) Compensation

1. Salaried or hourly pay? Any variable pay [commission, bonus, profit sharing]?
2. How is the compensation set? Weight of: Productivity? Seniority? Number of skills?
3. What is your current pay level? What was the level you received when you began your current job classification? How about when you started at this company?
4. What kinds of benefits do you receive? [Probes: Group health insurance, how much of the premium do you pay? Group retirement benefit? 401 (k) contributions? Flexible spending accounts?]
5. Would you qualify for more or better benefits if you worked a greater number of hours?
6. What is the workplace benefit that is most valuable to you?
7. Is there a workplace benefit you find you need but do not have?

4) Employment relations and working conditions

1. Is there a union? What is its role in your store? [If response is general, probe: e.g. involved in grievances? Discipline? Negotiation?) Do you think the union has been a significant help in improving the working conditions or compensation here in [company]. What ways are most important
2. Are you a member of the union?
3. Is there any other kind of organization or association that you use or could use to get assistance on such things as more training, raising issues or making suggestions with supervisors, help with looking for a job with another company if that became relevant? Or to get assistance with health insurance (if you don’t have that now)?
4. Do you think that your rights are respected with regard to labor standards like overtime pay, equal pay, discrimination, minimum wage?
5. Do you think you face safety hazards on your job? Other jobs you have had in (company)? If yes, please explain why.
6. How has the company done in terms of Covid safety during the time you hare here? Explain. [Probe: PPE, informing co-workers about positive cases, etc.]
7. Have you and your co-workers taken any kind of action or made any kind of statement together about things you were unhappy about?

5) Skill development and mobility

1. What do you think are the two or three most important skills someone needs to do your job well?
2. Have those necessary skills changed over time? [If worked in other retail jobs before:] Were these the same as the most important skills you needed on [job X, job Y]? What were those skills if different?
3. Have you received training at this company? What kind (initial orientation, on-the-job, classroom, self-paced, on demand videos on phone)? When? How long was the training? Was the training helpful to you in learning the skills you need to do this job well? To do other jobs you might move to?
4. Have you learned others skills while working here? Please describe them. How did you learn these?
5. Would you like to receive training in the next year? What kind? Have you asked about it?
6. Do you feel you are over-educated for this job, under-educated, or would you say your education is about right?
7. Are there other job possibilities for you at [company]? What is the next step up for associates who do order fulfillment? In the same store? Another location? Could you get to another location if the job possibility came up? Would you *like* to move up to a different job?
8. What do you see is required in order for you to apply for other jobs in the company? Could you apply now if a job came open? If not, how much time before you might be able to apply?
9. How good do you think your chances would be of moving to a different job in the company?
10. Do you think your chances of moving up are the same as for other workers? Easier/harder? Why is that? Overall, do you see opportunities for mobility to a similar job in another store? To a higher paying job (same or different store)?
11. How long do you plan to stay with this company from this point forward? (Your best guess is fine.)
12. Have you seen other people in your job category quit the store? About how many have quit in the last year?
13. Where do you want to be in your work career 3 years from now? 10 years from now?

6) Wrapping-up questions

1. Overall, what are the biggest changes you have seen during your time working at [company]? (Skip if less than 6 months)
2. Is there anything we didn’t touch on that seems important about the job and your experience working here?
3. Any other thoughts about what you expect we might hear from *other* retail workers in this survey? Other issues they might raise?